

Space Force Deltas: Challenges and Opportunities

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Maj. Gen. Kimberly Crider, USAF (Ret.):

All right. Well, hello everybody. Welcome to the Space Force Deltas Panel, probably one of the most exciting panels of the day. Certainly something that we're really glad that you're able to be a part of here at the end of the day here at the symposium. So I'm Kim Crider, and for those of you that don't know me, I retired a little over two years ago. At the time when I retired, I had the great honor to be part of the team that stood up the Space Force. And very relevant to our conversation today, I spent quite a bit of time in Colorado Springs helping to stand up Space Operations Command and establishing the construct for the Space Force Deltas. Now that construct, as many of you know, has continued to evolve.

The Space Force Deltas are super strong and providing really valuable capability to our war fighters, but the organizing construct is changing and we're going to hear a little bit about that today, what those changes entail. And we're very fortunate to have on our panel here this morning some of the leaders that are right in the middle of what those changes look like, what is going on with respect to those changes and where we see that moving in the future across the entirety of the force. So without further ado, I'm going to let each of our panel members briefly introduce themselves and then we'll jump into some questions. I'm going to start off with Colonel Carl Bottolfson. Carl?

Col. Carl Bottolfson:

Cool. Hi, Colonel Carl Bottolfson, director of Futures and Integration up at Headquarters Space Force. This is actually a side job for me. This does not really fall within the portfolio of Futures and Integration. So this has been a fun experience and I'm glad to be able to work with these two up here. And I'd like to say thanks to AFA for hosting this and having this great conversation.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Thanks, Carl.

Col. Nicole M. Petrucci:

Hi, I'm Nicole Petrucci. I'm the commander of Space Delta 3. This is not my side job. This is what I do full time. And we lead, at Delta 3, over 600 Guardians, Airmen, civilians, and contractors, and we do space electromagnetic warfare.

Col. Andrew S. Menschner:

Good afternoon. I'm Colonel Andy Menschner. I'm the commander for the PNT Integrated Mission Delta. So this is our newest Delta. As part of this project, I have the pleasure of leading about 400 Guardians focused everywhere from operations to acquisition to sustainment, and split fairly evenly between Colorado Springs and Los Angeles. So looking forward to the conversation today.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Okay, thank you all. All right, so let's jump in. So many of you may know this, but I'm just going to kind of emphasize a few important points. When the Space Force was first established, there were definitely some specific decisions that we all made to organize around a command echelon that's very unique among the services. For example, the Space Force has no command echelon equivalent to the Air

Force's numbered Air Force, so the next command echelon below field commands is the Delta. So these leaders have very important roles and quite a bit of responsibility and authority under their belt, a single level of command, which combines the previous wing and group command levels that were found in the Space Force. Moreover, each Delta is currently organized around a specific function or mission area, which is also really important as we think about this new construct. So Colonel Petrucci, as the commander of Space Delta 3, what are some of the opportunities and maybe some of the challenges of this unique command echelon structure of the Space Force?

Col. Nicole M. Petrucci:

Well, so when the Space Force stood up, it was really about being light and lean, right? We wanted to be able to maximize operations. And to do that, that means we had to minimize the management. What that meant is that we were just a flatter organization overall. And so that's where we had to take the risk, was with the management. I had to look up the numbers because I wasn't sure. So in the Space Force right now we have about 8,600 active duty members, Guardians, and about 5,000 civilians. That's not a lot of people to guard a really big domain, right? When you look at the Coast Guard, active duty is about 44,000 people and they only guard the coast. They don't guard that domain. So it's really just not a lot of people to do a lot of work. So how did we do that?

Because the Space Force, what we have to do is we have to support all the theaters. We have that global mission, but we also have a theater mission as well. And because that readiness of those units is presented through the service component to all the combatant commands. The opportunity of this is when you looked at a wing, what did that really mean? It brought a lot of disparate parts together. So you had the security forces, the guard of the gate, you have the CE, you have power, you have a lot of things that don't have to necessarily do with that operational mission. I'm not saying they're not important, because space-based Deltas are very important and US Space Deltas could not do our mission if we didn't have them. But what that did is it allowed us to focus on the mission. It allowed us to be experts in doing what we do at Space Deltas.

