
50th Space Wing

Schriever Air Force Base

Strategic Plan



Commander's Intent

From our beginning as a Cold War fighter wing to our current role as a space and cyberspace leader, the 50th Space Wing (50 SW) has continually pushed the envelope of performance and innovation. Achieving multi-domain superiority has come on the shoulders of Airmen committed to *Integrity, Service, and Excellence*. These values serve as the foundation of a *professional mindset* pervasive throughout our organization. Our Wing's unparalleled commitment to *Total Force Integration* underpins our success in providing world-class space and cyber expertise to support the Joint Force, National Command Authority, Interagency partners, and U.S. Allies. Every Total Force member plays a key role in *winning today's fight* by striving for personal improvement and challenging others to be their best. Moreover, every member is critical in evolving our Wing to *prepare for tomorrow's fight*. Our future success depends on our continued efforts to evolve the force and drive innovation to defeat emerging threats.



The space and cyberspace domains in which we operate today are not the benign environments for which many of our mission systems were originally designed. Never before has the need for rapid evolution and innovation been so imperative. It is no longer sufficient to merely *operate* our space and cyber platforms; today we must *fight* through contested, degraded, and operationally limited environments if we are to deliver global combat effects. This challenge demands a commitment to evolve our operations, recapitalize our installation infrastructure, and advance our training curriculum to spur innovative Tactics, Techniques, and Procedures (TTP).

Our Nation has charged us with a no-fail mission—we must posture ourselves to fight and win a war that extends into space and cyberspace. We must evolve and innovate while continuing to provide the global combat effects upon which warfighters around the world depend. The men and women of 50 SW stand ready to tackle this challenge. We are Airmen dedicated to the profession of arms and we will uphold the proud heritage forged by our Cold War forebears.

DEANNA M. BURT
Colonel, USAF
Commander

Mission / Vision / Priorities

Mission

Commanding space and cyber systems to deliver global combat effects

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"To be prepared for war is one of the most effective means of preserving peace."

- George Washington

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Vision

Evolving the force, driving innovation, mastering space

"The future of this country and the welfare of the free world depends upon our success in space."

- President Lyndon B. Johnson

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Priorities

- **Innovate space and cyber operations to stay ahead of the enemy**
- **Advance professionalism and infrastructure to enable mission performance**
- **Invest in a culture of exceptional service and community for Team Schriever and their families**

"Space is congested, competitive, and it is contested... The solution goes beyond just systems, but to doctrine, education and career development."

- General John E. Hyten, Commander, Air Force Space Command

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Priorities / Lines of Effort

■ **Innovate space and cyber operations to stay ahead of the enemy.** No military force in the world relies on space and cyberspace effects to generate combat power more than the United States. Our adversaries believe our reliance on these force multipliers likewise creates vulnerabilities which they will attempt to exploit. Our mission is to command the systems that deliver global combat effects; and therefore, we must continuously innovate to stay ahead of any potential adversary.

■ **Advance professionalism and infrastructure to enable mission performance.** Professionalism defines more than our dress and appearance, it is a mindset anchored by our core values. It guides our everyday actions, our behavior on and off duty, and the manner in which we handle adversity. It is the moral fiber that binds a cohesive force. Professionalism is also reflected in our facilities and infrastructure. Unlike most Air Force wings, our crews fight from our buildings. We cannot achieve mission success without a highly reliable infrastructure to enable our operations.

■ **Invest in a culture of exceptional service and community for Team Schriever and their families.** We must never forget that our most valuable asset is our people. Our Airmen, civilians, and contractors endure a demanding operations tempo. Moreover, the families that support our people have earned and deserve the most exceptional services available. Our continued investments to strengthen our community will, in turn, attract and retain the specialized workforce we need to succeed in the future.

The 50 SW's *priorities* capture multiple *lines of effort* that include near-, mid-, and long-term projects which we plan to address incrementally based on complexity and funding profiles as follows:

2015 to 2017

- Execute Space Training Transformation and the Space Mission Force
- Construct Integrated Operations Environment 2.0
- Implement the Air Force Space Command (AFSPC) Satellite Operations (SATOPS) Operating Concept
- Establish Cyber Squadron of the Future
- Execute Defensive Cyber Operations on all major weapon systems in the 50 SW
- Pursue additional Total Force integration opportunities
- Construct a Schriever AFB Event Center
- Attain approval to construct a Schriever AFB Youth Center

2017 to 2020

- Serve as the central Defensive Cyber Operations provider for 14th Air Force (14 AF)
- Implement Enterprise Ground System architectural changes
- Evolve Ready Spacecrew Program (RSP) and advanced training curriculum
- Construct a dedicated operations floor to co-locate essential support functions and personnel
- Stand up the 50th Medical Group
- Construct a Schriever AFB Youth Center

2020 to 2025

- Implement a fully integrated space and cyberspace operations construct
- Identify requirements and attain funding for a new operations facility

50th Network Operations Group (50 NOG)

As the only cyber Group in 14 AF, the 50 NOG is comprised of four squadrons spanning 14 locations around the world, providing assured space connectivity through the Air Force Satellite Control Network (AFSCN), Secure Digital Information Network, Global Command and Control System, and Global Broadcast Service. The 50 NOG also provides traditional base communications.

