

**CSO NOTICE TO GUARDIANS (C-NOTE #28)**

**DATED: 21 JUNE 2024**

**SUBJECT: POSTURE HEARINGS**

**FROM: CSO**

**TO: ALL PERSONNEL**

**UNCLASS**

Throughout April, I had the privilege of testifying before Congress on our posture for 2025. These hearings are an opportunity for Service Secretaries and Chiefs to speak directly with national legislators, articulating our readiness level and the challenges we face enhancing and sustaining that readiness. Because the support of Congress is critical to our mission success, preparing for and delivering the nuances and details of our posture is important. It is also a privilege to participate directly in our democratic process, and I never take that for granted. For these reasons, I want to share a few key reflections from the hearings so you better understand where we are as a Service.

***First, Congress understands and appreciates the strategic value that the Space Force provides.***

Across the board, our legislators recognize the vital role that spacepower plays in ensuring National Security at home and abroad. It was fully accepted when I told all four defense committees that space superiority is the linchpin. Without it, we cannot deter conflict. Without it, we cannot provide vital effects. Without it, we cannot protect the Joint Force. With about 3% of the Department of Defense budget, the Space Force offers a tremendous value proposition to the Nation. Every dollar invested in space brings asymmetric returns, but that means every dollar cut creates asymmetric risk.

***Second, the Space Force is still a work in progress.*** It is our responsibility to contest and control the space domain—to defend our space capabilities and to protect the Joint Force from space-enabled attack. Unfortunately, the capacity to do so has not fully materialized. The infrastructure to gain and maintain space superiority is still in construction. Unfortunately, we face a highly constrained fiscal climate, and we have had to make hard choices to maintain legacy readiness, forcing a slowdown in fielding this new set of capabilities. Even so, this cannot be an excuse for us. We have invested heavily to enhance our test and training infrastructure (up 54% since 2023), but we cannot wait. We must think hard about how to make the most of what we have through technical innovation, creative and threat-based advanced training, and novel tactics development.

***Third, modernizing legacy capabilities is necessary but not sufficient for great power competition.***

The analogy I used with Congress was that the USSF was like the “Merchant Marine required to transform into the U.S. Navy.” This requires fundamentally different equipment, training, and operational concepts—a modernized Merchant Marine is still not a Navy. To make this transformation we must change how we generate and present forces. The 3-phase generation cycle, Integrated Mission Deltas, and Service Components are all moving us in the right direction. It is essential that every Guardian understands these concepts, their purpose, and how to make them successful. Ask yourself why your job matters and how it contributes to National Security. If you don’t have ready answers, ask others, discuss the details, and debate the friction points. Every Guardian plays a part in shaping our story, and every Guardian must be able to tell the story to Joint and Coalition teammates.

As I told Congress, despite our challenges, the Space Force remains the preeminent military space organization in the world. I am confident we will outrace any pacing challenge, and, so long as the Nation continues to trust and invest in its space service, we will respond with unparalleled value.

Semper Supra!