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HOUSE ARMED SERVICES SUBCOMMITTEE ON READINESS
UNITED STATES HOUSE OF REPRESENTATIVES

DEPARTMENT OF THE AIR FORCE
UNITED STATES SPACE FORCE

PRESENTATION TO
THE HOUSE ARMED SERVICES SUBCOMMITTEE ON READINESS
UNITED STATES HOUSE OF REPRESENTATIVES

SUBJECT: Current Readiness of the Joint Force

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Introduction

The Space Force is a warfighting force, with an undivided attention focused on achieving space superiority and building readiness as the critical enabler for our success. Readiness in the United States Space Force is no different than readiness in the Army, Navy, Air Force, or Marine Corps – it requires continuous assessment of our equipment, training, maintenance, sustainment, logistics, infrastructure, and manpower. It is the foundation of our ability to provide viable national security options to the President and Secretary of War in the event of a crisis or contingency. In order to address current and future challenges, the Space Force, as part of the Joint Force as a whole, must maintain a state of continual readiness. This maintenance of a ready, flexible, and agile military is paramount to executing our national strategy and is foundational to Joint Force performance in achieving our nation's strategic objectives.

Though the Space Force came into existence just six years ago, space has been part of the Joint Force and has played a key role in our national security for far longer. We have capitalized on this heritage in our short history as an independent service. Leveraging the wealth of experience from previous success in missions such as Space Domain Awareness, Missile Warning, and Positioning, Navigation, and Timing (PNT), we are applying lessons learned in our past to the new missions of Space Superiority and Space-Based Sensing and Targeting now being asked of us. No matter the ask of the Joint Force or the nation, we must generate the forces needed to accomplish the assigned missions and ensure our Guardians achieve the highest state of readiness as we continue to evolve as the newest military service and present the space warfighting forces and capabilities the Joint Force needs.

Instituting Change to Generate Readiness

The Space Force has responded to the needs of the Joint Force by ensuring that we present ready, flexible, and agile forces and capabilities to combatant commands. Like the other services, the Space Force generates combat-ready forces for presentation to the combatant commands. As the core of readiness, Guardians and their training are the focus. By implementing a phased Space Force Generation model, or SPAFORGEN, space forces are rotated through training and preparation before they are presented as a combat squadron to a combatant command. This ensures Guardians are fully ready before being committed to operations in support of the combatant command. It also allows for rotation of forces between training and operations to ensure a constant and consistent level of readiness. This phased approach balances combatant command requirements with Guardian training, professional and personal development, as well as the recovery, health, and overall well-being of the force.

An additional aspect of the SPAFORGEN model that warrants focus is the establishment of a mass crew readiness verification. Before being certified for presentation to a combatant command, Combat Forces Command (CFC) – Space Force's organization charged with generating combat-credible space forces – conducts a field-wide exercise called FLASHPOINT to assess readiness of forces cycling from the training phase to operations.

Ultimately, the cyclical nature of the model allows for training to be routinely updated based on the current threat environment, while the mass crew readiness verification allows for integration of not only operational units, but also intelligence, cyber, and mission support forces. This culminates in the regular generation of space forces as combat squadrons ready to perform the missions required by the combatant commands and Joint Force as a whole.

To tactically illustrate this model, let us use the example of the Second Navigation Warfare Squadron (2 NWS), formerly known as the Second Space Operations Squadron (2 SOPS). This squadron is responsible for operating the Global Positioning System (GPS) satellite constellation, providing Positioning, Navigation, and Timing (PNT) to the Joint Force and civilian users worldwide. The 2 NWS Commander has a responsibility to train, maintain, and sustain the squadron's equipment and Guardians in order to provide ready forces to a combatant command to perform a warfighting mission. To do so, the squadron personnel are divided into a number of crews, each of which stays together through at least a full SPAFORGEN cycle. At any given time, some of these crews are in each phase of the cycle: some are training and preparing using threat-based scenarios to plan missions and understand the requirements of the Joint Force, while others are actively presented to a combatant command, monitoring the GPS constellation and coordinating with their Joint Force partners and users; still others are in their recovery period following presentation, accomplishing career requirements and baseline training. By employing this model, the squadron commander builds a core of Guardians that are well trained and able to identify threats to the mission, coordinate with other forces to defend against those threats, plan for ongoing operations and warfighter support, and ultimately deliver PNT capabilities worldwide. This example details the application of SPAFORGEN to 2 NWS, but similar levels of activity are repeated across Space Force squadrons and crews in missile warning, satellite communications, space surveillance and reconnaissance, cyber defense, electronic warfare, space control, intelligence, and orbital warfare.