And so what that does is that gives us a deep understanding of our mission area. We don't dabble in electromagnetic magnetic warfare. That's all we do. So that's good. The challenges is because those space-based Deltas, they do all that support for all US Space Deltas, it means that we all have to share that support. And so sometimes that puts undue burden on those space-based Delta commanders because they're the ones that have to choose who the prioritization on the winners and losers in some of those areas. So I would say overall it's great because we really do get to focus on what we do. And we do, I know a couple of the space-based Delta commanders are in the crowd now, we really do appreciate what you do because it allows us to focus on our mission.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Great. So thank you very much. First of all, let me say if there's any coasties in the audience, we love you and we're actually really glad that you're defending the coast.

Col. Nicole M. Petrucci:

It was not a slight, it was just a comparison.

Maj. Gen. Kimberly Crider, USAF (Ret.):

But being mission-focused is really, really important and that was a very important reason why we organized the Deltas the way we did at the start. But this idea of being lean and having to share resources, I mean, that's definitely a challenge. So as we look ahead, we've really got to think about,

well, where are we going with all this? And as you all know, last September at the Air and Space Forces Association event in National Harbor, the CSO announced the launching of the Integrated Mission Deltas. This is a new type of unit meant to bridge operations, engineering and capability development for a specific mission area so they can be more responsive to the growing threats. So Colonel Bottolfson, what is the goal of this IMD approach?

Col. Carl Bottolfson:

We've heard the CSO in the recent times, recent days now talk about great power competition and being prepared for great power competition. I would be so bold AS to argue that great power competition is already back. So we're already late to the game. And so the efforts that we're trying to make with these Integrated Mission Deltas and the systems Deltas is to catch up. And the whole idea behind the premise of this is something that CSO will call unified mission readiness. And the point is giving a commander or the command team in particular, all of the levers of readiness that he or she or that team needs to prepare their forces for combat. It's to get them more prepared for the capability development, the training, and all of those other levers that associated with readiness, under the idea of unity of effort and unity of command. The big goal here, of course, is to be able to better achieve space superiority and provide those effects to the joint war fighter.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Yeah, good. But as you say, we're out of time. We are absolutely out of time, so we got to be moving fast. But what are we learning from this? I mean, have we gotten any lessons learned so far?

Col. Carl Bottolfson:

Well, I think these two in particular will have some higher points on the lessons learned, but from what we've seen at the headquarters is absolutely yes, we are learning quite a bit. In fact, on a personal note, as I know more about acquisitions than I ever have in my career, it's frightening. And I have to thank Andy in particular for that one, and Rob Davis if he's out here anywhere, to schooling me up on this. But by and large, what we are learning is that there is a great synergy that occurs between when we put the acquisitions community and the operations community. And by operations I also want to say intel and cyber, along with the regular, the old 13 Sierras altogether. And seeing the benefit of that fusion in that either working through problem sets more efficiently, finding new and creative ways to get after the problem set. And then also there's a breakdown of some barriers that we've had within the, I guess, cultural stove-pipes that have existed throughout the service even since before its inception.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Yeah. Just to clarify, can you help us understand when we say Integrated Mission Delta, and you talk about the acquisition piece of that, what part of acquisition are we really talking about?

Col. Carl Bottolfson:

So we're not talking at the very beginning of acquisition, it's more towards the, we have metal being bent and we're trying to get it to the field faster so that it's getting in the hands of the operators at a much earlier time to influence things like training, technical orders, preparedness, those types of areas. And then eventually the sustainment side of it is bringing that over into the Mission Delta side.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Not big system acquisition?

Col. Carl Bottolfson:

Correct, no.

Maj. Gen. Kimberly Crider, USAF (Ret.):

That stays at Space Systems Command under the system Delta?

Col. Carl Bottolfson:

Correct.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Okay. All right. So let's understand now from you guys who are part of this Integrated Mission Delta experiment really, because it's still a prototype and you are the first two Deltas that are part of this experiment. What have we been learning from your perspective? So Andy, the PNT provisional is the new Delta, it emerged out of Delta 8. Your focus is still to generate position navigation and timing capabilities for the joint force. But what's different from your perspective about the IMD? How is the IMD improving your ability to prepare, perform, and involve your operational capabilities to stay out in front of that threat?

