STATEMENT OF

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UNITED STATES STRATEGIC COMMAND

BEFORE THE STRATEGIC FORCES SUBCOMMITTEE

SENATE ARMED SERVICES COMMITTEE

ON

NATIONAL SECURITY SPACE PROGRAMS AND MANAGEMENT

IN REVIEW OF THE DOD AUTHORIZATION REQUEST FOR FY05

MARCH 25, 2004

**I. INTRODUCTION**

Chairman Allard, Senator Nelson, and distinguished members of the Committee, it is an honor to once again appear before you, representing the outstanding men and women of United States Strategic Command and to review the strategic and space capabilities that remain vital contributors to our nation's security. During my last appearance before your subcommittee, I outlined how US Strategic Command, our components, and task forces were crafting a new command focused on integrating space capabilities, deterring a wider array of potential adversaries, and recasting the nation's global military capabilities for the demands of the 21st century.

Today, I can report that the finest soldiers, sailors, airmen, and marines – representing active duty, guard and reserves – joined by a cadre of talented civilians, have made tremendous progress in maturing the missions of the new US Strategic Command.

As you recall, on January 10, 2003, the President signed Change Two to the Unified Command Plan and tasked US Strategic Command specifically with four previously unassigned responsibilities. These are: Global Strike, Global Missile Defense Integration, Department of Defense Information Operations (IO), and Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR). This unique combination of roles, responsibilities, authorities and capabilities, under a single unified command brought with it new opportunities to recapture the classic definition of the term "strategic": essential to the conduct of large scale military operations. In this strategic context, we also have been given the opportunity to support our nation's security requirements around the globe by directly supporting the regional combatant commanders (RCCs) and their deployed forces.

On 1 January 2004, I was pleased to report to the President of the United States that US Strategic Command has completed reorganization and achieved full operational capability (FOC) for oversight and direction of all assigned missions.  Each mission area continues to develop and, as we apply resources to each, we are moving to reach and maintain FOC in those four areas by the end of this year.  Three of our missions, Global Strike, Global Integrated IO, and Global C4ISR, are on track and progressing toward FOC during 2004.  Global Missile Defense, the fourth newly assigned mission, will achieve Initial Defensive Operations in the months ahead and will support concomitant achievement of US Strategic Command oversight FOC.

There is still much work to do and we have outlined five major, near-term goals for US Strategic Command, each of which has the potential to add significantly to our national defense.

These opportunities include:

- Proactively moving to enhance the security of our critical space systems. This will enable us to maintain an advantage in space while denying an asymmetric avenue of attack for our adversaries. In concert with service and Office of Secretary of Defense (OSD) partners, we are crafting a step-by-step plan that approaches the problem in manageable increments.

- Continuing the implementation of the Nuclear Posture Review (NPR) while refining the way ahead through the ongoing Strategic Capabilities Assessment.  This effort will enable continued reduction in the nation's nuclear arsenal even as we examine future deterrent concepts, sustain the safety and surety of the stockpile, and modernize, through our partners at the National Nuclear Security Administration (NNSA), the nation's technical infrastructure.

- Exploring new concepts of intelligence, surveillance and reconnaissance that will permit collating and fusing data collected by the intelligence community and defense sources. Our goal is to aid the nation's military and civilian leaders to move rapidly up the continuum from data to information to knowledge to wisdom.

- Simultaneously employing a nascent missile defense test bed to provide the nation with a rudimentary defensive capability even as we support the Missile Defense Agency as it incrementally refines and evolves a future multi-layered global missile defense system.

- Delivering on the full potential of Department of Defense (DOD) IO by supporting real advances in the incorporation of computer network attack and defense, electronic warfare, psychological operations, strategic deception, and operational security into our mission areas.

