



DEPUTY SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1010

SEP 10 2018

MEMORANDUM FOR CHIEF MANAGEMENT OFFICER OF THE DEPARTMENT OF  
DEFENSE

SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
CHIEF OF THE NATIONAL GUARD BUREAU  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR OF COST ASSESSMENT AND PROGRAM  
EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR OF OPERATIONAL TEST AND EVALUATION  
CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF  
DEFENSE  
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE  
AFFAIRS  
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC  
AFFAIRS  
DIRECTOR OF NET ASSESSMENT  
DIRECTORS OF DEFENSE AGENCIES  
DIRECTORS OF DOD FIELD ACTIVITIES  
SPECIAL ASSISTANT TO THE SECRETARY OF DEFENSE FOR  
WHITE HOUSE LIAISON

SUBJECT: Space Organization and Management Tasks

The President has directed the DoD to “establish a Space Force as the sixth branch of the Armed Forces.” The report to Congress required by section 1601(c) of the National Defense Authorization Act for FY 2018, Public Law 115-91 (the “1601(c) Report”), outlined how the Department will develop the Space Force.

In order to implement the decisions of the 1601(c) Report, delivered to Congress on August 9, 2018 the Secretaries of the Military Departments, the Chairman of the Joint Chiefs (CJCS), and Office of the Secretary of Defense (OSD) and DoD Component heads will take the following actions:

**U.S. Space Command** – The CJCS, in coordination with the Under Secretary of Defense for Policy (USD(P)), is responsible for leading DoD efforts to establish a new unified combatant command responsible for space. The new U.S. Space Command should be established by the end of calendar year 2018. The Joint Staff will draft an amendment to the Unified Command Plan (UCP) to establish U.S. Space Command and the subordinate unified command, and a detailed functional plan will be developed to transfer requisite authorities and capabilities to the command. Initial Operational Capability will be determined and tracked as part of the



transition plan. The Joint Staff will provide an interim progress review to the Space Governance Committee (SGC) (described below), no later than September 30, 2018. The Joint Staff will develop necessary implementation memoranda and guidance, in coordination with appropriate OSD and DoD Component heads.

**Authorities for Space** – The USD(P), in coordination with the CJCS, is responsible for identifying any operational authorities that are needed for U.S. Space Command.

**Space Development Agency** – The Under Secretary of Defense for Research and Engineering and the Secretary of the Air Force will each develop a concept for establishing the Space Development Agency (SDA). The draft concepts are due to the SGC no later than September 14, 2018. The SDA will initially focus on rapidly developing and fielding new space capabilities that leverage commercial space technology and access in support of warfighters and U.S. Space Command. The concepts should clearly define the relationship between the warfighter and the SDA. Over time, the SDA will assume responsibility for other space development programs. The concepts should include a transition plan for consolidating space development efforts under the SDA, as the equipping arm for the space warfighter, with an initial operational capability in calendar year 2019.

**Space Operations Forces** – The CJCS, in coordination with the Secretaries of the Military Departments and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)), is responsible for producing a complete inventory of all forces and functions conducting or directly supporting space operations and designating Space Operations Forces. The USD(P&R) will outline a new approach to managing all the personnel in the space community, including military members (Active, Guard, and Reserve) and civilian employees across all appropriate DoD Components and Defense Agencies. The Joint Staff will provide an interim progress review to the SGC no later than October 1, 2018 and recommend a target date for initial operational capability in calendar year 2019.

**Assistant Secretary of Defense for Space** – The Chief Management Officer (CMO) is responsible for developing a plan to establish a new Assistant Secretary of Defense for Space (ASD(Space)). The plan for ASD(Space) should include options for consolidating civilian oversight of space and outline how it could evolve into the future headquarters of the Space Force. The Special Assistant for White House Liaison Office (SA/WHLO) will begin identifying candidates for nomination to become the ASD(Space). The CMO and SA/WHLO will provide an interim progress review to the SGC, no later than October 1, 2018.

