



# REACHING NEW HEIGHTS.

Forge expands Rapid Capabilities and Security Cooperation practices into the Space domain.

## Our Expertise is taking off.

With a knack for solving complex problems domestically and abroad, Forge enters a new 'Space' – outer space. Recently, Forge was trusted with new projects within the Space enterprise. These two projects take our Rapid Capabilities and Security Cooperation practice “out of this world.”

- As the Prime contract holder, Forge will develop performance and portfolio management dashboards for Headquarters Space Operations Command (SpOC) programs. Using data science and business intelligence design, Forge will establish dashboards within the Department of the Air Force’s Palantir Foundry implementation – “Envision”— enabling Leadership to discover valuable operational insights and improve performance. Forge will also establish a portfolio management capability enabling SpOC teams to better communicate and coordinate across multiple dynamic, ever-changing projects.
- A 20% growth in Forge’s Security Cooperation Program Management Service Support (SCPMSS) team included a Women, Peace and Security (WPS) expansion into Assessment, Monitoring, and Evaluation (AM&E) and Humanitarian Assistance and Disaster Relief (HADR), and a new role within the Space and Missile Defense office in Office of the Secretary of Defense (OSD) Policy. As the landscape of Security Cooperation evolves and space domain policy matures, so does Forge – and we are honored to take our place amongst the best and brightest to navigate this complex field together.

Expanding into space is an opportunity to take Forge's International Strategy, Performance Improvement and Technology Implementation solutions to a new Area of Responsibility (AOR). As experts in increasing interoperability and ensuring alignment across international and interagencies, Forge will support the Space community as they evolve, and expand international, interagency, academic, and commercial partnerships. We are eager to tackle challenges, collaborate with space experts, and implement solutions to create a more resilient space architecture.

***If you have questions, reach out – we would love to chat.***  
<https://forgegroupllc.com/contact>

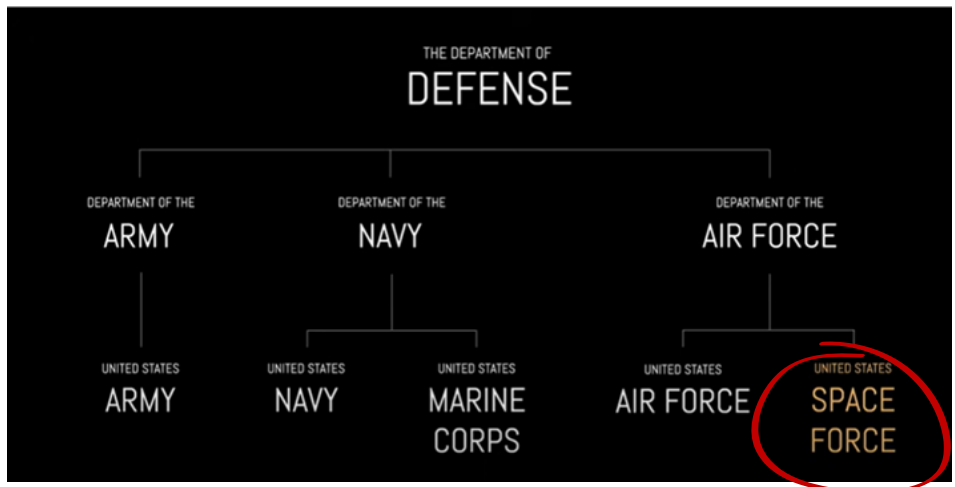
## A 'LAY OF THE LAND,' FOR WHERE THERE IS NO LAND.

Corporately, entering these projects launches us into a new arena we are excited to be in. Many of our experts have been invested in space policy for years – yet, as the structure and landscape of Space Policy and the Space Force itself evolve, many of us, even those within the Department of Defense (DoD) community, are still playing catchup on the roles different DoD organizations play within space.

As a reference for our community, we've put together a Space cheat sheet of sorts. A "lay of the land," for where there actually is no land.

### U.S. SPACE FORCE (USSF)

U.S. Space Force (USSF), formerly known as Air Force Space Command, is a service component for the Space AOR. The USSF relationship to the US Air Force is similar to that of the US Marine Corps within the Department of the US Navy. The USSF is the fifth service command, sliding in next to other service commands.



Ensuring the US has safe access to space and protecting space-derived data is essential to national security and daily life of the American society. US conventional forces are largely dependent on space-derived data. Since the 1950's, the United States had working components of space operations and defense largely contained within three main categories: Civil Space (NASA), Department of Defense (nuclear war fighting), and National Intelligence (intelligence, surveillance, recognizance). Discussions on the necessity of centralizing and establishing a dedicated force began in the 1990s. Leadership recognized the importance of having a centralized defense space operations responsible for requirements, acquisition authority, oversight of production, fielding, and training of space experts (intel, operations, etc.) This ultimately led to the formal creation of the USSF in 2019.

The USSF Headquarters and Office of the Chief of Space Operations (CSO) are located in the Pentagon, alongside the Army, Navy, Marine Corps, and Air Force. This staff focuses on executing the full scope of the USSF's organize, train, and equip responsibilities. The USSF leverages the Department of the Air Force for more than 75 percent of its enabling functions to significantly reduce cost and avoid duplication. The Department of the Air Force provides support functions including logistics, base operating support, IT support, audit agencies, and more.

### USSF Q & A

#### Aren't the Guardians a Major League Baseball team?

Yes, in quite a coincidence and completely unrelated to the USG, the professional baseball team based in Cleveland, Ohio, are named the Cleveland Guardians. USSF service people have also chosen to be referred to as 'Guardians.' This name has a long history in space operations, tracing back to the original command motto of Air Force Space Command in 1983, "Guardians of the High Frontier."