Readiness and the Warfighter Acquisition System

Even before Secretary Hegseth's focus on acquisition reform, Space Force had been leading the way on the commitment to modernizing and streamlining acquisition processes to outpace threats and empower warfighters. Building on the Department's momentum and congressional direction, the Space Force is implementing transformative measures, such as the ongoing work to restructure from Program Executive Officers to Portfolio Acquisition Executives, right-sizing portfolios, and putting authorities at the right level in order to move at the speed of warfighter requirements, all without sacrificing the appropriate oversight of taxpayer investment. Space Force will place accountable decision-makers as close as possible to program execution, eliminating the layers of bureaucracy that hinder them and empowering them with the authorities and flexibility to drive timely delivery. To complement acquisition transformation, Space Force is also pivoting its approach to capability delivery through streamlined requirements, mission-focused testing and acceptance, and acquisition workforce development.

Space Force in the Joint Force

If the Joint Force is there, the Space Force is there. The Space Force must use all tools at its disposal to protect the Joint Force from the rapid increase in space and space-enabled threats. China continues to develop space control weapons to hold our satellites – and the services they provide to the Joint Force – at risk. Just as significantly, China is hard at work developing the space architecture to allow the People's Liberation Army (PLA) to track, target, and strike our Joint Forces on Earth. The threat from China continues to grow, and, to ensure readiness, we must train against this threat.

Holistically, exercises are a key catalyst driving the readiness of the Joint Force. The Space Force has aggressively embraced this reality, participating in numerous Joint Exercises with our sister services to validate and maintain our combat capability and credibility with our Joint partners and to ensure seamless integration at the time of need. The exercise RESOLUTE SPACE 2025 exemplifies this commitment. Directed by the Chief of Space Operations (CSO), RESOLUTE SPACE 2025 was a Space Force-led large-scale exercise that demonstrated our preparedness for complex, large-scale military operations in a contested, dynamic environment. The exercise was strategically aligned with the Air Force's RESOLUTE FORCE PACIFIC (REFORPAC) exercise, and together they formed the core of 2025's Department-Level Exercise series. The intent was to incorporate space-based and space-enabled capabilities at scale, enhancing the skills of Guardians to deter and, if necessary, defeat adversary aggression. More than 700 Guardians participated worldwide as "players" and planners in RESOLUTE SPACE 2025. Underscoring the Joint nature of the exercise, participants represented more than 20 different organizations, including four Combatant Commands (USINDOPACOM, USSPACECOM, USSTRATCOM, USTRANSCOM) and three services (Space Force, Air Force, Army). These Guardians captured lessons for the Space Force regarding our ability to generate and deploy combat-ready forces capable of executing the Joint Warfighting Concept and to outcompete, deter, and, if necessary, defeat adversary aggression threatening the United States and its allies and partners.

Additionally, December 2025 witnessed the 22nd SPACE FLAG exercise, the Space Force's premier exercise for assessing force readiness to meet Joint and service priorities. We thank Congress for codifying this event in the fiscal year 2018 National Defense Authorization Act. This capstone training event shifted focus from advanced training to combat readiness in 2024, and draws from sources such as Joint plans, CFC priorities, and force presentation timelines to inform Space Force on readiness of its capabilities. During the most recent SPACE FLAG, 45 units, including two from the Army, participated in the largest distributed electromagnetic warfare training effort to date. This event was also the largest operational training effort in history, executing 15 dynamic space superiority scenarios across live, virtual, and constructive environments.

Like the Army, Navy, Air Force and Marine Corps, the Space Force generates readiness across its squadrons through training and exercises. Exercises like RESOLUTE SPACE 2025 and SPACE FLAG provide important training for Guardians preparing for presentation to combatant commands, they allow for iterative improvement in processes and readiness measures. As the adversary increases its capabilities, the Space Force must also develop new tactics, systems, and

training. Exercises like SPACE FLAG and RESOLUTE SPACE 2025 are the primary venues for preparing and readying forces for the threats they will encounter in the Joint fight.

In addition to seeking the readiness advantages of participating in Joint Force exercises, the Space Force has prioritized integration into the Joint Force by establishing service components to combatant commands, and most recently in standing up United States Space Forces – Southern and United States Space Forces – Northern as new Component Field Commands. Just as the other services present service components responsible for organizing, training, and equipping forces aligned with their combatant command's warfighting requirements, the Space Force will present its service components. The Space Force employs combat forces by directly embedding command and control of assigned forces through these Space Force Component Field Commands to combatant commanders to ensure the integration of spacepower across U.S. plans and operations. As the Chief of Space Operations, General B. Chance Saltzman, said recently at the standup of the Space Forces Component to United States Northern Command, "…by normalizing our force presentation, we are able to integrate all activities within individual force offerings…resulting in a Space Force better postured to employ forces and expertise to deter conflicts and win wars."