**II.  PROGRESS OF THE "NEW" US STRATEGIC COMMAND**

It was a year of tremendous change and progress — incorporating new missions and crafting a new organization - all while primarily focused on supporting Operation Iraqi Freedom (OIF) and the broader Global War on Terrorism (GWOT). During the past year this Command and our components have:

- Developed a Global Strike Strategic Concept, validated it through a series of exercises and gained final approval of a Global Strike plan.
- Developed a Missile Defense Concept of Operations with plans in place to support operator training, evolutionary testing and system employment for Global Missile Defense at Initial Defense Operations (IDO).

- Developed a C4 Concept of Operations and established a Global Operation Center (GOC) and Global Integration Center (GIC) to command, control and integrate support to the Joint Warfighter.

- Transitioned the Space Operations Center in Colorado Springs to the Space Operations Watch in the GOC in Omaha.

- Hosted Senior Warfighter's Forum to identify Combatant Commands' requirements for future satellite communications capabilities.

- Accepted transfer of responsibility for production of the Sensitive Reconnaissance Operations plan from the Joint Staff, a first step in achieving global ISR integration.

- Formed Joint Force Headquarters-Information Operations (JFHQ-IO) within the overall headquarters structure, commanded by the Deputy Commander, US Strategic Command.

- Established strong, functional relationships with the National Security Agency, Defense Information Systems Agency, Defense Intelligence Agency, and the National Geospatial-Intelligence Agency.

- Provided federated intelligence support to CENTCOM and PACOM, producing over 3,000 products covering four geographic areas covering over 12,000 points of interest.

- Procured, prioritized and allocated military and commercial satellite bandwidth to support the critical communication needs of the combatant commanders.

- Forward deployed US Strategic Command support teams with reach-back capabilities for strike planning, intelligence, and space and information operations.

- Transmitted theater early warning data on missile launches to RCCs.

- Through the Army's Space and Missile Defense Command, provided successful Space Based Blue Force Tracking capabilities for Special Operations Forces.

- Through the Joint Information Operations Center(JIOC), fully integrated IO into OIF operational planning, contributing directly to shaping of the operation and elements of its combat success.


## III. NEWLY ASSIGNED MISSIONS

### Global Strike

The Global Strike mission embodies US Strategic Command "capabilities-based" strategy and employs various assets to execute limited-duration, extended-range, and precision kinetic and/or non-kinetic strikes anywhere on the globe.  Our adaptive planning process is being upgraded with the goal of accelerating development of courses of action for rapid presentation to our national leadership.  When fully realized we will be able to dramatically shrink response timelines.

This new construct also provides the nation with a combatant command that effectively works across traditional regional boundaries and addresses potential threats with a global perspective.  We are strengthening formal relationships through extensive coordination with RCCs, Services, the Joint Staff, and OSD.

### Information Operations

As with our other global responsibilities US Strategic Command is tasked with integrating and coordinating DOD IO across regional areas of responsibility.  Core pillars of IO include computer network defense, computer network attack, military deception, operations security, psychological operations, and electronic warfare.  The recently published DOD IO Roadmap also supports collaboration of broad IO efforts across the

Department of Defense, the Intelligence Community, and other national-level organizations in coordinated support of operations directed by the RCCs.

The ability to quantify IO effects is another area of concerted effort at US Strategic Command. Initial conclusions from advanced concept technology demonstrations and a number of experiments all recommend establishing a national test range for IO. US Strategic Command is working closely with OSD in establishing the requirements for just such a test range. This range will help us define effects in understandable terms, quantify systems' performance and provide assurance that the elements of IO will achieve the desired effects while avoiding unintended consequences.

- **Organizing for Success**

In April 2003, we formed a JFHQ-IO within our overall headquarters structure. This interim move enables US Strategic Command to provide IO support directly to warfighters while, at the same time, developing our internal structure and nurturing these evolving capabilities.

In the past year, we have successfully integrated Computer Network Exploitation and Attack mission areas. The Network Attack Support Staff was established to function as the Computer Network Attack planning interface between the combatant commanders and the intelligence community. This component has significantly streamlined the planning process and contributed directly to the maturation of our efforts.

