



Commercial Space Office Overview

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#SpaceStartsHere



»»» *BLUF—Commercial Space Office Mission*

- **Deliver effective, efficient & resilient capabilities to the warfighter quickly & affordably through partnering with the commercial space industry**
 - **Develop sufficient and efficient capabilities through hybrid architectures to stay AHEAD of the threat**
 - **Integrate U.S., Allied, and Commercial capabilities (hybrid architectures)**
 - **Accelerate the adoption/integration/resiliency of commercial capabilities**
- **Maximize operational commercial services/capability integration**
 - **Focused on early market intelligence, international partnerships, and commercial acquisition strategy support**
 - **Expanding partnerships with USSPACECOM, NRO, NGA and NASA commercial offices**
 - **Implementing Commercial Augmentation Space Reserve Framework**
- **The Commercial Space Office supports and is integrated with the Capability Program Executive Officers**
- **Enabling funding sources to maximize COMSO utilization**

Identify—Implement—Integrate—Iterate



Speed of Delivery to get after the Threat

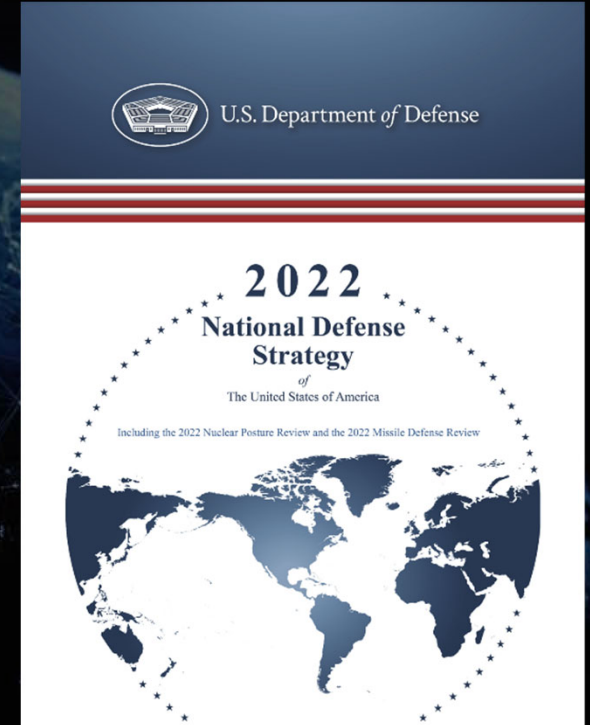


China H-6 Bomber w/ Shenlong Spaceplane

DIA Reference, Mar 22



China Space Program White Paper



SECAF: "Russia's invasion of Ukraine should instill a greater sense of urgency in the US military about taking the steps necessary to prepare itself for war with major powers like Russia or – especially – China."



Commercial Space Office Organization & Roles

SPACE SYSTEMS COMMAND

Responsible for developing, acquiring, equipping, launching, fielding, and sustaining lethal and resilient space capabilities for warfighters

COMMERCIAL SPACE OFFICE

Deliver effective, efficient & resilient capabilities to the warfighter quickly & affordably through partnering with the commercial space industry

- Identify - NSS needs/risk & commercial marketplace opportunity
- Implement - Solutions via flexible contract options & stable funding
- Integrate - Across NSS via interoperable ops, train & sustain efforts
- Iterate - Continuous improvement w/ops, acq & industry

FRONT DOOR

CONNECT

The first step to understand industry opportunities and connect industry with the right space enterprise agents.

SPACEWERX

INNOVATE

Advance technologies, expand industrial base, and enable capability transition.

COMMERCIAL MARKETPLACE

ACCESS AT SPEED

Remove entry barriers to integrate existing and emerging commercial capabilities and exploit commercial data sources at speed.

COMMERCIAL SATCOM OFFICE

DATA TRANSPORT OPTIONS

DoD's one-stop-shop for acquisition and management of COMSATCOM capabilities.

