STATEMENT OF

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UNITED STATES STRATEGIC COMMAND

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Mr. Chairman, Senator Nelson, and Distinguished Members of the Committee,

It is an honor to appear before you representing the outstanding men and women of United States Strategic Command. As you know, the President has given all of us in the Department of Defense clear guidance to "challenge the status quo and envision a new architecture of American defense for decades to come." The new US Strategic Command is a clear product of that revolutionary and continuing effort. Today, the finest Soldiers, Sailors, Airmen, and Marines — representing active duty, Guard and Reserves — joined by a cadre of talented civilians, are building an entirely new command, instrumental in fighting the war on terrorism and focused on reshaping the nation's military capabilities for the demands of the 21st Century.

Capitalizing on the historic work of our predecessors, we have made tremendous strides in the short time since the key elements of US Space Command and US Strategic Command were reshaped into the new US Strategic Command. Specifically, we

- Created an entirely new unified command, while streamlining headquarters management and supporting the establishment of the vitally important US Northern Command.
- Provided world-class deployed and reach-back space, intelligence, planning, and information operations expertise to the regional combatant commanders either engaged in the war on terrorism or planning for potential operations around the globe.
- Successfully supported the initial launches of both the Atlas V and Delta IV, a major step in sustaining assured access to space for the next decade.
- In accordance with Presidential direction in Unified Command Plan Change Two, assumed four global missions previously unassigned to any combatant commander. These missions capitalize fully on our space systems and will give us a powerful role in shaping our future capabilities in support of the joint warfighter.

- Developed new partnerships with NASA, the National Security Agency, the Missile Defense Agency, and the Intelligence Community in order to better satisfy the nation's defense needs in the 21st Century.

Each of these ongoing efforts is important to our future, but represent only the first steps. They are a foundation for aggressively pursuing, with our strong and growing team of defense and Agency partners, our next set of challenges and opportunities. I welcome the opportunity to address the Subcommittee on the policies and programs supporting our command's efforts, and particularly, our important space-related missions and responsibilities.

The Connection between Space Operations and Strategic Forces

Our success in developing strategic space-based capabilities such as missile warning and survivable communication links, coupled with a strong nuclear deterrent, contributed in many ways to a peaceful end to the Cold War. From 1985 to 2002, US Space Command made tremendous progress in enhancing on-orbit capabilities, while simultaneously expanding their application from the purely strategic arena to the tactical battle space. The warning of Scud launches during Desert Storm and the broad application of the Global Positioning System (GPS) to navigation and weapons guidance are but two examples of how the space community transformed our on-orbit capabilities into combat tools employed by commanders at all levels, increasing their warfighting effectiveness. The combat power, networked systems, and global reach of our military today are a tribute to the contributions of America's space program and US Space Command's diligent work over the course of 17 years.

In 2002, following a series of high-level studies that included the Space (Rumsfeld) Commission, the Quadrennial Defense Review, and the Nuclear Posture Review, the President and Secretary of Defense directed the creation of a new unified command to effectively and efficiently anticipate and counter

the diverse and increasingly complex global threats our nation will face for the foreseeable future. These threats to our homeland, our allies, and our interests abroad range from conventional military capabilities to the asymmetric and indirect dangers of cyber attack, weapons of mass destruction (WMD), and terrorism – each designed to circumvent US strengths and exploit any vulnerabilities on the ground, in the air, at sea, and in space. These threats are global in scale and often transcend geographic or regional boundaries.

The new US Strategic Command was established October 1, 2002 to address these very threats. The command is chartered to pursue an integrated, trans-regional approach to both deterrence and warfighting, and to further strengthen our complementary and supporting relationships with the regional combatant commanders, each of whom retain the full responsibility for the regional challenges within their respective area of responsibility (AOR). Initially assigned responsibility for space and computer network operations and nuclear deterrence, on January 10, 2003, the President expanded the command's role to include four additional missions previously unassigned to a unified command. These include global strike planning and execution; integration of Department of Defense information operations (IO); global missile defense integration; and oversight of command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) in support of strategic and global operations. These newly assigned missions will broaden our global supporting role, further strengthen our nation's deterrent posture and bring focused responsibility and authority to our space and information operations missions.

The vision for US Strategic Command is exciting. It requires re-thinking, operationalizing, and, in some cases, building from the ground up, every mission in our portfolio. Fortunately, the experience gained from carrying out our space operations and our nuclear deterrent roles will facilitate development of our newly assigned missions. The warfighting focus

and cutting edge technology of our space and information operations missions, the rigor and exactness of nuclear planning, and the robust command and control for our operational forces, translates directly to the missions now assigned to the command. I am convinced the alignment of our new missions under the same command with responsibility for the nation's on-orbit capabilities holds great promise for the continuing operationalization of space, and will serve as the foundation we will build upon to achieve success in all our mission areas.