Goal 1: Mission Assurance. The AFSCN must operate continuously in all current and future risk environments. The desired end state is an AFSCN postured to defeat emerging enemy threats.

Objective 1.1. Conduct superior command and control, network scheduling, and maintenance support across the AFSCN enterprise to deliver global combat effects.

Objective 1.2. Understand the operational environment to include blue (allied), red (hostile), green (non-hostile), and white (commercial influences).

Objective 1.3. Develop and posture the AFSCN enterprise for operations in contested, degraded, and operationally limited domains.

Goal 2: Cyber Operations. The 50 NOG has both an operational cyber defense role and a traditional base communications (support) role. To stay ahead of the enemy, the group must focus on operations.

Objective 2.1. Execute Defensive Cyberspace Operations on the major weapons systems in the 50 SW and become the first Mission Defense Team in AFSPC.

Objective 2.2. Establish a Cyber Squadron of the Future, focused solely on cyber defense.

Objective 2.3. Transition traditional base communications functions outside the NOG.

Objective 2.4. Establish an information fusion cell to form a common operational picture including maintenance, operations, and systems security.

Objective 2.5. Leverage a mission system maintenance mindset for maintenance activities and systems not managed by program offices.

Goal 3: Cyber Roadmap. The 50 NOG will evolve from operations and defense of the AFSCN alone to ultimately incorporate all weapon systems in the 14 AF.

Objective 3.1. Monitor and defend all data transmitted as part of the scheduling activity.

Objective 3.2. Serve as the central Defensive Cyber Operations provider for 14 AF.

Objective 3.3. Provide active defense using a flexible risk management framework.

Objective 3.4. Act as a Tier-3 service subscriber for 14 AF mission sets.

Goal 4: Geographically Separated Unit (GSU) Center of Excellence. Posture each GSU for success to provide assured access to space and cyberspace through operations, command and control, and maintenance for global combat effects.

Objective 4.1. Establish a GSU Civil Engineering Center of Excellence to advocate for facility and infrastructure needs for all 50 SW GSUs.

Objective 4.2. Review and revise all host-tenant and other agreements.

Objective 4.3. Identify opportunities to improve GSU inclusion in the 50 SW day-to-day business and widen 50 SW's understanding of global presence.

50th Operations Group (50 OG)

The 50 OG operates the Department of Defense's (DoD) largest constellation of satellites providing critical and enduring capabilities to the warfighter around the globe. Divided among six squadrons and a detachment, 50 OG military, civilians, and contractors number nearly 1,000 strong. This team is at the forefront of the highest-priority changes in the history of AFSPC.

Goal 1: Space Training Transformation (STT) & Space Mission Force (SMF). Complete the transition to STT and SMF. Implementation of STT and SMF will fundamentally reshape how the 50 OG organizes and trains its people. As a result, all aspects of the 50 OG's mission must be examined and updated to reflect this new paradigm.

Objective 1.1. Lead execution of the Space Mission Task Force and RSP while preparing the wing for its responsibilities within the SMF.

Objective 1.2. Deliver and continuously improve Mission Qualification Training courses for all crew positions.

Objective 1.3. Identify facility improvements needed to deliver required training.

Goal 2: Enterprise Ground System (EGS) and the Integrated Space Operations Environment (ISOE).

EGS and ISOE will alter the architecture of our command and control capabilities and change how we organize to prepare for tomorrow's fight. As the ISOE effort takes shape, it will compel us to examine facility changes that will enhance how we fight as a wing and to align with upcoming command and control changes across the broader space enterprise.

Objective 2.1. Align, support, and implement upcoming Satellite Command and Control system changes.

Objective 2.2. Guide planning and provide requirements for future efforts to build an Integrated Operating Environment 2.0 within the guidance provided in Operations Concepts for the ISOE.

Goal 3: Game Changing Operations. To win the future battle in a contested, degraded, and operationally limited space environment, 50 OG personnel must significantly advance TTPs, as well as validate future capabilities that will maintain the U.S. advantage in space.

Objective 3.1. Rapidly advance our efforts on Operations and Intelligence Integration as a part of the RSP and associated TTP development.

Objective 3.2. Build a warfighter culture with decision-making authority at the lowest possible level.



