

Headquarters U.S. Space Force



USSF



Space Rapid Capabilities Office (SpRCO) Overview

Michael Roberts, SES

Director, Space Rapid Capabilities Office

*For additional info, please contact: Space RCO Strategic
Communications SpRCO.PublicAffairs.Workflow@us.af.mil*



SpRCO Background



- Born out of the 2018 National Defense Strategy: Call to go faster in acquisition
- FY18 NDAA – Directed the creation of the SpRCO
- 1 Nov 2018 – Charter signed, codified roles & responsibilities
- FY19 NDAA - Subsequent authorities approved
- 31 January 2019 – SpRCO assigned first programs through Board of Directors (BoD)
- 14 Dec 2019 – SpRCO formally aligned directly under Chief of Space Operations (CSO)

Charter of the Operational Responsive Space Program, approved by the Office of Management and Enterprise Services, 11 February 2018.

CHARTER
SPACE RAPID CAPABILITIES OFFICE

1. Purpose/Summary: In 2017, with changes in 2018, Congress established the Space Rapid Capabilities Office (Space RCPO) as a program office within the Air Force Space Command. The mission of the Space RCPO is to coordinate the development of low-cost, rapid reaction payloads, boosters, launch, and launch control capabilities in order to fulfill the nation's operational requirements for on-demand space support and resiliency. It is to coordinate and execute space rapid capabilities efforts across the Department of Defense with respect to planning, acquisition, and operations, and to identify, develop, and field new, essential space capabilities. This mission includes the ability to expedite the fielding of critical space capabilities in the warfighter, and to enhance the national response to Commanders' needs. The following paragraphs define the Space RCPO's mission and immediate Air priorities.

Attached annexes defined below provide further definition:

- Annex 1: Space RCPO Board of Directors (BoD)
- Annex 2: Roles and Responsibilities
- Annex 3: Internal Operating Instructions
- Annex 4: Metrics, Measures, & Designators
- Annex 5: Designation Nomenclature Template

2. Background: In the 2018 National Defense Authorization Act (NDAA), Congress redesignated the Operationally Responsive Space (ORS) Office as the Space Rapid Capabilities Office. This change is set in Title 10, U.S. Code, Section 2271c.

The Space RCPO is a unique program office established to push the bounds of performance for capability delivery. The office is staffed with a variety of functional specialists who focus on critical on-demand space support capabilities (e.g., on-demand launch, on-demand payload development, on-demand development, high-cost operations, legal, and sustain). Where needed, the office directs while ensuring adherence to the professional and legal standards of the Department of Defense in the accomplishment of its mission to deliver critical on-demand space capabilities in the warfighter, and to enhance the national response to Commander's needs. The office's activities include the following:

- (1) Identify, develop, and field new, essential space capabilities in the warfighter, and to enhance the national response to Commander's needs.
- (2) Coordinate and execute space rapid capabilities efforts across the Department of Defense with respect to planning, acquisition, and operations, and to identify, develop, and field new, essential space capabilities.
- (3) Identify, develop, and field new, essential space capabilities.
- (4) Identify, develop, and field new, essential space capabilities.

ANNEX 1: SPACE RAPID CAPABILITIES OFFICE BOARD OF DIRECTORS

ANNEX 2: ROLES AND RESPONSIBILITIES

ANNEX 3: INTERNAL OPERATING INSTRUCTIONS

ANNEX 4: METRICS, MEASURES, & DESIGNATORS

ANNEX 5: DESIGNATION NOMENCLATURE TEMPLATE

SpRCO Mission: “Develop and Deliver Operationally Dominant Space Capabilities at the Speed of Warfighting Relevance.”