Our Operational Space Focus

The United States is the preeminent space-faring nation in the world. And as you know, space operations have evolved to far more than an American military center of gravity. It is now an economic force, intricately woven into almost every facet of our lives—farming, weather prediction, resource management, communications, finance, transportation and recreation. Entire new industries have been created around space applications, and approximately 100 billion US dollars are invested in space assets today. While the US has spent over half a trillion dollars on space programs since 1958, current projections indicate that same amount will be invested globally in just the next 5 years. The message is clear: the US, and in many ways all nations, increasingly rely on platforms operating in the medium of space; that reliance will continue to increase dramatically in the years ahead.

As the nation's designated space warfighter, US Strategic Command is committed to bringing a focused operational perspective to our on-orbit capabilities. From a special operations soldier on horseback navigating by GPS to our global communications architecture providing intelligence and command and control around the world, never again will this nation fight without significant contributions from space. Our satellite systems are essential, not just enabling, to each of our disparate missions, and they underpin many of the distinct technological advantages we have over our

potential adversaries. US Strategic Command will work diligently to ensure the extraordinary global communication, navigation, surveillance, weather, and missile warning capabilities we have and are pursuing for the future, will provide dominant, war-winning contributions to the nation.

Space Support to the Warfighter

Winning the war on terrorism remains the Department's top priority, and space operations continue to play an integral role in our global efforts. Since the moment the President arrived at Offutt AFB on September 11, 2001, the men and women of US Strategic Command and its predecessors have provided support in all areas of our expertise – space, IO, intelligence, planning, and communications. Specifically, we

- Provided a continuous Space and Information Operations Element presence at US Central Command, enabling immediate access to space-related and IO capabilities.
- Optimized bandwidth allocation in support of operational deployments, working with the regional combatant commanders and making recommendations to the Joint Staff to better maximize the communications capabilities available to forces in the field.
- Assured peak GPS performance for precision strikes through our GPS Enhanced Theater Support program, reducing the number of sorties required and minimizing collateral damage.
- Provided federated intelligence support to multiple regional combatant commands, using space systems to conduct battle damage assessment and intelligence analysis, and lead the intelligence community-wide effort to find and characterize underground facilities in Afghanistan.

Although successful in each of these endeavors, US Strategic Command is striving to even further refine our support to the warfighters. We are developing a single team of professionals that bring the full suite of our global capabilities – space, missile defense, planning, communications, IO,

strike, and intelligence – to the joint warfighter in an even more integrated fashion. We are also taking concrete steps forward in developing our newly assigned missions that will be integral to global warfighting, to ensure we continue to stay one step ahead of our adversaries.

Command, Control, Communications, and Computers (C4). In the fast-paced and complex international security environment of the 21st Century, US warfighters must have access to superior information to conduct decisive operations. US Strategic Command provides oversight and authority for many of the systems and missions that serve as the enablers for the nation's defense, including responsibilities in the command and control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) arena. Although C4ISR represents several related and essential capabilities, we are deliberately parsing out the acronym into its key elements to better address the very different challenges in each area. Under the Unified Command Plan, the command is assigned the role of tasking and coordinating C4 in support of strategic force employment. Our objective is to provide the means to integrate, synchronize, coordinate, and convey information to support superior decision-making and tasking at any level from the President to the front-line warfighter.

The events of September 11, 2001 illustrate the need to improve our national command and control architecture. We are working with our partners at US Joint Forces Command, the Defense Information Systems Agency (DISA) and the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence (ASD/C3I) to craft a new national-level C4 system that provides improved information flow, rapid decision making, and dramatic improvements in our current bandwidth capability. While this is important for all missions, it is imperative for the global strike and particularly, the integrated missile defense missions, where data gathering, decision-making, and execution must occur within minutes. Your continuing support of the communications

initiatives such as the Transformational Communications Architecture will enable the Department to dramatically improve our critical national level and joint warfighting capabilities.