"We wouldn't be the Air Force we are today without some of our most innovative ideas coming from our most junior Airmen."

- James A. Cody, Chief Master Sergeant of the Air Force



50th Mission Support Group (50 MSG)

The 50 MSG is comprised of four squadrons and one flight that are responsible for providing personnel, manpower, services, logistics, contracting, security, emergency services, and civil engineering support for more than 8,000 military, civilian, and contractor personnel living and working at Schriever AFB.

Goal 1: Defend and Protect the Installation and its Assets. Robust Integrated Defense and Emergency Services ensure the safety and security of DoD, Air Force, and 50 SW personnel, property, and resources, to include those at GSUs and dispersed sites during normal and contingency operations.

Objective 1.1. Employ forces to defend and protect the installation and its assets. Integrated defense forces and emergency services will safeguard critical resources by applying defense in depth to minimize loss of life and protect government property.

Objective 1.2. By leveraging the “Every Airman is a Sensor” concept, Deter and Detect adversaries through the integration of active and passive force protection measures.

Goal 2: Develop Resilient Airmen and Infrastructure. Build and maintain a mission-ready force and infrastructure to execute home station and expeditionary mission requirements. The 50 SW “fights from our facilities,” making infrastructure maintenance and modernization even more vital to delivering global combat effects.

Objective 2.1. Actively promote the four pillars of Comprehensive Airman Fitness: Mental, Physical, Emotional, and Spiritual.

Objective 2.2. Build combat-ready Airmen to support combatant commander requirements.

Objective 2.3. Recruit, develop, and retain a quality civilian work force.

Objective 2.4. Optimize infrastructure resourcing and operations by properly defining and fulfilling requirements through the planning, programming, budgeting, and execution cycle.

Goal 3: Deliver World-Class Customer Service and Community Support. Meet and exceed internal and external customer demand through a systematic delivery of products and services.

Objective 3.1. Provide timely and tailored quality of life initiatives to meet the evolving needs of the Schriever AFB community.

Objective 3.2. Leverage base and local community resources and partnerships to close gaps in available services.

Objective 3.3. Improve internal and external strategic messaging and marketing communications.

Objective 3.4. Construct a Youth Center to host a variety of recreational and educational programs that promote child development and learning in a hands-on environment.

Objective 3.5. Construct an Event Center to promote esprit de corps and provide much needed multi-purpose gathering space outside the restricted area.

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“Every airman should be, can be, I believe must be innovative if we’re to succeed in the future. Commanders can’t be intimidated by that. Supervisors shouldn’t be scared of it. We ought to be embracing it.”

- General Mark A. Welsh, Chief of Staff of the Air Force

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50th Wing Staff Agency (50 WSA)

The 50 WSA consists of 15 staff agencies working to maximize 50 SW resources, enhance mission performance, mature internal and external relationships, and form a culture of inclusiveness.

Goal 1: Streamline and Drive Processes to Efficiently Execute the Mission. The 50 WSA works within Air Force and U.S. government processes to efficiently support space and cyberspace operations.

Objective 1.1. Develop innovative processes to ensure funding documentation is complete to execute purchases on time.

Objective 1.2. Validate requirements/initiate development for a combined operations facility.

Objective 1.3. Integrate risk management into day-to-day operations.

Objective 1.4. Ensure contract cost, schedule, and performance parameters are met and new requirements are properly developed for mission operations.

Goal 2: Ensure All Standards Are Met to Uphold Excellence. Maintain support to space and cyberspace operations at the highest achievable performance level.

Objective 2.1. Identify interdependencies between disparate Information Protection functions and establish a common security framework.

Objective 2.2. Protect mission and personal excellence by accurately screening for illegal substances. In addition, educate Schriever AFB about illegal substances and their effects.

Objective 2.3. Deliver swift and accurate judicial service on all 50 SW matters.

Objective 2.4. Inspect, report, and track 50 SW discrepancies to resolution.

Objective 2.5. Provide training to ensure compliance with applicable safety regulations.

Goal 3: Grow Relationships Across Schriever AFB and the Local Community. Maturing internal and external relationships is key to the space and cyberspace mission.

Objective 3.1. Identify/host new civic groups; implement a Community Engagement Volunteer Program; and conduct quarterly media engagements;

Objective 3.2. Provide small businesses with information to engage organizations on base.

Objective 3.3. Conduct Wingman Days; leadership immersions; and resiliency training.

Objective 3.4. Maximize opportunities for Schriever AFB personnel, residents, and the local community to view the history of Schriever AFB and its impact on the world.

Objective 3.5. Facilitate a professional environment for distinguished visitors.

Goal 4: Foster a Climate of Dignity and Respect. Mutual respect and trust are foundational to any organization. The 50 WSA is dedicated to further developing a culture around these principles.