SAF/AQ:
**Service Acquisition
 Executive (SAE)***

USSPACECOM Commander

SpRCO requirements
 validation authority

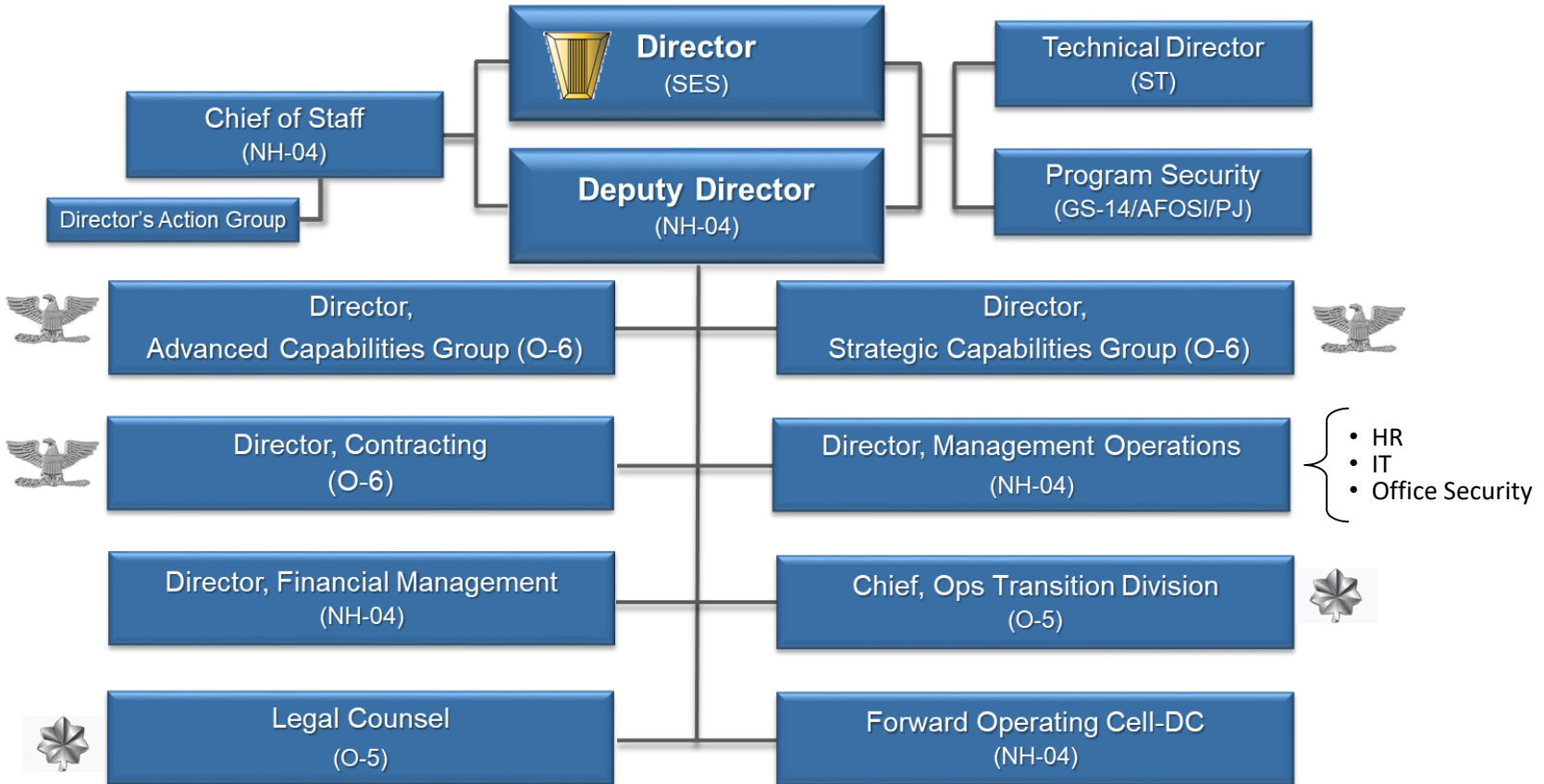
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Organize/train/equip
 mission



(Note:
 Number of
 programs
 varies with
 BoD
 direction)

*Per FY20 NDAA, Sec 956, SAF/SP will become SAE over Space and Missile Systems Center, SpRCO and Space Development Agency 10/1/2022



- **Delivering capabilities quickly and effectively requires a strong core culture and mindset**
- **Organizational structure and governance must cultivate speed and warfighting relevance**
- **For SpRCO, this means adherence to 4 key operating principles:**

SpRCO Key Operating Principles

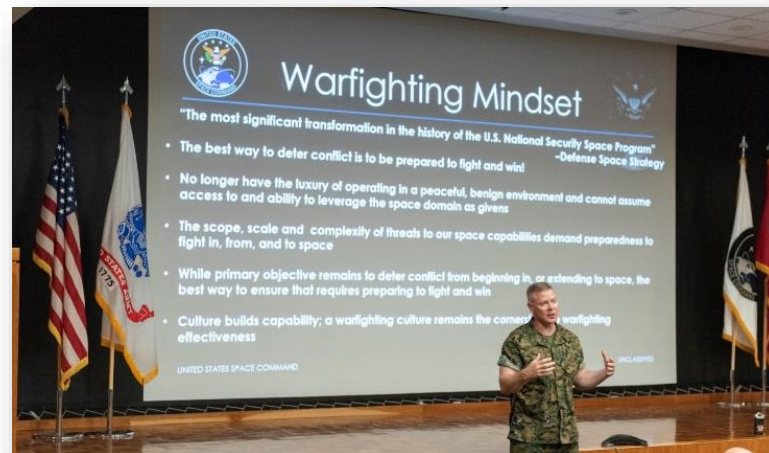
1. Short and narrow chain of command
2. Early & consistent warfighter involvement
3. Small integrated and empowered program teams
4. Embedded functional support: HR, PK, FM, IT, Security