Intelligence Surveillance and Reconnaissance (ISR). US Strategic Command is also tasked under the Unified Command Plan to plan, coordinate, and integrate intelligence, surveillance, and reconnaissance (ISR) for the Department of Defense in support of global and strategic operations. We are working closely with our partners in the national Intelligence Community to move away from Cold War military force collection strategies and toward the creation of the processes and systems necessary for comprehensive, synergistic, and flexible contingency ISR operations. We see great value in assisting the warfighter in determining the optimum use of scarce collection assets by focusing on ISR information requirements versus specific platforms. This will enable us to better maximize and prioritize the capabilities of our collection systems, whether space-based, air breathing, at sea, or on the ground, and integrate their collection with critical human intelligence and technical data to meet the needs of both the warfighter and the national decision-maker. It will also enable us to better assemble integrated, synchronized strategies and architectures that provide persistent, actionable, predictive intelligence and streamlined dissemination. We look forward to working closely with the Intelligence Community as they develop systems such as the Future Imagery Architecture (FIA) and Space Based Radar (SBR) that will play a large part in our intelligence collection capabilities of the future.

Missile Defense. The danger posed by weapons of mass destruction and their delivery systems is clearly one of our nation’s top concerns, and US Strategic Command is actively partnering with the Missile Defense Agency to provide an additional level of protection for our homeland, our allies, and our forces in the field. As General Myers noted recently before this committee, missile defense is inherently a multi-command and multi-regional

task, and, as the Missile Defense Agency acquires our missile defense systems, US Strategic Command will bring a warfighter's focus to most effectively and efficiently integrate and operationalize the system on a global scale. We are currently developing a global missile defense concept of operations and battle management architecture to provide the full support needed by the regional combatant commanders to defend their theaters, including the ballistic missile defense of the continental United States by US Northern Command.

Ballistic missile defense has evolved from an effort focused on mid-course intercept of ballistic missiles to an integrated, multi-layered, cross-AOR approach to achieve an Initial Defensive Operations (IDO) capability by late 2004. A critical element of our nation's global missile defense capability will be detailed and effective tactical warning, which we will continue to provide to national leadership and regional combatant commanders. US Strategic Command currently supplies sensor information for the missile warning component of integrated tactical warning and attack assessment, and we appreciate your support of the systems that will improve our warning capabilities in response to changing threats and expanded intelligence requirements. The Space Based Infra Red System (SBIRS), appropriately funded in the President's budget, is a prime example.

Assured Access to Space

Assured access to space is the precursor to all our on-orbit capabilities, and is clearly vital to our national interests. It ensures freedom of access to, through and from space, and the ability to deny interference with these actions and capabilities. As the heritage systems Titan II and IV, Atlas II, and Delta II near the end of their lives, the Evolved Expendable Launch Vehicle (EELV) program remains the Department's chosen option for ensuring the ability to safely and responsively launch orbital assets. Although the contraction in the commercial launch market has

changed the business case for EELV, it remains a promising avenue, as demonstrated by the recent successful launches of both vehicles.

As we have seen in our nation's ongoing war on terrorism, we may not always know when or where around the globe our next operations will occur. Surprise will continue to be a part of the international security environment, and it is prudent to have the flexibility designed into not only our weapons systems, but also our communications and intelligence architectures. Uninterrupted, responsive access to space is critical to ensuring the responsiveness necessary to replenish or augment our critical capabilities on-orbit.

Inextricably linked to assured access is maintaining viable gateways to space. Our East and West Coast ranges continue to provide safe and effective spacelift and test and evaluation services to military, civil, and commercial users, and we must work with our partners in government and industry to continue to search for the most effective and fiscally responsible strategies to ensure they remain adequate for the long-term. I am personally committed to the health of these vital facilities, and look forward to being a part of the discussions on the long-range vision for our launch complexes.

Enhancing Space Control

Space will continue to be a realm we share with industry, our allies, and increasingly, our adversaries. And while access to space is clearly a vital national interest, space control is the means by which to assure it. Importantly, the same flexibility and freedom of action the US currently maintains in the terrestrial, maritime, and aerial environments, consistent with international law and customs, is the goal of US Strategic Command's space control efforts. While the US enjoys significant military and economic benefits from our current lead in space communications, navigation, and remote sensing, threats may well emerge to challenge these interests.

From the coalition victory in Desert Storm through the recent conflicts in Kosovo and Afghanistan, the United States enjoyed space dominance because it controlled the "higher ground," because it possessed superior technologies or strategies, and in all honesty, because its adversaries simply did not exploit space, or act to negate US space systems. The US cannot rely on adversaries to cede this same advantage in the future.

Future adversaries may threaten any component of space systems – the satellite, the ground segment, or the link between the two. Even the less technically advanced nations and non-state actors may employ techniques such as electronic jamming or attacks against ground facilities. US Strategic Command's role is to ensure the US fully meets these challenges, providing uninterrupted access to space and on-orbit capabilities. One avenue we will use to accomplish this is through our active role in US military, commercial, and scientific launches, and through military representation to US national agencies, commercial endeavors, and international organizations for matters related to military space operations. Another avenue to ensure our satellites, communications links, and ground stations remain operational, is maintaining and enhancing our physical protection of these vital assets. US Strategic Command is identifying critical components and defining the most effective ways to safeguard our capabilities on-orbit and on the ground.