COMMERCIAL AUGMENTATION SPACE RESERVE

SURGE DURING CRISIS/CONFLICT

On-call commercial capabilities and incentive structures to backstop DoD needs across spectrum of conflict.



➤➤➤ **Commercial Augmentation Space Reserve (CASR)**

- **Problem: Capacity requirements during crisis/conflict are expected to exceed peacetime steady state requirements**
 - Waiting for a crisis/conflict prior to establishing requirements, contracts, partnerships, & CONOPs/TTPs will waste valuable time

- **CASR builds framework for guaranteeing access to critical commercial space capabilities during times of crisis or conflict**

- **Includes a peacetime governance model that:**
 - Includes contractual language ensuring capabilities are available on a moment's notice using pre-priced agreements
 - POMs for a funding stream to secure future commercial surge capacity
 - Builds relationships/partnerships and shares information during peacetime so we know how to integrate/operate together
 - Crafts CONOPs/TTPs and drills them during wargames/exercises to ensure effectiveness when needed (muscle memory)
 - Guarantees commercial capabilities are secure, reliable, and available

- **Surge capacity might include:**
 - Leveraging commercial capabilities already on orbit; augmenting existing USSF missions with added capacity (aka SATCOM); reach back into existing production lines to rapidly acquire satellites, payloads, and launch vehicles (TacRS and the like); denial of service over a region or to a certain customer set; and other potential concepts



CASR Framework

CASR END STATE

CASR is a contractually managed framework that ensures DoD has access to commercial capabilities throughout the spectrum of conflict

CASR Commercial Baseline (Day-to-day Operations & Surge)

- Provide integrated commercial capabilities in peacetime and exercise/wargame full CASR actions with customer
- Have consideration in best value evaluation continuum for access to COMSO contracts and task orders
- Receive improved info and threat sharing
- CASR Pre-requisites:
 - US-owned company, including FOCI-mitigated US-owned subsidiaries
- Execute pre-negotiated services and pricing for increased commercial capacity
- Varying echelons of support, increasing with threat-based needs or requirements

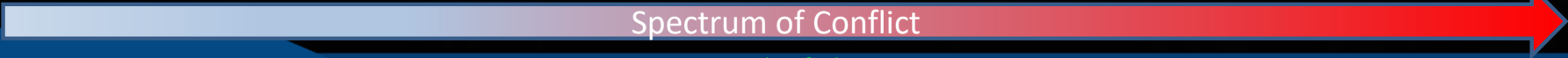


Full CASR Execution

- Baseline, plus:
 - USG has top priority or exclusive access (specifics vary by mission area and contract)
 - USG could execute denial of service
 - Potential for USG-backed war risk insurance for services provided, CAL/DAL (TBD)
 - Significant info/threat sharing
 - US-owned subsidiaries case-by-case

- Contract action to surge triggered by regional conflict or significant crisis
- Driven by COCOMs, DoD, services, other Gov't agency requirements

- Triggered by war, major conflict, national or international emergency
- Directed by President or SECDEF





»»» CASR FY23 - FY25 Milestones

FY23

- ✓ Feb 23 – Host initial CASR Industry Event
- ✓ Mar 23 – Kickoff CASR Task Force for Framework development
- ✓ Aug 23 – Framework RFI and CASR Industry Day #2
- ✓ Sep 23 – Present CASR to SecAF for approval

FY24

- ✓ Nov 23 – OSD Policy industry session on war risk insurance and indemnification
- ✓ Feb 24 – Establish MOA with Space ISAC for threat sharing program with CASR members
- ❑ TBD – Present CASR to SECDEF at SECDEF Issues Meeting
- ❑ Apr 24 – Draft Incentive Plan complete
- ❑ Apr 24 – Conduct mission area assessment and CONOP development
- ❑ May 24 – Request internal SSC UFR funds to execute pilot CASR program
- ❑ Jun 24 – Hire additional CASR team members (civ/mil/ctr)
- ❑ Aug 24 – Deliver CASR acquisition strategy and incentive plan at CASR Industry Day
- ❑ Sep 24 – Execute initial CASR pilot contract clauses with available funds

