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**SENATE ARMED SERVICES COMMITTEE STRATEGIC FORCES SUBCOMMITTEE**

STATEMENT OF  
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COMMANDER  
AIR FORCE SPACE COMMAND

BEFORE THE UNITED STATES SENATE COMMITTEE ON ARMED SERVICES

STRATEGIC FORCES SUBCOMMITTEE

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**Written Testimony of General Lance W. Lord**  
**Commander, Air Force Space Command**  
**Before the Senate Committee on Armed Services**

**Introduction**

It is my distinct honor to appear before the Committee today on behalf the 39,000 men and women of the world's finest space and missile team -- Air Force Space Command. I am honored to appear with Under Secretary of the Air Force Peter Teets, the DoD Executive Agent for Space, Admiral Jim Ellis, the Commander of United States Strategic Command, and retired Vice Admiral Arthur Cebrowski, Director of DoD Force Transformation. These leaders are a major reason why our space and missile capabilities continue to play an ever-increasing transformational role in Joint and Coalition operations. They continue to push advancement of our sentinels on the high ground and our ready, safe and reliable missiles below ground to increase the range, speed and precision of all our forces in conflict and, moreover, to deter a conflict before it begins.

**Transformation**

There is no better example of this transformation than we recently displayed in Operations ENDURING FREEDOM and IRAQI FREEDOM. Simultaneously, our forces limited collateral damage, delivered humanitarian aid and saved the lives of combatants and civilians alike while conducting highly successful combat operations. General

Franks, former Commander of US Central Command told Congress, "The pieces of this operation which have been successful would not have been so without space-based assets...it's just very simply a fact." Spacepower continues to improve our battlefield speed, precision, lethality, reach and flexibility. As President Bush said on May 1, 2003 aboard the USS Abraham Lincoln, "Operation Iraqi Freedom was carried out with a combination of precision and speed and boldness the enemy did not expect, and the world had not seen before. From distant bases or ships at sea, we sent planes and missiles that could destroy an enemy division, or strike a single bunker." In a matter of minutes, not weeks, hours or days as in past wars, commanders identified and engaged targets and received timely battle damage assessment. Our Coalition, and our adversary, got the message: spacepower is now in the fight like never before.

The organizational and structural changes implemented after the Space Commission puts Air Force Space Command on an even better footing for the future. The synergy between the acquisition arm of the Command –the Space and Missile Systems Center, the innovators at the Space Warfare Center, the Space Numbered Air Force – the 14th Air Force, our missileers in the 20<sup>th</sup> Air Force, and our headquarters team is beginning to be realized. Our people are always 'in the fight – either through our "deployed in place mission" from our sites around the world (some of our men and women spent 180 plus days in the missile field last year, for example) or the 1,200 people deployed to the theater last year (over 436 members still deployed). Our Airmen, from the most junior enlisted to the senior officers, understand they are all part of the team that doesn't just

support the warfighter – they provide combat effects 24/7/365.

### **AFSPC Vision**

As ENDURING FREEDOM and IRAQI FREEDOM continue to wind down, I'd like to share a snapshot of our Command Way Ahead. Our Command vision is to be *a full spectrum space combat command preeminent in the application of space power for national security and joint warfare.*

We've been creating combat effects since well before we stood up as a Command – I pulled my first Combat Crew Missile Alert in 1969. Our new vision is to provide full spectrum effects, from strategic (which has always been our strength) to tactical effects using non-kinetic through kinetic weapons in full combat synergy with all Coalition forces.

Our framework to achieve that vision is what we call *Commanding the Future*. This framework enables a complete understanding of our progress in all aspects by ensuring: we have the right enterprise and are focused both operationally and strategically; we have the right partners; we are unleashing human talent to develop space professionals with education and certification programs; we are developing new wizards who understand all the aspects of the space medium and system and creative ways of employment; we are warfighter centric and have the proper Concepts of Operation; and that we can properly transition advanced technology to warfighting and

increase combat effects. Through these “thrusts,” we ensure we cover all management areas as we execute our Command priorities for 2004.

### **AFSPC Priorities**

Our first priority is developing our people to lead us into the future, and educating them through Space Professional Development – this is significant, as we’ve formulated a plan that ensures the success of our operators, developers and maintainers as one warfighting space cadre. When the Secretary of the Air Force approved the Space Professional Development strategy, he took the additional step of naming me, in my position as the AFSPC Commander, the Space Professional Functional Authority -- the only Functional Authority residing outside of the Pentagon. We developed, tested and conducted space professional education prototypes in 2003, and this year we’ll bring both the initial Space 100 and the advanced Space 200 courses on-line for Space Cadre members at the 8-10 year point in their careers. Finally, I approved identifying Space Cadre members and associated Space Cadre positions using Space Experience Codes (SPEC). These SPECS will become the common terminology linking the experiences that identify the individual and the position, helping us to inventory capabilities and requirements for all Space Professional Cadre members.

