

**CSO NOTICE TO GUARDIANS (C-NOTE #18)**

**DATED: 13 OCT 23**

**SUBJECT: FORGING A PURPOSE-BUILT SPACE SERVICE**

**FROM: CSO**

**TO: ALL PERSONNEL**

**UNCLASS**

Over the past few months, I have spoken consistently about the importance of *Forging a Purpose-built Space Service*. This C-Note introduces this theme in greater detail, and it allows me to explain an effort that I believe will represent the next step forward in our progression as a military service.

I stand in awe of all we have accomplished since December 2019. Activation of the Space Force ignited an onslaught of activity. All the while, we have been learning—adapting our legacy constructs into ones suited to a warfighting Service. Form follows function and, as Secretary Kendall has said, it is critical that all elements of the DAF be reoptimized for great power competition. Our processes must generate the effects our Joint Force needs to successfully implement the NDS in the face of our pacing threat. That's what *Forging a Purpose-built Space Service* is all about.

Everything we do – doctrine, organization, training, acquisitions and sustainment, leader development, talent management, facilities, and policy – must be purpose-built to contest and control the space domain and to integrate effectively with our joint team. Old ways of doing business will not produce the results we need, and we must accelerate the development, fielding, and presentation of combat-ready forces. To that end, on 29 September, I directed a two-part initiative to reshape the Delta-level command structure, aligning effort across the Service for great power competition.

- First, we will create unity of command for readiness by consolidating operational activities around mission areas. To do this, we will prototype an Integrated Mission Delta (IMD) concept in SpOC that merges mission generation, intelligence, and cyber defense with level-1 and level-2 maintenance (e.g., preventive maintenance, anomaly resolution, and deficiency resolution), system enhancement, and application-layer development under a single O-6 command team.
- Second, we will strengthen unity of effort for capability development by prototyping a System Delta (SYD) concept in SSC. These units will directly complement IMDs by developing, acquiring, and fielding capability that satisfies operational needs. Organizing the Space Force so IMDs in SpOC have a clear SYD counterpart in SSC will streamline the feedback and focus the reach-back support between capability development and readiness generation.

On 12 October, we established provisional IMDs for the Electromagnetic Warfare and the Positioning, Navigation, and Timing mission areas. Corresponding SYDs will follow, but our initial scope is limited so we can quickly execute, learn, and adapt for broader implementation.

I will share status updates and lessons learned over the next few months, but, in the meantime, I encourage every member of the Space Force to scrutinize the policies, processes, and frameworks under your control. Ask tough questions; demand honest answers. We must have processes and capabilities suited for the security environment we face in an era of great power competition. Building the Space Force we need means tailoring everything we do to accessing, controlling, and exploiting the space domain so the Joint Force can win today, tomorrow, and beyond.

Semper Supra!