The Future of Space Force Readiness

In addition to live exercise participation, Guardians across our three Field Commands – Space Training and Readiness Command (STARCOM), Combat Forces Command (CFC), and Space Systems Command (SSC) – have been working closely to develop and deliver capabilities as part of the Space Force Operational Test and Training Infrastructure (OTTI). SSC's OTTI Program Executive Officer has worked diligently to deliver simulators, range equipment, and training environments to STARCOM and CFC squadrons to support more relevant and realistic training activities. This has been an area of significant emphasis and growth for the Space Force since its inception, and while there has been significant progress, much remains to be done.

The first opportunity lies in simulations. Current resources and available technology support small-scale simulations, but Guardians must be able to execute large-scale training events and train together as a cohesive force. We are laying the foundation for this simulated environment through efforts such as OTTI's Space Warfighting Operational Readiness Domain (SWORD) capability, a digital training environment allowing Guardians to learn skills and use tools from multiple mission areas, and we anticipate future efforts will provide a more robust capability for Guardians to access.

Another major readiness imperative for the Space Force is growing our personnel strength and infrastructure. USSF recruiting continues to be successful, and the size of the Space Force has grown every year since its inception. The continued growth of uniformed Guardians is needed to generate enough crews, not only for the new systems in the pipeline, but also to cover down on requirements we have for Guardians today. Readiness metrics collected over the past several years have identified personnel requirements as a key enabler to our ability to perform continuous operations in a conflict.

The Space Force is responding to threats in, from, and to space, as well as to the push from other services – particularly the Navy and Air Force – to go faster and do more for them. The Joint Force acutely realizes the risk associated with continuous observation from space, and the Space Force must lead the way in adapting to this new operational reality. As new capabilities come online, we need to be prepared to operate both today's and future missions. The people required to operate the new capabilities, as well as the places from which they will need to operate, will be essential to the success of the Joint Force. The increasing demand created by new missions assigned to the Space Force will require growth.

One readiness enabler is our entry-level training pipelines. The Space Force must have the training facilities, including the classrooms and dormitories needed to accommodate an increased training pipeline to support the demand for Space Force growth. Training facilities, properly equipped to train individual personnel as well as units, will be crucial in developing the Guardians needed to achieve space superiority.

We are also prioritizing our Facilities Sustainment, Restoration, and Modernization (FSRM) investments to mitigate mission risk. Space Force has made significant investments in our Spaceport of the Future initiative, which will allow us to meet the expanding demand on the military launch infrastructure. We thank Congress for the initial authorities to work with industry in sharing the investments to improve our launch infrastructure. We look forward to continuing this work to ensure we meet the operational launch and test requirements of the department and advance the national security interests in the launch enterprise.

Much like the Spaceport of the Future concept responds to the need for rapid and resilient launch architecture that we see today, Space Force is also taking this proactive approach to working through a backlog of deferred maintenance and repair requirements. Proactive reduction of this backlog will increase our readiness and resilience and drive down potentially costly repairs, and we appreciate Congress's support in these areas.

The Space Force model for force employment largely comprises employed-in-place forces. Given this construct, it is imperative we understand that our Weapon System Infrastructure (WSI) is an inherent part of our capabilities and directly enables their operation. WSI enables employed-in-place warfighting and must be prioritized to ensure mission success.

Conclusion

Space Force readiness underpins the Service's ability to conduct combat operations and complete assigned missions. In this case, the Space Force is no different than the Army, Navy, Air Force, or Marine Corps. Required readiness levels correspond to mission requirements and to the threat. Like any other domain, as the adversary increases capabilities, the Space Force must develop new tactics, systems, and training to support the Joint fight.

Time is of the essence. The Space Force bears the responsibility to protect the Joint Force from space-enabled attack and achieve space superiority. We owe our teammates in the air, on land, and at sea the very best warning, navigation, sensing, targeting, and communications capabilities.

We must provide these capabilities and be ready to deny our adversaries from using space to gain advantage over U.S. and Allied forces. Readiness requires our constant attention. Yesterday's readiness won't meet today's threats, and today's readiness won't prepare Guardians for tomorrow's threat.