Col. Andrew S. Menschner:

Sure. So it's a great question. I would say that although our operational squadron came out of Delta 8, we also were able to incorporate two squadrons and a detachment from Space Systems Command. So as part of the operational Delta that we were standing up, we were able to incorporate the sustainment team into a squadron, as well as the near term acquisition of the next generational operational control system, which most of us know as OCX, into the Integrated Mission Delta. And the ability to combine those units under a single umbrella to be able to focus on unified mission readiness has paid some tremendous benefits to this point. We've seen a lot of great things with the cross flow between the operator team and the acquisition team. It wasn't that operators weren't welcome at acquisition events. It wasn't that acquisition professionals weren't welcome to go learn about the operational business, but there was no forcing function to make that happen.

Now as the single commander responsible for near term acquisition and operations, I can set the team's priorities so that they have a focus on delivering the next generation of capabilities. Let me give you a couple examples of how that's played out. For the acquirers in the room, we had a major test readiness event for our next generation operational control system. And for the first time, we were able to bring operators from our operational squadron there to give their feedback and give their input into whether the system was ready to move on to the next round of testing. That's continued, and we've had their input all the way throughout it to the point where we've now incorporated a process where the weapons school grads that are now on our Delta staff are able to help us prioritize those things that need to be fixed both in the sustainment side and the acquisition side of the house. And so it's this overall singular focus that's really paid a lot of dividends moving forward for us.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Yeah, that's really great. I can imagine that that singular focus that you mentioned, the ability for you as the commander to make decisions on what's going to be most important for your mission area based on the priorities that you're setting, not to have to try to negotiate with other organizations about what can

be done when. You can make those decisions about what can be done when and how much risk you're willing to take.

Col. Andrew S. Menschner:

Absolutely. And I should point out, to Carl's point earlier, along with the acquisitions and sustainment team came an inherent intelligence capability as well, and that has proven to be absolutely critical. So a focused mission specific intel function has really paid dividends and has been a great benefit to the IMD construct.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Do you have cyber as well?

Col. Andrew S. Menschner:

We do. We have primarily a defensive cyber operations capability, but they are on the floor with our crews 24 hours a day. And that has been something that existed prior to the Integrated Mission Delta. We certainly have continued that and will continue to build off of that as we move forward.

Maj. Gen. Kimberly Crider, USAF (Ret.):

So integrated not only in the operations and acquisition side, but very much integrated in the mission when it comes to operations with ISR and cyber all as a part of that, which is absolutely critical. That's really great. So Colonel Patricia, your Delta is a little bit unique. I mean, it's been around for a while. The EW Delta in and of itself is a very unique Delta. I mean, you guys deploy, you have some really interesting and unique capabilities that you provide. As you've evolved, as you're evolving from the traditional Delta structure to the IMD, how is that transition going for you and what are you hoping that the IMD will enable for your mission area?

Col. Nicole M. Petrucci:

So when I think about the IMD, I really just think about how it enables the mission, because the real answer here is the nation that can cycle technology into military advantage faster will win. That's period. That's how it goes. And so the military advantage, it's really, it's not the technology in itself, it's that technology or its capability. It's how we can turn it into military advantage, and then also be able to cycle that, right? Because the problem is when you talk about this and we talk about great power competition and how we're going to move forward and what we're going to do, it's all temporal. It's a period in time. It's really that cycle and something's always coming up that's new. There's always more technology. So that's why we need to cycle it into military advantage. And then because really an enduring advantage is really just a cycle. It's a process. That enduring advantage is a process, and how do we get there and how do we move forward?

Maj. Gen. Kimberly Crider, USAF (Ret.):

That's really somewhat transient, right? I mean, it's constantly evolving. The threat's constantly moving, so the cycle has to constantly evolve.

Col. Nicole M. Petrucci:

Exactly. So that's how we want to use that technology and cycle it into military advantage so then we can win. But when you look at what we've done with IMD, there are some things that didn't change that

much. For me in the EW IMD day-to-day, the squadrons, nothing really changed for them. They had support, we had sustainment, we had development. We were in those acquisition capabilities. We weren't in charge of them, but we were there. We also had 56 intel members that were part of a detachment part of Delta 3. They lived in our spaces, they lived with us, they do training with us. So that didn't change. What changed on 12 October when we stood up the IMD is they became part of us. So now when we talk about those deployed units, they're on part of the force packages that we move forward.