FY25

- ❑ Oct 24 – Establish & execute surveillance and inspection program with CASR pilot companies
- ❑ Nov 24 – Execute Space ISAC threat sharing with pilot companies with available funds
- ❑ Jul 25 – Execute wargames and exercises with pilot companies with available funds
- ❑ Sep 25 – CASR program office staffed to support IOC in FY26



»»» COMSO Accomplishments

CASR

- Established CASR Task Force—16-member team of DoD SME's across multiple cornerstones
- Finalized and posted RFI on Sam.gov; over 60 responses from industry and mission partners
- Executed two CASR events with industry in NCR - 200+ attendees from USG & industry at each event
- Briefed congressional defense, intel committees, NSpC, and SECAF—reached goal of Summer 2023!!!!

COMSATCOM

- Awarded \$150M COMSATCOM contract in April 2023, for essential support to Ukrainian Forces.
- Awarded unprecedented \$900M lifecycle Proliferated Low Earth Orbit (PLEO) IDIQ contracts to 19 contractors in July, 2023; first Task Order awarded in Sept 2023 to SpaceX for \$70M lifecycle on behalf of over 50 mission partners
- Awarded four (4) major BPAs with cumulative lifecycle values exceeding \$700M lifecycle: US Army INSCOM Trojan BPA; Global X-Band BPA; Enterprise High-Throughput Services BPA (O3b MEO); USAFRICOM BPA



»»» COMSO Accomplishments

SpaceWERX

- Aligned SpaceWERX Challenges with Industry Days – over \$100M in SBIR Phase II funds
- Launched the Orbital Prime Early Prototyping Phase & awarded 50 SBIR/STTR Phase II contracts
- Successfully opened the submission window for the Strategic Financing program
- Secured 3 \$60M U.S. Air Force Strategic Funding Increase (STRATFI) agreements

SSC Front Door

- Launched revamped web industry engagement portal & Salesforce CRM tool - Authority to Operate in 2 months!
 - Portal successfully captured 61 vendors presenting new ideas/products/services & 11 case tickets
- Held Reverse Industry Day events on AI/ML and Alt PNT with over 526 participants w/ 260 commercial companies
- Processing 26 Vendor idea/product/services vendor opportunities & have 12 handoff funding opportunities totaling \$73,700,000



»»» USSF Commercial Space Strategy

- Four guiding principles for effective integration:
 - Appropriately **BALANCE** government and commercial solution
 - Strengthen **INTEROPERABILITY** between Government and Commercial solutions without stifling innovation or speed
 - Strengthen **RESILIENCE** by increasing the number of providers, diversifying supply chains, and expanding solutions
 - Continue to support **RESPONSIBLE CONDUCT** as defined by international norms and the DoD Tents of Responsible Behavior in Space
- Lines of Effort:
 - **Collaborative Transparency** – USSF will enhance its awareness of commercial solutions and opportunities for partnership
 - **Operational & Technical Integration** – Establish a framework to integrate commercial solutions into a validated capability set
 - **Risk Management** – Institute a process to share threat information and reduce risk to commercial systems
 - **Securing the Future** – Encourage the growth of the commercial base, fostering emerging technologies
- Assessment Criteria:
 - **Operational Utility** – Ability to satisfy requirements and directly enables operations in support of campaigns
 - **Feasibility** – Ratio of a capability's value relative to its cost of acquire and exploit
 - **Resilience by Design** – Ability to contribute to resilience and secure and enduring competitive advantage
 - **Speed of Fielding** – Time required to make a capability available for use by the Joint Force