**Legislative Proposal for the Space Force** – The USD(P), in coordination with the Secretaries of the Military Departments, the Joint Staff, and other relevant OSD and DoD Component heads (including the General Counsel (GC) of the DoD and the Assistant Secretary of Defense for Legislative Affairs (ASD(LA))), is responsible for developing a legislative proposal establishing the Space Force as a sixth branch of the Armed Forces. This will include roles and mission of the Space Force (encompassing the Active, Guard, and Reserve), structural options, responsibilities, relationship with U.S. Space Command, and a lean headquarters model to avoid growing unnecessary bureaucracy. The USD(P) will provide an interim progress review to the SGC, no later than October 15, 2018. The Space Force legislative proposal will be

coordinated and approved through the SGC, rather than through the Legislative Review Panel. The final legislative proposal should be submitted to the Office of Management and Budget by December 1, 2018.

**Budget Proposal for the Space Force** – The Under Secretary of Defense (Comptroller)/Chief Financial Officer of the DoD (USD(C)) is responsible for developing a budget proposal for the establishment of the Space Force to be submitted with the FY 2020 President's Budget Request. The Director, Cost Assessment and Program Evaluation (DCAPE) is responsible for developing the Future Years Defense Program to incorporate and establish the Space Force. In coordination with the Secretaries of the Military Departments, the Joint Staff, and other relevant OSD and DoD Component heads, the budget and FYDP proposals should include costs for establishing the Space Force, the SDA, the Space Operations Forces, U.S. Space Command, and the path for transferring space budgets (programs, personnel and operations) to the Space Force. USD(C) and DCAPE will provide an interim progress review to the SGC no later than October 15, 2018.

**National Strategy for Space** – The USD(P) is responsible for continuing to oversee implementation of the National Strategy for Space (NSfS) consistent with the National Defense Strategy, including tasks assigned to the Department by the NSfS, and designating office of primary responsibility for individual tasks, as appropriate.

**Other tasks:**

*Space Force Scope and Phases* – In developing the legislative and budget proposals, the end state for the Space Force is a sixth branch of the Armed Forces under a separate Military Department Secretary. All space functions across the Department should move into the Space Force in an expeditious but methodical manner. National security space components outside of the DoD should not be included in the legislative or budget proposal, but will be considered in an interagency process.

*Timeline* – With enactment of the legislative proposal, the Space Force will be established in FY 2020. Other Space Force milestones, including criteria for initial operational capability and full operational capability, will be reviewed by the SGC and informed by the legislative proposal. The timeline and definition of initial operational capability for U.S. Space Command should be outlined in the Joint Staff Plan for UCP amendment.

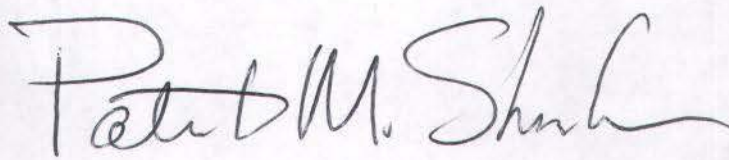
*External Communication* – All external communication (public affairs and legislative affairs) for the implementation of the Space Force will be handled by the Office of the Assistant to the Secretary of Defense for Public Affairs, the Office of the ASD(LA), and the Office of the Deputy Comptroller (Budget and Appropriations Affairs) in the Office of the USD(C), as appropriate.

*Legal Obligations* – All Space Force implementation plans should be fully reviewed by the Office of the GC DoD and meet all necessary legal requirements.

**Governance and Implementation:**

*Space Governance Committee* – As outlined in the 1601(c) Report, the Deputy Secretary of Defense will establish and lead a new SGC. This Committee will provide the decisions and oversight necessary to implement the Space Force and its components. The Committee will meet every other week, or as necessary.

*Working Group for Space Force Implementation* – The Deputy Secretary of Defense will establish, and designate a leader for, a Working Group (WG) responsible for implementation of the Space Force. The WG will include representatives from all relevant OSD and DoD Components and will meet at least weekly to ensure strong coordination and unity of effort across the lanes of activity outlined above. The leader of the WG will provide interim progress reviews at all SGC meetings.

A handwritten signature in black ink, appearing to read "Patrick M. Shanley". The signature is fluid and cursive, with a long horizontal stroke at the end.

cc:  
Director of National Intelligence