And what it does is it really just integrates everything so we can have that intel led operations. We don't have that development piece like Andy does. So right now we only have sustainment of one of our weapon systems. We have several that are coming. But what we're doing, what we're finding with IMD is we're learning. We're learning a lot because there's no clear line between development and sustainment. We're trying to figure out how to cycle that faster so we can turn it into that military advantage. What we've seen is with SSC, we always had great partners there. With SSC, something else that stood up is Systems Deltas, and that's through SSC. And what they do is that is our equivalent to our mission areas at Space Systems Command. And they work with us and they've been great partners. What we found is there's a lot of, it's not as easy just to cut that line between sustainment and development. So how we do that, that's really what we're working on right now. But nobody has let anything drop. We keep the mission going and it's just gotten better.

Maj. Gen. Kimberly Crider, USAF (Ret.):

That's outstanding. So I really love what you said about this rapid evolving, cycling of capability to create mission advantage. That is really powerful. And I think getting into that mode is what's going to continue to make these Deltas so successful. And really what the Space Force is trying to do is drive that mission advantage, stay ahead of that great power competition. So Carl, I'd love to get your thoughts on what these two leaders have just pointed out in terms of their lessons learned. Are these the kind of lessons that you guys have been hoping we would learn and where do we see the IMDs going and expanding into the future beyond just these two?

Col. Carl Bottolfson:

Sure. So I think first and foremost is that it's always difficult to go first, especially something that is as transformational as this. And these two leaders in particular have done a fantastic job. And I also have to throw some kudos out to the staffs from SPOC and from SSC for fully embracing this concept and trying to drive this forward. Change is not easy, but as you asked as what's coming next, is there's more change coming. The team has not stood down of trying to figure out which Deltas we should go do next. I think if I were to ask of all the Delta commanders in the room of who wants to go next, probably all the hands would go up. This is something that the community is fully embracing. And so while we're learning a lot of what does an actual Mission Delta even look like from its staff functions, what are the corollary field command architectures that have to be established to support these, we're starting to identify a lot of these areas.

And then tying it into when does a system in particular transition from a Systems Delta to an IMD and in instead of a handoff, it's more of a handshake. And we're finding that that is something that we need to keep going. So we're looking at which Deltas, we're evaluating which ones to go do next. We're trying to figure out which ones would garner the most operational benefit of going sooner rather than later. But I think at the end of the day, what the data is absolutely proving is that this is a worthwhile concept and that we want to scale this to the rest of the force and then see where it goes after that.

Maj. Gen. Kimberly Crider, USAF (Ret.):

When do you see that scaling starting?

Col. Carl Bottolfson:

Soon.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Good. So let's talk a little bit more about innovation, because innovation has been a really important topic in the Space Force since we stood it up. And certainly innovation has got to be a really important piece of the Integrated Mission Delta concept. It is absolutely part of this accelerating military advantage. So I'd like to hear from each of you, how do you see the acceleration of innovation occurring under this new construct? And Colonel Petrucci, why don't we start with you, and then we'll hit up Andy.

Col. Nicole M. Petrucci:

As I think of this, how do we accelerate innovation? It's really because the Delta owns that sustainment of that existing system, that allows us to have that innovation space to keep the current system relevant for longer because it allows us to prioritize what we do next, while new systems are being developed, while there's S and T going on, while there's RNE, while there's all these other things going on. That just allows us to keep our system relevant as long as we can. What it really does is it allows us to take those minor advantages and turn them into major advantages. Because with what we see out there, with what's going on with threats, we can actually, because we own sustainment, we're allowed at Delta 3 to say, "Hey, these are the next things we want to do with the system. These are the next way we're going to keep it relevant. This is how we're going to keep that military advantage and make that cycle smaller so we can actually innovate."