- **Support to GWOT**

US Strategic Command provides tailored, deployable Strategic Support Teams that combine the capabilities of the JIOC, located in San Antonio, with support elements from many other US Strategic Command functional mission areas. Additionally, as we prosecute the war on terrorism, effective IO is becoming even more essential to our success. Supporting SOCOM, SOUTHCOM, PACOM, EUCOM, and CENTCOM for GWOT and IO planning, JFHQ-IO works to provide

an IO perspective, broader and deeper than any one RCC staff can, thus allowing us to better achieve required global effects in support of national strategic objectives. Our US Strategic GIC will interface with other organizations to provide Time Sensitive Planning (TSP) as well as Crisis Action Planning. TSP oversight expertise will reside in the GIC and will formalize and codify US Strategic Command's standard operating procedures, drawing on all organizational elements so as to provide global effects in support of all Combatant Commanders.

- **The Way Ahead**

The future of global IO requires us to better define our operational battlespace. US Strategic Command is developing a common operational picture based on inputs from all available DoD and intelligence sources. We are also developing measures of effectiveness, with corresponding metrics, allowing us to gauge the success or failure of a specific IO course of action.

The challenge is melding the art and science of IO with emerging technologies, training and educated senior warfighters in these concepts, and, most importantly, developing a cadre of military leaders with sound IO skills.

## Global Ballistic Missile Defense (GBMD)

In my statement presented to the full Senate Armed Services Committee on 11 March 2004, I discussed the status of US Strategic Command's Global Ballistic Missile Defense mission. Missile defense concepts have evolved from separate efforts focused on the terminal intercept of short and medium range ballistic missiles. The single entity of GBMD now includes mid-course intercept of intercontinental ballistic missiles, and, in the years ahead, development of a multi-layered missile defense system contributing to the defense of the US, our allies, and our interests abroad. US Strategic

Command is developing the GBMD concept of operations and the battle
management architecture in order to provide full capabilities for RCCs
defensive employment.

The IDO is the first increment of a capabilities-based approach in
developing and providing Global Ballistic Missile Defense (GBMD).  Initial
capability will include the ability to detect a launch, display the data for
decision makers, relay command and control execution decisions, and then to
fire a ground-based interceptor.  Our plan calls for a continued assessment
of the Ballistic Missile Defense System (BMDS) capabilities as they are
developed and fielded by the MDA.  Fielding a layered and integrated GBMD
system is best accomplished in a spiral manner.  An initial capability,
followed by evolutionary improvements, provides commanders with both
operational flexibility and an increased range of system design options based
on extensive testing and assessment

### Global C4

Future intelligence, surveillance, and reconnaissance systems, along
with new weapons platforms, are expected to at least double the current
demand on the global communications infrastructure.  (During OPERATION
ENDURING FREEDOM, General Tommy Franks required 32 times more bandwidth than
did General Norman Schwarzkopf during OPERATION DESERT STORM.)  Change Two of
the Unified Command Plan directs US Strategic Command to coordinate C4
capabilities in support of strategic force employment.

- **Providing Robust Communications Architectures**

The DOD is developing the Global Information Grid – Bandwidth Expansion
(GIG-BE) to address the growing bandwidth requirements.  This program is key
to enabling the vision of universal situational awareness for the warfighter.
GIG-BE is scheduled to provide a fiber connection to over 100 sites by the
end of FY05, providing much needed, wideband terrestrial connectivity.  Once

completed, GIG-BE will provide a robust, optical Internet Protocol Network that the warfighter can post and access information at multiple levels of classification.

- **Information Assurance (IA)**

The DOD established the Information Assurance Vulnerability Management (IAVM) program in 1998 to notify Combatant Commands, Services, and defense agencies about network vulnerability alerts and countermeasures information. In our assigned role of directing DOD-wide computer network defense, the IAVM program is one of the key means we use to rapidly update the security of DOD computers.

We are working to improve our ability to automatically apply software patches across large networks, correct vulnerabilities identified through the IAVM process, and automatically verify patch compliance. This is a formidable challenge; DOD networks are complex, with over three million computers and a wide variety of operational configurations. Our partnership with industry will help us develop the best approach.