#### If the USSF is separate from the USAF, why do they have USAF service members (Airmen)?

As the USSF builds and develops dedicated career paths for its Guardians, service members from the other branches are taking on USSF positions. Some Airmen assigned to the USSF will remain Airmen with the U.S. Air Force, whereas others in select space-related jobs will become members of the USSF.

**SPACE OPERATIONS COMMAND (SPOC)**

Within the USSF, there are three commands – Space Operations Command (SPoC), Space Systems Command (SSC) and Space Training and Readiness Command (STARCOM). All of these commands work hand-in-hand to ensure comprehensive and effective operations within the USSF.

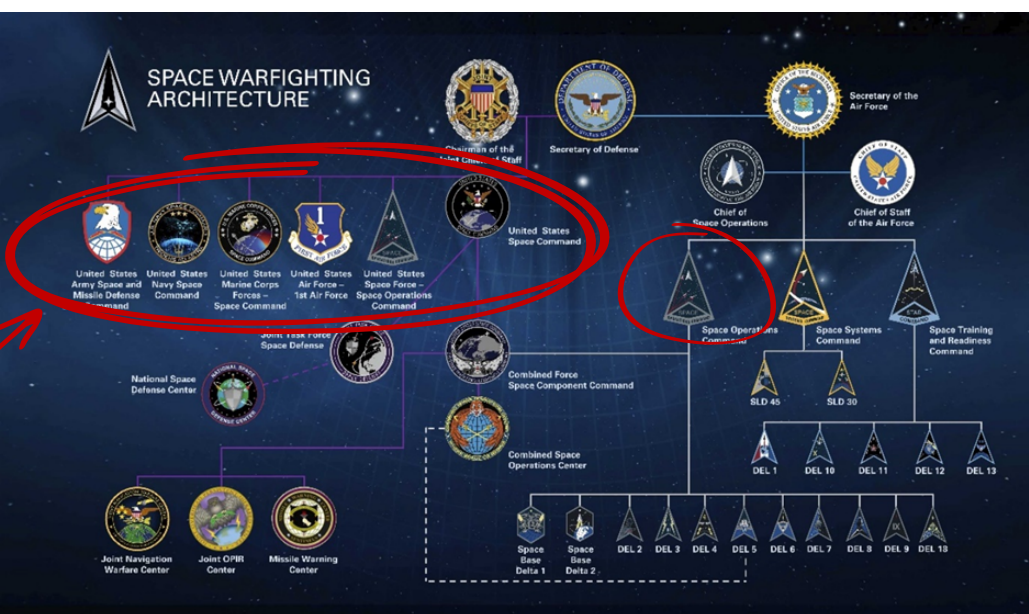


SpOC's mission is to 'protect America and our Allies in, from, and to space... now and into the future.' The primary responsibilities of SpOC are 'generating, presenting, and sustaining space warfighting capability for combatant commanders.' As the 'fight-tonight force' and first Field Command of the USSF, they develop logistics that were previously lacking in an informal Space Command in earlier years.

SpOC is also the Space subordinate component command to USSPACECOM. Just as the other geographic Combatant Commands (COCOMs) have several service components functioning under them, so does USSPACECOM - SpOC is for Space to USSPACECOM as PACFLT is for Navy to INDOPACOM. These components are subordinate to the Combatant Commander of the geographic theater in which they operate. The service components of the geographic COCOMs are responsible for operational instructions, and command and control the armed forces of their service branch within their respective AOR. SpOC is that execution arm for Space forces within the space domain itself. In this capacity, they provide Combat Power Projection, Information Mobility, Space Domain Awareness, and Space Mobility and Logistics for space-related endeavors.

**UNITED STATES SPACE COMMAND (USSPACECOM)**

USSPACECOM is a combatant command with an astrographic AOR defined as the area surrounding the earth at altitudes equal to or greater than 100 kilometers above mean (average) sea level. USSPACECOM is responsible for conducting operations both in, from, and to space to deter conflict. The service components depicted above aid in the delivery of space combat power for the Joint/Combined force to defend US vital interests with allies and partners, and if necessary, defeat aggression.





## OSD POLICY, SPACE AND MISSILE DEFENSE OFFICE

The Secretary of Defense sets direction for DoD space warfighting policy – just as they set direction for US warfighting in every other AOR. Interagency coordination and international engagement on space policy and strategy sits with the Assistant Secretary of Defense (ASD) for Space Policy. ASD(SP) was established in 2021; and collaborates with government/military agencies, the public, congress, and foreign governments to develop, coordinate and oversee the implementation of US Government and DoD policy and strategy for space-related military and intelligence activities.

### MAJOR ELEMENTS OF OSD

See how other leaders accomplish the DOD mission by visiting the websites below.



### How do some of the other Space Agencies and Organizations fit in?

- Space Development Agency (SDA) is within the USSF. SDA was originally stood up in March 2019 under the Office of the Under Secretary of Defense for Research and Engineering. In addition to reporting to the USSF Chief of Space Operations, SDA also reports to the Assistant Secretary of the Air Force for Space Acquisition and Integration for acquisition matters. SDA programs are an integral part of the space architecture in areas such as communications, data transport, and missile warning and tracking.
- NASA is a civil agency that focuses on developing resources for education, exploration, supervision and research, while the USSF is a military service centered around the vital capabilities needed to defend the United States' interests and freedom to operate in space.

## FORGE'S SPACE FUTURE IS BRIGHT

**Maintaining Space security is essential for Americans and International Partners to meet their daily human needs. As Forge radiates into these new endeavors, we remain focused on doing what we do best - divergent thought, practical solutions, and lasting results.**

**Forge is *to infinity and beyond* excited to see how our practitioners make an impact in this vital realm.**