Because we can pick what's going to have the most advantage. And so that's really where I think we accelerate innovation. I know as we look around the Space Force, we've had a lot of innovations. If you look at Supra Coders and what they've done, they've built apps, they've been able to help us innovate, but those were all things that we had before the IMD stood up in Delta 3. So while those are important and those are great, that was not really just part of the IMD, it just enhanced it even more and it allowed us to move people and help develop them so that they can help give us what that next innovation is. Because I don't have all the answers. Up here, when you get the commander's pin, you don't have all the answers.

What I do is I'm just helping enable people so that those at the squadron levels, those on the deployment teams, those that sit on the ops floor can come up with, "Hey, these are the great ideas and where we want to go next." And then that allows us to explore them because we can say, "Yep, that's not going to be on the next system upgrade that they're working on. We need that now to be able to meet our threat." And so that just gives us be able to cycle that advantage faster.

Col. Andrew S. Menschner:

Yeah, similar comments. I would say that the PNT IMD was given a dual charge. Number one, we had to first figure out what it was like to be an IMD, but then we also had to stand up a Delta. And so we had the blessing and a curse of a clean sheet design here. So a lot of our innovation came from, "Hey, how can we best use the talent that we have access to in this new construct? And how can we unleash the creativity of our people?" One of the real benefits we saw was the breakdown of the barrier between the operations and the acquisition side of the house. It turns out when you put the smart, talented

individuals in the room focused on a common mission area and a common outcome, great things come out of that.

And so we've seen a lot of great results coming from that just by doing things like, "Hey, why does this have to operate the way it always has? How would you do it better?" And charging our people with the ownership of their mission area and the ability to make changes that we have in this beta phase and while we're exploring the Integrated Mission Delta. So a lot of innovation both on the people side and then being able to harness what the operational team really needs to do their job, and set the priorities of both the sustainment team and the development team to bring those capabilities to bear.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Thanks. I'm going to go off script just a little bit. Some questions pop into my mind that I think might be questions that are out there in the audience, and I want to at least put them out there. And if we don't have a full answer, that's fine. But Carl, maybe you have some insight on this. So how do you see industry plugging into these Integrated Mission Deltas? Where does industry plug in? How do they plug in?

Col. Carl Bottolfson:

As far as how, that's a great question. We'll probably have to go figure that one out. Where they plug in is, I think it's going to be through still the standard interfaces through the field comms, through SSC, the front door in particular. But also as this builds out is there will be relationships there beginning within the Systems Deltas. But I think as we start to transfer more systems and program offices over into the Integrated Mission Deltas, that tie will become closer. I don't think we're there yet, but I think that as more and more comes over, I think that's where industry is really going to start to play. And I think within certain mission areas more so than others. EW might not be a whole lot for necessarily commercial for sure, but there are some potentials there. Space domain awareness would be one in particular for industry to have possibly a much greater influence, much greater integration. Since that was an unprepared.

Maj. Gen. Kimberly Crider, USAF (Ret.):

No, no, it's fine. And I appreciate it, on behalf of the audience. Please do. I mean, this is open. Please.

Col. Andrew S. Menschner:

What I would say is that we've seen an awful lot of excitement on the industry side for the concept. When we started to bring especially the operator side of the house into the development facilities. I mean, they walked in and, "Oh, the operators are here." There was this group that existed that they didn't have access to. And so, one of the stories I like to tell is shortly before taking over the Integrated Mission Delta, I sat through a meeting and there were 27 references from the operator's perspective or something along those lines. And there was not a single operator in the room. And so my charge to the industry side was, "Hey, now you have access to these folks through the Integrated Mission Delta. Help us make better decisions through the development process and through the sustainment process and let us bring that expertise to bear to help you deliver better solutions to the government."

Col. Nicole M. Petrucci:

And that's where we're a little bit different, because you have that development and the sustainment and I only have the sustainment. And so how we interact with industry is a little bit different because by the time I get the sustainment rate, that contract's already been lit, we're already doing it within that

scope. That doesn't mean that we're not looking for other things. The squadrons have used squadron innovation money to develop their own systems. We have one called MACE that they developed for Bounty Hunter, which was like a bounty hunter light. And the program office took that on and went, "Hey, we want to develop that into something and see where we get for the CCS side, for the electromagnetic attack side." They developed something called Tusk, and it's a small form system of CCS. So what we're doing with that now is we're trying to see where to go next with that.