The warfighter of today accesses information by sifting through networks stratified by classification and membership. The GIG-BE will result in a more easily accessible network providing multi-level security information to authorized users. Enforcing need-to-know while enabling need-to-share presents DOD IA personnel the challenge of moving from a defense-in-depth mindset to an IA-throughout approach.

As the DOD moves from the Defense Information Infrastructure (DII) to the GIG-BE, it also brings a new approach to network defense. With the DII, our efforts were focused on defense in-depth, with layers of defense to keep intruders from breaching our information fortress. In contrast, the GIG focuses on defense throughout. This concept incorporates a model that recognizes intrusions may occur, and allows the network to remain functional even as the infection is being cured.

- **Transformational Communication System (TCS)**

A second fundamental requirement for our information networks is to achieve the "Power to the Edge" vision of Mr. John Stenbit, former Assistant Secretary of Defense for Networks and Information Integration. He said, "We must replace top-down operations with distributed operations – and use information technology to empower whomever is in need of a solution, regardless of where that individual is."

Developing this type of network requires reshaping our security philosophy and technology. Identity management must focus on end users, applications, and services. This will enable distributed computing between allied components using applications able to securely communicate with other applications. US Strategic Command is working closely with the OSD staff and the Transformational Communications Office to develop the policies and architectures needed to realize the vision of the TCS.

ISR

Change Two of the Unified Command Plan tasks US Strategic Command with planning, integrating, and coordinating DOD ISR in support of strategic and global operations. Day-to-day operational control of DOD ISR assets will typically remain with the RCCs.

US Strategic Command is applying its unique global focus to planning and executing the DOD ISR mission. In effect, DOD ISR will be employed as a weapon system against specific strategic objectives and priorities. Each platform allocation will be planned to achieve specific effects and will be evaluated against that objective. New relationships and mechanisms are being developed to bring existing expertise and capabilities together in new, more powerful ways.

To fulfill this mission, US Strategic Command has organized intelligence and operations into an ISR Division that is unique among Combatant Commands.  By integrating the operations and intelligence elements of the DOD ISR mission, we provide a holistic view of DOD ISR to increase the synergy between those who determine the requirements, those who conduct the operations to satisfy those requirements, and the end-users of collected and processed intelligence.

The initial focus of our ISR Division is completion of the recently approved DOD ISR Implementation Plan. The timeline for transfer of the DOD ISR processes identified in the ISR Implementation Plan began with the sensitive reconnaissance operations approval process in December 2003 and will end with the ISR allocation process in October 2004.  We have just completed observing the latest bi-annual allocation process and started identifying steps necessary to transfer the process to US Strategic Command by the fall of 2004.

In addition to fulfilling current ISR requirements, US Strategic Command is actively engaged in determining future airborne ISR needs.  As the combatant command lead for DOD Airborne ISR, we will have visibility into the requirements from the theaters.  Combining a composite list of theater requirements with emerging technologies allows us to develop a comprehensive list of capabilities to better support the RCCs.  We will work closely with US Joint Forces Command (USJFCOM) to fully integrate DOD ISR into architecture and doctrine development.  However, to be truly effective, we must find a more efficient means to influence the shape of DOD ISR procurement programs.  The overarching goal is a more efficient, effective, responsive, and coordinated DOD ISR capability across the globe.  With the responsibility for both DOD ISR allocation and advocacy, US Strategic Command is uniquely positioned to provide a global view of both intelligence needs and required future capabilities.

All of this effort will also support the objectives for intelligence sharing set by the Undersecretary of Defense for Intelligence. His office is crafting policies and supporting architecture to horizontally integrate collected intelligence from the theaters with the information acquired by the national agencies.  US Strategic Command sees this as a significant step toward providing all users with better insight into collected intelligence and enabling the sharing of essential information among all legitimate users. We believe this concept will significantly enhance intelligence available to all users and showcase the operational potential of future persistent intelligence collectors such as Space Based Radar.

