This article features highlights from a full length interview printed in the 2010 Fall / Winter edition of the Army Space Journal.

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SPACE COORDINATING AUTHORITY

BY MICHAEL L. HOWARD, ASJ EDITOR-IN-CHIEF

Rear Admiral Sandy Daniels agreed to sit down with the Army Space Journal to speak about the joint nature of the military Space business after her presentation at the 2010 Space Cadre Symposium in Colorado Springs, Colo. Highlights from her interview follow.

My first question is what specifically does it mean that Space is inherently "joint" in the military context?

DANIELS Well, I think joint is a two-fold concept when you look at the user perspective. There are many Space users: All the military services use Space, some in similar ways and some in different ways. That means that all the joint requirements need to be accounted for while each service brings something unique to the table when either creating those capabilities or in how they creatively use what's up there. So, we learn a lot from each other as we try to solve service-unique problems in a joint environment.

Following up on that, how does the unique history that military services each independently possess in Space beginnings contribute to this joint characteristic?

2010 Q&A

with REAR ADMIRAL SANDY DANIELS

DANIELS Our history in the beginning of the Space age points to each service having sometimes similar and sometimes unique problems to solve. What are the operational issues that the Army would have that might be different than, say, the Air Force or Navy? I know the Navy the best, so I can talk to that a little bit. Distributing command and control: You know, you're onboard ships so you're naturally very focused on communication and navigation, but also that interest in navigation ties in to solving the question of how to launch a missile from a submarine. Likewise, the Army's perspective is going to be different because you have much smaller units and different issues, so the user equipment requirements are going to be different than, say, a larger ground-based organization that would be centrally located.

There are also the interagency and commercial aspects of the discussion. How do these various stakeholders impact the overall environment that the military Space professional must operate within?

DANIELS First, there's recognition that all Space is not DoD as you pointed out. It includes the national intelligence community and the commercial aspect. At JFCC Space, one of the ways we address that is: Number one, we have a very close working relationship with the National Reconnaissance Office. … The relationship between us and the NRO has gotten closer and closer as we try to oversee and do our duty as far as those capabilities. We also have liaisons from NGA (National Geospatial Intelligence Agency), from NSA (National Security Agency), from NASIC (National Air and Space Intelligence Center) and that's one of the ways we can link into those intelligence communities. We're looking at how we do a better job in the interagency, so for things like EMIs (Emergency Management Issues) and other things recognizing that that's almost kind of like a JIATF (Joint Inter-Agency Task Force) like structure. How do integrate that into your planning processes and the commercial side. As far as remote sensing the linkage is through NGA as well as some of the commercial SATCOM that works with the GSSC (Global SATCOM Support Center) in cyber for SATCOM issues. So, we're looking to improve that as we recognize that there's probably still work to be done.

When you talk about command and control aspects in SCA, is there some relationship between those?

DANIELS SCA speaks to the overall coordinating authority so they don't have command and control of anything. We have the command and control authority of the key Space assets, and so our job is to support the theater by exercising our command and control. The SCA in theater coordinates what they need: "I think I need a couple more GPS products. I need OPIR (Overhead Persistent Infrared) focused on X event. I need these other capabilities." But their job is not to point at the GPS squadron or the operations center and say to them to deliver this product. That's where we at JFCC Space come in and we do that on their behalf. We are the support team element in this case for the geographical SCA. We want them to tell us the effect they need and we will work with them and the appropriate elements to properly deliver what is needed.

What advice do you have for Army Space Cadre members in developing strategic thinking skills that will help them to be able to think as you said simultaneously tactical, operational and strategic levels in this complex Space and operational environment?

DANIELS I think part of it is making sure you broaden your particular education and training. So, it's one thing to learn the particular say instrument and devices or the equipment that you have to work, but then you start learning more about Space systems at large . The other is I think always trying to get into the head of your next level up of leadership. So I'm doing a particular job and I know how to do my particular job, but how well do I understand and can anticipate the question that the decision-maker, whatever that next level up is, is going to ask. And by anticipating, I can get ahead of the curve and make sure I provide that information or start thinking about where would I get that from or who would I have to collaborate with.

Talking about command and control relationships, how does JFCC Space ensure that Space-based capabilities, under its operational/tactical control are tactically/operationally responsive to the needs of Army ground commanders?

DANIELS Well part of what we do again, we get the theater request from the COCOMs, from whoever, however that gets piped up, and we fold those that need to be folded into what we call the Joint Space Tasking Order (JSTO), and so that's how we do C2 (command and control) of the systems and capabilities that we have OPCON (operational control) take of, and so that builds into our process , into that JSTO cycle, which is a seven day cycle, to where okay we have a launch coming up, we may have a particular operation we're supporting in whichever theater it is. Exercise we're providing support to and those priorities then are laid out so that all of the different components can look at that and go okay I don't go into my radar maintenance here, I wait until something else happens, or oops, here's how I need to focus my OPIR and this is the priority I have to meet, and so that's kind of how we do that.