And so we're working with the space test range to see, "Hey, how effective is this? Is this something that can be presented forward to people or not? Or is it just something for us that we use to do training?" We don't know. So that's where we have developed some things, but we're trying to figure out where to go next with them, which is a little bit different than what you're doing where you're talking about a whole system sustainment. This is some of those good ideas that we got from those lower levels and we're trying to take them and see where they go next.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Really great discussion here. I mean, it's very fair to say we're not there yet. We're still learning some things. We're still thinking about some things. We still are open to some feedback on some things because this is a beta and it's a learning process. It's also really helpful to know that you recognize that the Integrated Mission Delta has to exist in the context of a larger set of things that are going on and is going to benefit from that and wants to have the outreach to industry as you've already established, and wants to build upon things that have already been done in the past. And that the Integrated Mission Deltas might be somewhat different between them because the missionaries, the missions are a little bit different. So those are all really, really important takeaways. I'm going to go off script again with another question I think is going to be really important to this audience, because we have two commanders here. How do you think the Integrated Mission Delta is being received by the junior folks within your Deltas?

Col. Nicole M. Petrucci:

Well, as I said, for us it's a little bit different for us because we were space Delta 3 before we were an Integrated Mission Delta, and we're still space Delta 3. And so for us, the squadrons day-to-day, it didn't change so much. What really changed is that acquisition knowledge, the sustainment, and where do we put that? So we didn't have enough people to make a sustainment squadron like the P and T squadron did. Not yet. We will eventually, but because we only have sustainment for one system right now, that is actually on our staff, that is our NRS4 at the Delta staff level. So it's a little bit different. So that's why I said day-to-day, not so much different for our people because they deploy, or deployed around the world. We still have to do that.

That is what's presented to the component and that's what we will continue to do. As we bring these new systems on, we've been more and more involved in the development. So when we get to statement, it'll be a little bit different. So those systems that we have not brought online with, the people are very excited to do that. And that's what I imagine more is happening in the P and T Delta.

Col. Andrew S. Menschner:

Absolutely. And part of the thing that gets our folks excited is just the breadth of scope that we're responsible for. So as part of the P and T Integrated Mission Delta, we're responsible for launching GPS3 satellites, doing the initial test and checkout of them, operating the satellites, and then doing the sustainment of the satellites, as well as the ground systems and ground antennas. And so somewhere in that breadth of scope is something for a lot of folks. And so whether you're a pure operator or whether

you're an engineer assigned to an acquisition program, what we've noticed is a lot of excitement around, "Hey, how do I do that?" Or, "What's next?" And so it's been great for our CGOs and young enlisted to see a broad spectrum of opportunities out there that they might be able to see themselves working long-term in.

So I predict it would be a great thing for retention. There's certainly a lot of excitement and we get asked on a near daily basis like, "Hey, when do you start the rotation? How do we figure out how to go to another unit within the Delta?" So just our experience. But I think that brings a lot to the table.

Col. Nicole M. Petrucci:

Also, I did want to mention it was a big day for the people in our intel detachment when they got to repatch to Delta 3. There was a lot of excitement about that because it was like, "Hey, we really are here." We used to say the adoption has taken a long time, but they're adopted now. Because they always lived in our spaces and they were always with us. But it really just made them, "Hey, you're here. You're part of the team. You are part of ops. This is what we do now." And so I think that is where there was a lot of excitement. That was a change for us, even though we said, "Yep, they live in our spaces. They have desk space, they have seats." It was more of a pride that, "Hey, now we really are a part of this Delta." So when we say in Delta 3, when we say, "Hey, you're an EW professional," we mean everybody. We mean not only the Airmen that support us, but that is also civilians, the contractors, the operators, cyber, intel, everyone.

Maj. Gen. Kimberly Crider, USAF (Ret.):

That's pretty exciting. I got a couple patches. I got a patch from these guys just because doing this and I'm pretty excited. I can imagine what the real operators feel. Okay, so last question, and we're going to go down the line here. What would you guys want to say to the audience, kind of your getting off the stage remark about the Space Force Deltas from your perspective, something maybe you want to foot stomp that we already said, or something that you want to add about Space Force Deltas and IMDs. Carl?