## IV. FUTURE OF NUCLEAR FORCE STRUCTURE

### Sustainment and Modernization

- **Intercontinental Ballistic Missiles (ICBMs)**

ICBMs have been a mainstay of strategic deterrence for decades, providing prompt responsiveness, high reliability, accuracy, rapid and flexible targeting, and a high state of alert readiness. With Peacekeeper deactivation proceeding as planned, Minuteman III will soon be our Nation's only remaining land-based strategic deterrent.  Recognizing the importance of the Minuteman III weapon system, the Air Force has implemented an aggressive life extension program for the Minuteman III ICBM force to ensure weapon system reliability through 2020.

We appreciate Congress' continued strong support for ICBM weapon system by funding reliability upgrades to critical components of the Minuteman III. These include the Guidance Replacement Program, Propulsion Replacement Program, Propulsion System Engine Life Extension, Safety Enhanced Vehicle Program, and Command and Control, Security and Cryptography Upgrades. Finally, we support an Analysis of Alternatives that will examine follow-on systems to the Minuteman III.

- **Bomber Force**

    The long-range bomber fleet is the second essential element of the Nation's strategic deterrent force as well as a primary element of our conventional Global Strike capability.  The B-52 Avionics Midlife Improvement Program remains a high priority for US Strategic Command and is critical to sustaining the platform into the next decade.  Of equal concern is keeping the B-2 radar replacement program on track.

    The viability of our bombers in a nuclear and conventional role requires unimpeded access to increased bandwidth as well as secure, survivable, and endurable global communication capabilities inherent in the next generation satellite communication constellations. Robust command and control, coupled with the recently demonstrated value of real-time, in-flight bomber weapon re-targeting, require that we continue to synchronize the fielding of bomber communication terminals with the launches of advanced communications satellites.

- **Strategic Ballistic Missile Submarine (SSBN)**

    The final leg of strategic deterrence is the D5 Submarine Launched Ballistic Missile.  Life Extension (LE) and back-fit programs will provide a standardized fleet of 14 Ohio Class SSBNs capable of employing D5 Trident II missiles for the full hull life of these submarines (extended to 45 years). The last two submarines awaiting upgrade will complete their D5 back-fit and refueling overhauls in FY07 and FY08.  D5 LE upgrades the guidance and missile electronics on fielded D5 missiles and procures additional missiles to meet system reliability and accuracy testing needs for the life of the program, while also providing a sufficient quantity of missiles to fully load out 12 SSBNs.

    The conversion of the four Ohio Class SSBNs to Guided Missile Submarines (SSGNs) is an example of modifying existing platforms, concepts

and capabilities for a dramatically different military role.  SSGN
conversions are on schedule and are being completed in conjunction with
scheduled Engineering Refueling Overhauls (ERO).  The boats will be equipped
with conventional cruise missiles, extensive special operations capability,
and will be assigned evolving new missions.  The USS OHIO, USS FLORIDA, and
USS MICHIGAN have entered ERO and are proceeding on an aggressive conversion
schedule with deliveries scheduled for 2005 and 2006.  The USS GEORGIA is
scheduled for ERO in 2004 and conversion will be completed by 2007.

- **Stockpile Stewardship**

     In addition to our vital life extension and modernization programs, we
are working closely with our partners in the Departments of Defense and
Energy and the Congress to ensure our nuclear stockpile remains safe,
reliable, and credible.  As the Nation's nuclear stockpile continues to age,
we must carefully monitor its condition.  Through the NNSA's Science-Based
Stockpile Stewardship Program, we continue to improve our surveillance,
modeling, simulation tools and processes in order to provide the critical
data on aging effects, component reliability, and physics phenomena we
require in the absence of nuclear weapon testing.  As you know, past
reductions in nuclear weapon infrastructure capacity require that the
essential warhead life extension programs be carefully sequenced with
scheduled warhead dismantlement so as to provide just-in-time delivery to
meet operational deterrent force requirements.  We are working closely with
the NNSA, the national laboratories, and plants to shape their support to our
future stockpile.  With the production complexes operating near peak
capacity, we will need to optimize the balance between essential life
extension programs and dismantlement work.

