

Report Recommendations

“ We will leverage American industrial strength to counter threats to our advantages in space; we owe it to American forces putting their lives on the line, to American businesses developing solutions to outpace the adversary, and to the American taxpayers expecting us to get the most out of their dollar* ”

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The strategy is guided by the principle of **“exploit what we have, buy what we can, and build what we must.”** To put that principle into practice, the U.S. Government should take the following steps:

Build The Space Industrial Base That Will Win

The U.S. Government should design future space architectures around programs that sustain competition and prevent single-provider dependencies that increase costs to the taxpayer. This will allow the U.S. Government to field capability faster, avoid duplicative development, and preserve scarce resources for the national security missions that only government can build.

Several principles laid out in the Secretary of War’s [Acquisition Transformation Strategy](#) can be applied here:

- Competitive, commercial-first procurements
- Fund multi-year programs
- Access to critical components and supply chain visibility
- Hybrid infrastructure
- Educate and train

Expand Access to Space

Space infrastructure is the foundation of American space power. Expediting [permitting reviews](#) and modernizing spaceport infrastructure will help the U.S. deploy national assets—such as Golden Dome, GPS, and communications systems—faster. As it implements the Trump Administration’s National Space Transportation Policy ([NSPM-17](#)), the U.S. Government should take the following steps to expand national launch infrastructure and launch cadence:

- Normalize space, transportation, and logistics
- Spread procurements for launch to more providers and upgrade launch sites
- Fund the Spaceports of the Future Initiative
- Expand launch and reentry capacity by modernizing ranges at Wallops Island, Virginia and the Pacific Spaceport Complex, Alaska
- Modernize airspace and air traffic control

*U.S. Space Force Commercial Space Strategy, April 10, 2024



Buy What Works. Build What's Missing.

The U.S. Government's approach to space-based ISR must prioritize integrating proven commercial capabilities first. Commercial remote sensing constellations offer capabilities at a speed, cost, and access profile that closed architectures cannot match. The U.S. Government should take the following steps to drive commercial-first integration:

- Treat commercial remote sensing as the foundational architecture layer, not a gap-filler
- Require justification for building what can be bought
- Close awareness and access barriers to commercial data already purchased
- Invest in workforce training across the full range of remote sensing phenomenologies

Industry Is Leading. Help It Scale

The value of proliferated LEO architectures depends on the long-term viability of the orbital environment. The private sector's significant financial and operational investment in LEO has driven commercial LEO operators to become the most active stewards of orbital safety.

The U.S. Government should recognize industry-led best practices as the foundation of space safety policy and seek to complement industry's leadership by taking the following steps:

- Encourage operator to operator coordination
- Provide space situational awareness capability as a public good
- Leverage commercial data, processing, and advanced space safety services
- Adopt performance-based approaches to orbital debris and space traffic management

Open Systems Are America's Advantage

The long-term success of hybrid architectures depends on ensuring that the broader ecosystem remains accessible to allies, commercial providers, and future entrants. The U.S. Government should take the following to support such accessibility:

- Preserve open standards and interoperability
- Follow through on ITAR/export control reform
- Enforce speed and certainty in licensing timelines
- Realign regulations with modern space operations
- Ensure access to spectrum

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