A crucial aspect of our on-orbit security is ensuring space situational awareness through enhanced surveillance capability and improvements to our global sensor network. The security of our nation's space systems is of utmost importance; success in this top priority will ensure a comprehensive and responsive ability to monitor our on-orbit systems.

Developing Space Professionals

Success in any of our missions depends on our number one asset – our people. Maintaining the culture of excellence in highly technical space operations depends on recruiting, training, and retaining the best and the

brightest. We will also need to develop an entirely new set of skills, leveraging our air defenders and space operators, to build a cadre of missile defense experts. I fully support General Lord's efforts at Air Force Space Command to chart a course for space professional development, as recommended by the Space Commission. I also applaud Lieutenant General Cosumano's personal management of the Army's dedicated space operations officer career field, as well as Vice Admiral Mayo's Space Cadre Initiative within the Navy.

Additionally, I appreciate the continued emphasis Congress places on raising the overall quality of life for the men and women in uniform and their families, which contributes in innumerable, very tangible ways to the defense of our nation.

Additional Assigned missions

In addition to these important missions, US Strategic Command is already taking steps to mature the nascent global strike and information operations missions assigned just two months ago. As we build to these new taskings, the interrelationships and interdependencies among all our missions are increasingly apparent, and we will leverage the capabilities we have on-orbit to maximize our joint warfighting effectiveness in each area.

Global Strike. Space capabilities will dramatically enhance US Strategic Command's newly assigned global strike mission, which extends our long-standing and globally focused deterrent capabilities to the broader spectrum of conflict. The incorporation of advanced conventional, non-kinetic, and special operations capabilities into a full-spectrum contingency arsenal will enable the command to deliberately and adaptively plan for and deliver rapid, limited-duration, extended-range combat power anywhere in the world. This innovative approach to global strike will provide a wider range of options to the President and the regional combatant commanders in

responding to time-critical global challenges, and I encourage your support of innovative programs such as the Common Aero Vehicle (CAV).

Information Operations. Delivering on the promise of information operations is one of US Strategic Command's top priorities. This newly assigned mission area promises to dramatically improve our offensive and defensive capabilities, which could very well reduce the number of weapons required in our arsenal and the force size required in future conflicts. Quite simply, I believe that effective, integrated IO comprises the next revolution in warfighting, and US Strategic Command's objective in our new role as the integrator of DoD information operations is to bring a joint perspective to improvements in the capabilities provided to our national leaders and warfighters in the field.

Optimizing our Organization

Serving as robust stewards of our space and nuclear missions while simultaneously developing our newly assigned missions and capabilities is a demanding task. We are flattening and shrinking the overall organizational structure of our headquarters to work more effectively and efficiently. Additionally, with the help of the Services, we are developing new relationships to fully use DoD-wide capabilities and expertise, while not duplicating in our headquarters what other professionals already do so well.

As we design concepts of operations for the globally-focused and increasingly operational US Strategic Command, we are pursuing innovative concepts for new Service relationships that employ the capabilities resident in other organizations that US Strategic Command can tap for unique skills and capabilities. US Strategic Command is fortunate to have strong relationships with many national Agencies, and as we move forward in each of our new mission areas we will need even stronger ties to both our current and new Agency partners.

Conclusion

Combat readiness and combat support remain the top priorities for US Strategic Command, and the capabilities we have on-orbit are an integral part in achieving mission success. While 2002 was a year of new thinking and new concepts, 2003 and 2004 will be years of execution. Under the umbrella of our revised mission set, we are taking the first steps in the evolution of our strategic capabilities, and we embrace the challenge of delivering on the promise of better meeting the nation's global warfighting needs.

Never before has such a broad array of missions been combined under one combatant command, and we are aggressively building the right teams, the right organizational structure, and the right plan to move confidently from concept to tangible combat capability. We will leverage our space, information operations, strategic planning, and regional support heritage to become a more globally focused operational headquarters, better able to provide the combat capabilities required by warfighters and our national leaders. All of our challenges and opportunities will require a team effort, inside and outside the command, and we look forward to working with you and our many partners to adequately meet the challenges that lie ahead.

I appreciate your continued support of the men and women of US Strategic Command and the unique and essential contributions they continue to make to our nation's security. I look forward to reporting our progress to you in the future as we continue to build our nation's space capabilities under the new United States Strategic Command.

Thank you, and I welcome your questions.