     A 2003 congressionally mandated panel, led by Dr. John Foster, Jr.,
reported that our nuclear weapons program must be balanced between
maintaining the existing warheads and the need to transform elements of the

existing stockpile for the future.  As we reduce our nuclear forces toward
the goal of 1700-2200 operationally deployed strategic nuclear warheads by
2012, we must concurrently analyze and research advanced concepts in order to
realize the vision of the Foster Panel and the NPR.  The results of this
research will, in turn, enable objective, fact-based discussions on very
important deterrence and policy issues.

- **Assessment and Testing**

The United States' nuclear stockpile has a weighted average age of over
twenty years, and we are the only nuclear power without a current capability
to build a complete nuclear weapon. The Science-Based Stockpile Stewardship
Program supports ongoing research and development of new advanced
technologies and analytical tools to assess the health of our aging stockpile
without a current need for underground testing.

Since 2000, the Department of Energy has used the Advanced Computing
Initiative as an integral part of the Science-Based Stockpile Stewardship
Program to analytically simulate nuclear explosions. These computational
experts and their physicist colleagues in our technical laboratories are a
national treasure, trained to make sense of torrents of information obtained
from those simulations to certify the safety and reliability of the current
stockpile.

## V. SPACE OPERATIONS

Across DOD, space is both a major integrator of missions and a global
enabler for our forces.  Our space assets gather and disseminate real-time
data on virtually any location on the globe, as well as provide essential
command and control capabilities to forces anywhere on the planet.  That is
why US Strategic Command elected to embed space operations throughout our
organization rather than treating it as a specific, stove-piped mission area.
US dependence on space, and the potential corresponding vulnerabilities,

demand that our national security space interests be addressed as top

national security priorities.  Our focus includes:

**Improving US Launch Capabilities**

New capabilities are required to enable rapid augmentation,

replacement, or repair of satellites lost due to component failure or

adversary action.  US Strategic Command looks to the Air Force, NASA, and

industry partners to expedite delivery of a more effective, next-generation

launch system.

**Resolving Space System Vulnerabilities**

Operations in Iraq demonstrated that adversaries can and will challenge

our ability to use space assets.  The attempts to jam our global positioning

system and degrade the accuracy of our precision weapons, in Navy parlance,

were a "shot across the bow."  DOD must be able to monitor the health of our

essential systems, advance our space situational awareness, and respond

appropriately to sustain our national on-orbit capabilities.  In support of

the leadership of the DOD Executive Agent for Space, Mr. Peter Teets, US

Strategic Command is fully engaged in assessing and strengthening all

elements of our space systems.

**Space Based Infrared System (SBIRS)**

The potential provided by the developing SBIRS system will be a key

contributor to greater capabilities in the mission areas of theater and

global missile warning, missile defense, technical intelligence and

battlespace characterization to support real-time warfighting operations.  As

designed, SBIRS will expand our ability to detect shorter-range missiles with

systems designed for both tactical and strategic requirements.  Once

operational, SBIRS will not only represent our primary source of initial

warning, but will also represent the first link in the chain of a layered,

integrated missile defense.  Deployment of a capability such as SBIRS is

essential to replace legacy systems, some elements of which are now operating well beyond their intended life.

### Satellite Communications

Military satellite communications will remain our primary means of providing dedicated, secure and/or hardened command and control capabilities for worldwide military operations.  During the past year, we launched the final satellites to complete the Defense Satellite Communications System (DSCS), Milstar, and Ultra High Frequency follow-on constellations.  These systems have served us well for decades and many have lived far beyond their projected life expectancy.  As a result of this extended service life, deployment of more modern and more capable replacements is needed immediately.  The capabilities represented by these programs will be sustained and improved with the launch of the next generation of satellite systems beginning with the Wideband Gapfiller Satellite in FY05 and continuing through the launches of the Advanced Extremely High Frequency (AEHF) and Mobile User Objective System (MUOS).