USSF will take full advantage of the speed, innovation, and capabilities of the commercial sector to create a strategic advantage in peace, competition, crisis, conflict, and post-conflict



Commercial Opportunities for Space Capabilities

Integrated/Hybrid DoD/Commercial Model

Services that provide direct support to combat operations; USSF must determine if a hybrid DoD/ commercial model is applicable in each mission area

- Commercial SATCOM**
 - Narrowband voice and short messages with moderate security currently available
 - Wideband in benign environments currently in wide use; trunk lines, short track AISR
 - Protected Tactical Waveform on commercial
- Resilient MW/MT**
 - Scalable architectures to incorporate latest commercial tech & data streams
 - 2-year epochs designed to inject latest commercial technology
 - Open architecture ground systems designed to host commercially-developed apps
- Alternate PNT**
 - Commercial sources available today can augment GPS/GNSS and serve as a backup if/when GPS/GNSS is not available
 - MGUE Inc. 2 receiver uses commercial GNSS systems (Galileo & QZSS)
- Tactical SRT**
 - 173 commercial constellations
 - 800+ satellites with 6,000+ in plan to launch
 - Partnership with NRO; Intelligence products; NRO/NGA/NSA models
 - HAD/GLUE AFRL program
 - SWAC Force Design assessing AMTI/GMTI requirements

Mission Areas Evaluated for Greater Commercial Integration

- Launch (AATS)**
 - Procures launch services as a commercial service per 51 U.S. Code § 50131 using FAR Part 12 contracts
 - Robust commercial market & growing
 - Heavy investments from venture community
- Weather**
 - Investigating commercial business model for WxDASS; challenge to close case
 - Exploring hybrid government/ commercial/ international approach
- Range and Network Ops**
 - Leverage commercial services to augment Satellite Control Network (SCN) capacity
 - ROTF exploring commercial spaceports model
 - More commercial than DOD launches annually
- On-orbit Service & Logistics**
 - Nascent but growing area led by commercial
- Space Domain Awareness**
 - Commercial capabilities provide persistent, global tracking capabilities; commercial capability use increasing across DoD & IC
 - Complementary to DoC STM mission
 - Robust multi-mode options (Optical, Radar, RF)
- Component/Supporting Missions**
 - Data; data transport; AI/ML; processing

Getting After the 2026 Fight

Exploit what we have

Buy what we can

Build only what we must

"Fight Tonight"

"2026 Fight" (partnerships)

"Inherently Governmental"

- Resource Sustainment
- Integrate & Network Capabilities
- Close relationships with Ops Deltas

- COMSO
- SSC Front Door
- Innovation Houses
- SpaceWERX, etc.
- International
- Commercial Ride Shares
- Dual Use Tech

- SSC's traditional core competency
- Where the resources are
- PMs incentivized
- SWAC Force Design
- MW/MT, etc.
- (Needs culture shift)

Pivoting to an Exploit and Buy model allows for speed, use of latest technology, and architecture-level resilience



Way Forward

- **CASR—Detailed capability roadmaps and implementation plans**
 - Solidify CONOPS, incentive structure, and risk management plans
 - Finalize contractual structure to acquire commercial services – ready to begin NOW
 - Need established funding to structure CASR partnerships - FY26 POM submittal
- **COMSO—Finalize establishment of a Commercial Space Integration Program Element**
 - Align to a working capital fund; allows responsiveness to the warfighter and onboarding of innovation
 - Matures White House and Congressional intent at scale
 - SAC-D mark support
- **Identifying & Implementing Capability—Continue work with PEOs to review operational requirements & define opportunities to leverage commercial/international offerings**
 - FY24: Alt-PNT SpaceWERX Challenge—on-going; initial awards in next 60 days
 - FY24: SBEM Mini-Force Design and SpaceWERX Challenge—Finalizing plan with SSC/SNS; kick-off within 90 days

Identifying opportunities for commercial integration aligned with DoD and USSF Commercial Strategies