Col. Carl Bottolfson:

Thanks. So what I would absolutely say, and just in a very small soundbite, is embrace uncertainty. If you are out there and in the Deltas and expecting very firm guidance and direction, checklist to follow of how to go do this, we're not going to be there. We did this deliberately to be flexible, to be malleable, to shape it around whatever it needs to be for each one of these particular Deltas, whatever each one of those missions happens to be. So we want to hear the good ideas, we want to hear the feedback, but just get ready because it is going to come, and it's going to come pretty quick.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Excellent. Petrucci?

Col. Nicole M. Petrucci:

So I thought a lot about this question because I've talked a lot already. And what I want to say is the biggest thing with the Deltas is the numbers do mean things. I don't know how many times during this event I said, "Oh, hey, I'm the commander of Space Delta 3," and I just get a blank look, so I say, "Oh, hey, we do electromagnetic warfare." So those numbers do mean things. Soon, the P and T Provisional Delta, will have a number as well, so they could be part of the club. But what we really want to say is we're proud of what we do and being focused around that mission just makes us even more so more

proud of what we do because this is what we do day in and day out. And by enabling these IMDs, it just makes us better at it. It just makes us even more focused on it. So we love what we do and Space Delta 3 is the best.

Col. Andrew S. Menschner:

Second best, at least. I'll give you that.

Col. Nicole M. Petrucci:

We have a number.

Col. Andrew S. Menschner:

Fair enough. I'd just like to address two things that I commonly hear as something to think about. So first, I often hear the idea that the operations and the acquisition sides of the house, they're fundamentally different. This combination really isn't going to go anywhere. And I would say that's patently false. And I can say that as a career acquisition guy who's now in command of a operational Delta. The leadership skills that they translate directly from one side to another. Now, when we started the P and T Delta, we were blessed to have a command team that included two O6s, one with an operations background, one with an acquisition background. And we made a command decision that we would not be known as the ops guy and the acquisition guy. And I think that's a great model if you find yourself in this world to follow going forward. The skills, it's going to take a while for one side to learn the other, but there is a lot of commonality.

And it turns out a good leader on the ops side is a good leader On the acquisition side, a good leader on the acquisition side is a good leader on the ops side. We have seen almost no pushback from senior leaders when an operations background leader is in the room for an acquisition decision, or vice versa. We've actually been very, very pleased to see the acceptance of that. So I don't think they're fundamentally different. I think there's a lot of value in the combination.

And secondly, the one thing I hear a lot, "Is that worked for P and T, that worked for EW, but that's never going to work in my mission area." What I would tell you is it is probably going to look different in your mission area, but that's the flexibility built into the system and built into the IMD construct, for mission-focused leaders to make those decisions where you can make the right decision for your mission area. I'll tell you the benefits that come from that combination, we've certainly learned those lessons and there's pros and cons to every decision made. But I would just encourage you to look very, very closely at what elements come into an Integrated Mission Delta and advocate for those that make the most sense for your mission area.

Maj. Gen. Kimberly Crider, USAF (Ret.):

Awesome. So great power competition is a real thing. It's there, right? And we've heard it said on the stage yesterday by the secretary and certainly the two chiefs that we're out of time. We got to do things differently. We got to get in front of the threat and stay in front of the threat. We have a pacing adversary that's very formidable, but what we've also heard the leadership say over and over again, and it's true, what the adversary doesn't have is our people. And our people are reflected and exist in our Deltas. And the Space Force Deltas are the best Deltas and the best Space force in the entire planet. Hands down. This is an organization that we can all be very, very proud of.

And clearly, what we've talked about today is it's an organization that is only getting better. It's an organization that is continually looking at itself, figuring out ways to change and evolve, to continue to improve its ability to deliver capabilities to the war fighters, to the nation, to deliver and cycle military

advantage in a way that no adversary could ever catch up to. So I'm really proud to be on the stage with these leaders that are really driving that change. Thank you all for being a part of today's session. I encourage you to reach out to these leaders with any additional questions you may have after the panel. Thank you to those in the audience that are part of our Space Force Deltas and that are part of this change and part of the awesome capability that we're bringing forward. Thanks guys.

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