The Wideband Gapfiller program consists of five high capacity satellites launched from FY05-FY10 that will replace the aging DSCS and Global Broadcast Service satellites, providing DOD with high-capacity, wideband service for the nation.

The AEHF program is the follow-on to Milstar.  Currently scheduled to launch three satellites during FY07-09, AEHF provides up to ten times the capacity of Milstar, a significant increase in coverage, and the ability to support twice as many networks.  It will support national, strategic, and tactical users requiring protected, anti-jam, survivable communications for national crises, Emergency Action Message dissemination, Integrated Tactical Warning/Attack Assessment, missile defense, presidential secure voice conferencing, and interoperability with selected international partners.

The MUOS will field five UHF satellites to provide the warfighter on-demand, high capacity communications to ISR, and weapons system platforms on the move.  This system is designed to alleviate the need to purchase expensive, commercial satellite services.  MUOS launches currently are scheduled for FY09-11.

Investments in replacement technology and capacity will help maintain the US as the pre-eminent space faring nation well into the future.  US Strategic Command will remain engaged as these programs are developed and procured to monitor progress and ensure warfighter requirements are clearly articulated.

US Strategic Command is working with the Joint Staff, DISA, and, as appropriate, the commercial satellite industry to develop a methodology whereby DOD can assure future satellite communications systems are designed, funded, fielded, and sustained as an end-to-end communication system.  In the past, complex communications systems routinely were procured in parallel, as separate elements, and often by many organizations.  Due to increased system complexity and the number of segments involved, an end-to-end synchronized acquisition process is essential.  We must streamline the process and develop a procedure to centrally fund and manage seamless, integrated, on-demand capable satellite communication services to meet national security needs.

## VI. GLOBAL INTEGRATION AND COOPERATION

### Integrating the GOC

On 15 April 2003, US Strategic Command published an overarching operational concept to incorporate changes driven by the assignment of our global missions.  Central to this document is the creation of the GOC.  The GOC and its supporting command elements will enable the US Strategic Command to provide responsive support to the President, Secretary of Defense, Combatant Commanders, and agencies.  Additionally, the GOC, with support of

our components, will develop and leverage global battlefield situational awareness and present decision makers with full spectrum courses of action that integrate all US Strategic Command's missions and capabilities.

Within the GOC, we will also perform space operations including space control, space support, and force enhancement. The GOC will enable US Strategic Command to better execute our assigned missions by providing improved responsiveness and better command and control of our missions by placing the responsibility for mission support and execution under a single integrated operations center.

The Combatant Commander's Integrated Command and Control System (CCIC2S) is the integrated battle management command and control engine for US Strategic Command. CCIC2S integrates fixed and mobile command and control (C2) systems to support our missions and RCCs. CCIC2S must be responsive to the Combatant Commander's vision and "evolve to a highly responsive and cost-effective sensor-to-decision-maker-to-shooter capability." It supports spiral development and delivery of air defense, missile warning, space surveillance and defense, and common C2 service capabilities.


**VII. CHALLENGES AND OPPORTUNITIES**

<u>**Strengthening Components and Agency Relationships**</u>

We continue to seek the proper composition and alignment of components to accomplish our missions while allowing flexibility as our missions evolve. In this area, we have accomplished the following:

- On 1 October 2003, the Commandant of the Marine Corps directed the activation of a Marine Corps service component command called U.S. Marine Corps Forces, US Strategic Command (MARFORSTRAT) to support our mission areas.

- We established command relationships to leverage capabilities of the
  NSA, DISA and JIOC to provide an armory of IO capabilities.

- The Cruise Missile Support Activities previously assigned to the
  USPACOM and USJFCOM were realigned under USSTRATCOM to enhance
  Global Strike capabilities.

We have become more efficient in organizing our components and are still
exploring several opportunities for further realignment of component support
in order to avoid unnecessary and duplicative headquarters growth.  In those
instances, we are seeking mechanisms allowing us to interface with
appropriate senior leadership to access the centers of excellence and proven
capabilities resident within their subordinate organizations.  We call it
"capabilities-based componency" and it is a construct defined by access to,
versus ownership of, resources essential to the accomplishment of our diverse
missions.