- **Short chain of command—direct connection to senior leadership**
 - SpRCO Director:
 - Is the Program Executive Officer (PEO)
 - Functionally reports to the SAE
 - Operationally reports to the CSO
 - Reduces bureaucracy—layers that can say “no” without power to say “yes”
 - Pushes decisions down to the lowest level
 - Promotes speed and responsibility in responding to changes in warfighter needs



“We’ve stood up a Space Rapid Capabilities Office...to not have to fight the bureaucracy... to have direct access to the two Chiefs sitting here at this table and under the direction of our Secretary.”

- **Early and consistent warfighter involvement**
- **Engaged w/ Combatant Commands (CCMDs) from *before* Day 1**
 - **Deliver what they need; not what we think they want**
 - **Futures Division leads engagement with CCMDs on space capability requirements**
 - **Requirements then validated by USSPACECOM Commander**
 - **Ops Transition Division leads warfighter engagement from program creation to transition**
 - **CONOPs development, test, and transition for additional development, acquisition, maturation, sustainment, and/or into operational use**



U.S. Marine Corps Master Gunnery Sgt. Scott Stalker, U.S. Space Command senior enlisted leader, addresses the USSPACECOM staff 8/31/20 at Peterson Air Force Base. Photo by: Lewis Carlyle | VIRIN: 200831-F-CN249-1115.JPG

SpRCO Key Principle: *Small, integrated and empowered teams*



- ***Decision-making at the right levels:***
 - PMs empowered to make risk based decisions, reduced layers to reduce bureaucracy
 - Experienced and highly motivated
 - Supported by skilled contractors and FFRDCs
 - Cross-team collaboration and coordination key to rapid decision making - learn lessons once
- ***Routinely recognized and awarded by senior leadership***
 - **Military: 100% promotion rate, 100% to command selection**
 - **3 civilians awarded at USAF level**



“We have to understand how to take risk, how to properly manage risk, how to delegate risk down to the people that can actually move fast...”

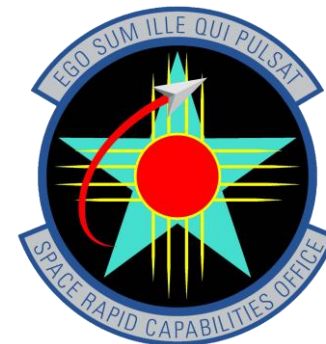
- ***Embedded and integrated functional support is critical to speed of acquisition***
 - **Dedicated Contracting, Financial Management, HR and Security personnel**
 - **Reduces external dependencies, directly promotes speed**
 - **Drives team culture with a shared sense of urgency**
 - **SpRCO Director has Originating Classification Authority (OCA)**
 - **Senior leaders within SpRCO have Access Approval Authority (AAA), critical to moving forward quickly while maintaining security requirements**
 - **Several key contracting authorities in house (next slide)**



- **Senior Contracting Official (SCO) Authority**
 - Director of Contracting (O-6) is designated SCO
 - \$1B business and contract clearance authority on competitive and non-competitive acquisitions
 - Approve Undefined Contract Actions, tailor commercial acquisitions, grant Contracting Officer warrants
- **Competition and Commercial Advocate (CCA)**
 - Approve Sole Source J&As \$700K-\$13.5M
 - Coordinate Acquisition Strategies
 - Government-Industry liaison for SpRCO
- **Other Transaction Authority (OTA)**
 - Enter into, approve & terminate
- **Key Relationships / Memberships**
 - Direct contracting report to SAF/AQC
 - AF Contracting Board of Directors membership
 - Supports USAF Total Force Development for military AFSC 64PX and civilian 1102 career fields



- ***Relentlessly positive and professional workforce***
 - Individuals *and* their contributions are valued and rewarded
 - Grow professionals through hard work and opportunity but without burnout
- ***SpRCO offers opportunities for space acquisition professionals unavailable anywhere else***
 - We're tackling acquisition and development for the most urgent space needs for the Nation
 - We have the right people, the right structure and authorities to move at the speed of warfighting relevance



**SpRCO Mission:
“Develop and Deliver
Operationally Dominant
Space Capabilities at
the Speed of Warfighting
Relevance.”**



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Questions?