Objective 4.1. Regularly engage and encourage single airmen during unit visitation. Develop “chat with a chaplain” seminars to teach new supervisors how to care for subordinates.

Objective 4.2. Achieve 100% employee compliance on Sexual Assault Prevention Training and create a non-threatening report culture.

Objective 4.3. Ensure a supportive environment for employees to voice concerns and quickly address/resolve differences in the work environment.

Conclusion

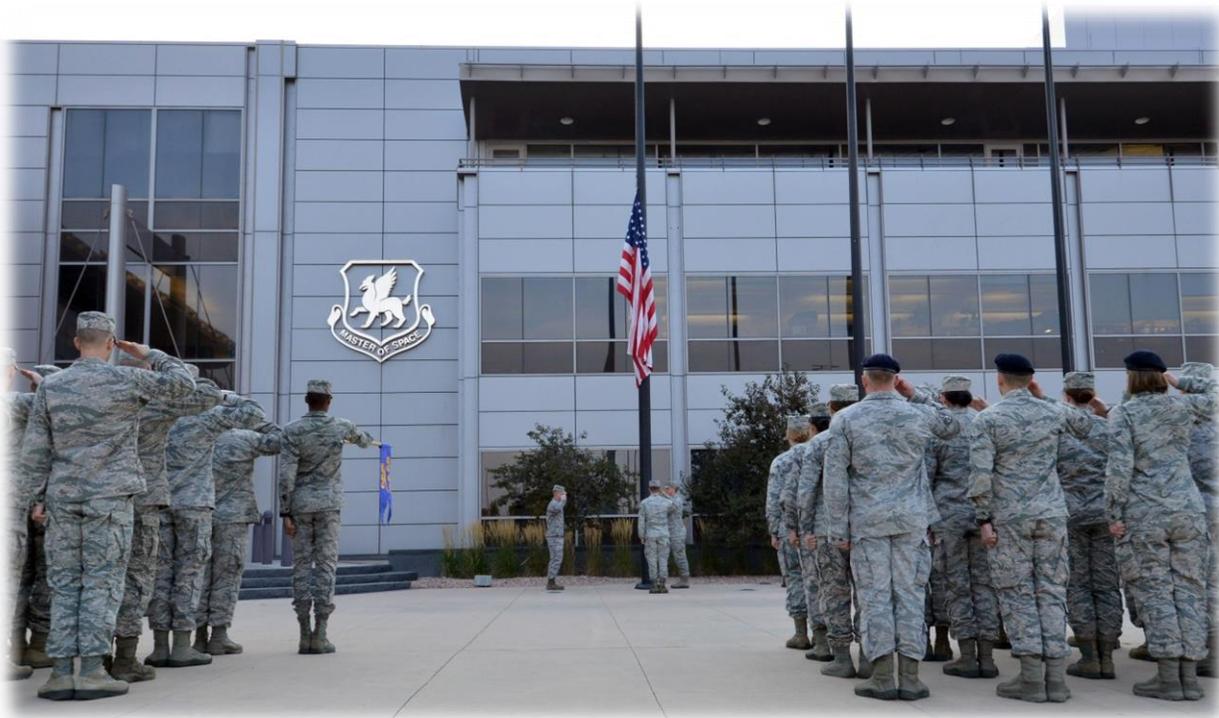
Never before has our Nation and our Allies relied so heavily upon the global combat effects delivered by the 50 SW. Our global mission underpins our ability to project power and safeguard the individual rights of life, liberty, and the pursuit of happiness for free nations around the world. Yet we have reached an inflection point in the nature of our mission. While we must continue to support and enable terrestrial warfighters in pursuit of national objectives, we must also adapt to account for new threats across the domains in which we operate. To this end, the 50 SW is on the leading edge of the most transformative initiatives our enterprise has ever embraced. What we do to prepare for tomorrow's fight will become the blueprint for like organizations across the DoD.

We remain committed to mastering space operations, advancing professionalism, and serving our members and the community. We will achieve our goals as a Total Force team of individuals working tirelessly to evolve the force and drive innovation. We will utilize our resources to improve collaboration across our Wing and with outside organizations. As a coordinated team working together, we will become more than the sum of our parts. We will continue to serve as a force multiplier for our Nation to triumph over the challenges of today's fight and prepare for tomorrow's. This is our mission, and as Airmen dedicated to the profession of arms, we will not falter and we will not fail.



"We have to be able to adapt faster than our adversaries in all that we do. And this is what we mean by strategic agility....Integrated multi-domain operations, cyber, space, and air will be central to this future operating concept."

- Deborah L. James, Secretary of the Air Force



50th Space Wing

Schriever Air Force Base

Colorado | United States