Partnerships with civilian agencies, private industry, and academia are
also vital to successful accomplishment of our missions.  As we continue to
establish new relationships and enhance existing ones, we remain focused on
refining effective and efficient processes in the common pursuit of enhanced
national security.

**Strengthening Reach-back Capabilities, Joint Exercises, and Training**

DOD is transitioning toward smaller more agile forces, decreasing the
forward footprint of our personnel in theater.  To enable mission success for
these agile forces, we must provide improved situational awareness and
command and control capabilities.  This requires unprecedented reach-back to
planning capabilities, intelligence products, and other specialized
expertise.

A DOD oversight committee is crafting a roadmap for leveraging
technologies to provide seamless distributed operations, or reach-back to

supporting commands and elements.  Developing GIG-BE will greatly improve this reach-back capability.  By moving digits, not people, we reduce not only transportation and support costs, but the number of personnel placed in harm's way.  Reach-back capabilities proved highly successful during OIF in supporting targeting, planning and information operations.

In parallel, a specialized team of 35 personnel was sent to support CENTCOM by providing specialized space and information operations planning and execution support.  Referred to as a Space and Information Operations Element, this team represents a first step in developing connectivity back to our headquarters for broader access to specific US Strategic Command expertise, making our entire headquarters a trusted agent for the RCC.

In the future, we anticipate opportunities for US Strategic Command Support Teams to train and/or exercise regularly with the RCCs, thereby building relationships that are well understood before crisis or conflict looms.  If requested by the RCC, they will be forward deployed in time of conflict.  Alternatively, if that commander were comfortable with reach-back support from this team, they would provide the regional commander with the full spectrum of capabilities from our GIC at Offutt AFB.

As US Strategic Command continues to mature our recently assigned global missions, we must develop robust training and exercise programs to test the tactics, techniques, and procedures envisioned in our integrated concept of operations.  Our annual major exercise, GLOBAL GUARDIAN, has traditionally been a nuclear operations-focused exercise. We are dramatically reshaping that construct and creating a new exercise series that better captures the broad range of new responsibilities while still supporting the essential zero-defect focus on our legacy mission.  The Strike Directorate continues to coordinate with RCCs on the command and control structure required to simulate integration of full spectrum Global Strike missions into future regional exercises.

In December 2003, we successfully demonstrated support to a RCC (USPACOM) in TERMINAL FURY 04 in the areas of Global Strike, IO, Space Operations, and ISR.  Using extensive reach-back opportunities and Strategic Support Teams, it afforded US Strategic Command the opportunity to gain hands-on experience in areas such as planning, executing, and recovering Global Strike missions across regional boundaries.  By working closely with USPACOM in this exercise, we further developed a regional context and improved capabilities in our new mission areas to extend to all RCCs. The coming year undoubtedly promises new challenges and greater opportunities.

## VIII. CONCLUSION

As US Strategic Command reshapes the heart of the Nation's strategic capability, we are required to study new deterrence concepts to provide the President with a wider range of military options that bring to bear every element of national power.  The warrior Sun Tzu said, "To win without fighting is best."  A fundamental principle remains that deterrence has credibility only to the extent we back it up with capability, determination, and resolve.  US Strategic Command provides credibility through its cohesive package of both new and legacy missions, even as we explore new deterrent concepts to serve the nation in a very different future.

US Strategic Command is ready to meet the challenges of the future.  We are mindful of the magnitude of the task before us, and confident in the talent of our staff, our components, and our mission partners.  In the words of Abraham Lincoln, "The dogmas of the quiet past are inadequate to the stormy present.  The occasion is piled high with difficulty, and we must rise with the occasion.  As our case is new, so we must think anew, and act anew."

I appreciate your continued support and look forward to reporting our progress to you in the future as we continue to build the new US Strategic Command.