With the proper focus on people, we must improve our capabilities and deliver on near term commitments. Improving missile warning systems remains one of our top priorities. We need to upgrade our missile warning, that served us well throughout the Cold War, to be more responsive and more capable to our forces in the field. We

stretched the Defense Support Program (DSP) system hard for tactical missile warning, but our forces deserve increased capability to precisely determine launch and impact point for both warning and engagement of incoming enemy missiles. With just one DSP left to launch, we can't wait for a degraded constellation. Degraded strategic and tactical missile warning would present significant National Security challenges – it would severely handicap National Missile Defense and strategic response through tactical warning to warriors in the field. We will continue to push Space Based Infrared capabilities in the near term.

We will also maintain our assured access to space with multiple new launch vehicles and developing operationally responsive spacelift and spacecraft. Our Operationally Responsive Spacelift (ORS) initiative is progressing well. The Mission Needs Statement (MNS) was validated by the JROC in Apr '02 and we're in the midst of an ORS Analysis of Alternatives (AoA) that should be completed mid 2004. The FY05 Presidential Budget also includes funding for an AF/DARPA demonstration called Force Application and Launch from CONUS (FALCON). However, we are stressing our newest, state of the art rockets known as Atlas V and Delta IV. These two contractor teams plus our new group of launch professionals – acquirers and space operators now on one team – are all focused on mission success in each and every operation leading to launch. Our focus is delivering on the promises of the Evolved Expendable Launch Vehicle fleet and getting toward more responsive launch without sacrificing mission success.

A continuing priority is space superiority and understanding all avenues that adversaries could take to counter our capabilities. Space Superiority is just as important as gaining and maintaining Air Superiority in times of conflict. It is our fundamental duty to ensure our advantages in space don't become vulnerabilities. Each time the higher ground was sought throughout history, adversaries developed capabilities to remove the advantage. We are very concerned about space force protection to ensure all our space forces are survivable, and we are exploring rapid reconstitution capabilities. However, fundamental to space superiority is the capability to detect, categorize and counter attacks on spacecraft, ground stations and the links between them. Every new contract we let must take into account all appropriate space situation awareness and protection measures.

In 2004, we'll continue modernizing our ICBMs while exploring other alternatives for future force application. Our space capabilities were the helping hand of our coalition force operations because they were backed up by the clenched fist of our missile force - always alert and providing "top cover" by deterring any adversary from using weapons of mass destruction against our nation or our forces around the world. In 2003, we strengthened that fist even more with over 200 new guidance sets and 80 missiles with new propellant. We'll continue to increase those numbers this year and conduct an Analysis of Alternatives on the next generation Land Based Strategic Deterrent.

Over the next year we will also plan for future advancements in force enhancement through GPS modernization, Space Based Radar development, and advanced satellite

communications. GPS has proven its worth. It is the world's largest free public utility with numerous applications that improve our daily lives. The military value of this system is unquestionably the driving force behind our transformation. We look forward to launching the next generation of GPS to keep our forces on the leading edge. SBR will provide surveillance and target tracking around the clock and in all weather. The situational awareness provided by the SBR constellation promises to be just as revolutionary as GPS has been. We must continue to ensure SBR is responsive to our forces in the field and the power of this system is not only used for intelligence preparation of the battlespace, but provides the much needed capability to ID and track targets in theater, real time. Transformational Satellite (TSAT) Communications serve a fundamental need of all our expeditionary forces -- the expanding need for protected, reliable, long haul communication. We are looking hard at the interoperability between Intelligence Community and DoD requirements. We are also weighing associated affordability / schedule risks and the appropriate tradeoffs leading toward an FY12 (Nov 2011) TSAT 1st launch.

These priorities, executed through the Commanding the Future framework, will solve our most pressing needs leading into both near and mid term to achieve the needed effects on the battlefield by all members of our Joint and Coalition team. Air Force Space Command will be ready for whatever the future brings by continuing to innovate, develop, design, launch and operate leading-edge space and missile systems.



Thank you again for the opportunity to appear before you today. I look forward to your questions.