

This C-note is the first in a trilogy of messages that will define and describe the three lines of effort (LOEs) that I believe are essential to the success of the Space Force. LOE #1, Field Combat-ready Forces, focuses on building resilient, ready, combat-credible forces.

Technology makes space operations possible. But the Space Force does not present technology, systems, or capabilities to the Joint Force; we present space forces. This is a small, but important, distinction. A capable and resilient weapon system will be operationally ineffective if its personnel, expertise, tactical employment, and sustainment are insufficient for the mission. LOE #1 focuses on comprehensively fielding forces - equipment, trained personnel, expertise, and sustainment - that are prepared to conduct prompt and enduring operations against an adversary.

Space forces must be resilient, ready, and combat-credible. Each of these descriptors is important and must be clearly understood. A resilient force can withstand, fight through, and recover from attacks. A ready force has the trained personnel, equipment, and sustainment capacity to accomplish missions and tasks in a high-intensity operational environment. A combat-credible force has demonstrated the ability to conduct offensive and defensive operations against an adversary. All three are important and we must comprehensively account for each attribute in our force design, force development, and force employment activities.

LOE #1 has broad implications for the Space Force. Here are a few examples:

- Our pivot to resiliency must account for on-orbit constellations, ground stations, networks, data, and mission critical support facilities.
- Force design and resourcing recommendations must be “fully burdened” to incorporate crew force requirements, command and control, intelligence, networks, cyber defense, test and training infrastructure, sustainment, and facilities.
- We must have range capacity and representative training devices capable of preparing Guardians to engage a thinking adversary in a realistic threat environment.
- Operational concepts and tactics must be continuously developed, assessed, and enhanced through a service-wide campaign of learning, led by the units entrusted with our systems.
- We must enhance the responsiveness of our sustainment activities through tight integration between capability development and operations.

All these initiatives, and the many others we will pursue under LOE #1, require deliberate updates to doctrine and operational concepts, organizational constructs, training, material acquisition, leadership education, personnel structures, facilities, and policies (DOTMLPFP). Ultimately, the Space Force must field combat-ready forces prepared to outcompete rivals, deter aggressors, and defeat enemies. I have every confidence you are up for the challenge.

Semper Supra!

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