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SUBCOMMITTEE ON STRATEGIC FORCES
SENATE ARMED SERVICES COMMITTEE
UNITED STATES SENATE

DEPARTMENT OF THE AIR FORCE

PRESENTATION TO THE
SUBCOMMITTEE ON STRATEGIC FORCES
SENATE ARMED SERVICES COMMITTEE
UNITED STATES SENATE

SUBJECT: Fiscal Year 2020 Priorities and Posture of the National Security Space Enterprise

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INTRODUCTION

Chairman Fischer, Ranking Member Heinrich, and distinguished Members of the Committee, I'm honored to appear before this committee in my capacity as Commander of the Air Force Space and Missile Systems Center (SMC) and the Air Force Program Executive Officer (PEO) for Space. As the SMC Commander and PEO for Space, I have the unique position of providing both organize, train, and equip functions to the Air Force Space Command (AFSPC) Commander and acquisition experience and oversight to the Assistant Secretary of the Air Force (Acquisition, Technology & Logistics), Dr. Will Roper. In order to carry out these unique responsibilities, I am privileged to lead and represent 6,000 dedicated men and women of SMC, who have over 100,000 years of National Security Space Acquisition experience and excellence. The SMC workforce is dedicated to providing premier National Security Space assets to support Joint and Allied forces and our Nation.

To echo Lieutenant Gen David Thompson's statements, our space forces must operate in an increasingly competitive environment. I have served as a PEO or Deputy PEO in four previous assignments including Intelligence, Surveillance, and Reconnaissance, Strategic Systems, Joint Strike Fighter, and Tanker. In each of those mission areas, I had the luxury of building on America's significant asymmetric advantage over our adversaries. This is not the case in my current role. While America is absolutely the best in space, our adversaries have recognized the extent to which our space capabilities provide a strategic advantage and are working to deny the use of our capabilities with asymmetric advantages of their own; the space acquisition enterprise must adapt to deliver capabilities to outpace the threat. In order to meet the objectives of the National Defense Strategy, the Air Force is prioritizing investments in resilience, reconstitution, and operations. Thanks to the support of Congress, the Air Force space enterprise has experienced an unprecedented year following significant changes proposed by the Air Force in the Fiscal Year 2019 budget. The Fiscal Year 2020 President's Budget request will expand upon the foundations laid in the previous year with nearly $14 billion in proposed investment in the space portfolio (including procurement, research and development, personnel, and sustainment funding). This budget request supports our warfighting approach to the space domain and changes to how we prototype and field innovative space technologies in order to stay ahead of our competitors.

A 2016 Government Accountability Office report released titled, *"Defense Space Acquisitions: Too Early to Determine If Recent Changes Will Resolve Persistent Fragmentation in Management and Oversight,"* authored by my fellow witness, Ms. Christina Chaplain, highlighted the following: "fragmentation and overlap in Department of Defense (DoD) space acquisition management and oversight contributed to program delays and cancellations, cost increase, and inefficient operations." Over the past few National Defense Authorization Acts, Congress enabled the Department to leverage new authorities in order to procure weapons systems faster and smarter. The Air Force, and the space enterprise as a whole, has embraced many of these authorities, such as rapid prototyping and delegation of Milestone Decision Authority from the Defense Acquisition Executive to the Service level. The Air Force space enterprise has benefited from those acquisition reforms instituted by Congress; however, in order to truly address the threat, we must go farther. Recognizing the pace of space acquisitions was too slow and often unable to respond to the latest threats, we are changing the way we do business to get capability from the lab to the warfighter faster and smarter.

ACQUIRING THE NATION'S SPACE CAPABILITIES FASTER AND SMARTER

In my capacity as the SMC Commander and the Air Force PEO for Space, I directed several changes within the organization to shorten decision timelines and radically change the often old-fashioned ways in which we acquired space capabilities. One of my first acts upon assuming command of SMC in May 2017, was to delegate acquisition authorities for Acquisition Category (ACAT) III programs down to the execution level. This is similar to the benefits SMC had from the delegation of authority over acquisition programs down to the Service Acquisition Executive for some of our Major Defense Acquisition Programs. Additionally, we are utilizing alternative acquisition approaches like Other Transaction Authorities and those granted under section 804 of the National Defense Authorization Act for Fiscal Year 2016 for rapid prototyping. With the help of Congress, the Air Force stood up the Space Rapid Capabilities Office (SpRCO), which much like the Air Force Rapid Capabilities Office, will acquire critical capabilities by utilizing unique approaches and oversight structures. Finally, with the support of the Secretary of the Air Force and Acting Secretary of Defense, SMC is undergoing a full transformation of how we operate, known as SMC 2.0.

Delegating Acquisition Authorities

SMC executes approximately 36 unclassified ACAT I-III level and 6 rapid prototyping programs, which represents over $7 billion in Research, Development, Test & Evaluation and Procurement funding each fiscal year. Upon taking command, I delegated authority for 19 ACAT III and Services Category programs under $100 million, accounting for 37 percent of the total PEO for Space portfolio, to SMC System Program Directors. Those Program Directors are fully qualified acquisition professionals, averaging 20 years of experience each; the programs in their portfolios represent critical capabilities like the Ground Based Optical Sensor System (GBOSS), a vital space situational awareness capability. GBOSS provides global search, tracking of non-cooperative launches, and discrimination between closely spaced objects. With this delegation, System Program Directors and their teams are now responsible for all facets of program execution, from milestone decisions to source selection and beyond. This delegation and other process improvement initiatives resulted in a reduction of acquisition timelines by 65 percent from the first acquisition event to contract award in Fiscal Year 2016 through Fiscal Year 2018. By reducing the amount of time it takes a program manager to reach a decision maker, SMC is not only saving time and taxpayer money, but also empowering the next generation of acquisition professionals.

For SMC's larger programs, we have seen similar impacts from delegation of Milestone Decision Authority for Major Defense Acquisition Programs (MDAPs) from the DoD level to the Air Force level, allowing faster access to the decision maker. In 2017, the Under Secretary of Defense for Acquisition and Sustainment delegated authority for seven of nine major national security space programs to the Air Force. The Air Force is projected to accelerate the delivery of warfighting capabilities for these seven programs by an average of 24 months. One example of significant time saved is with the Global Positioning System III Follow-On Production Program (GPS IIIF). With GPS IIIF, the Air Force will introduce increased resiliency in the form of the Regional Military Protection capability to ensure the warfighter has a protected Position, Navigation, and Timing signal when and where they need it most. Additionally, the GPS IIIF program will use planned technology insertions throughout its development and production phases to ensure a long-term, viable constellation, able to bring forth new capabilities faster. The Air Force awarded the GPS IIIF contract in September 2018 after a full and open competition, saving approximately $1.6 billion over the life of the contract while taking advantage of

delegated authority to reduce decision times by six months over a traditional DoD-level acquisition program.

Alternative Acquisition Approaches

Section 804 of the National Defense Authorization Act for Fiscal Year 2016 authorizes Middle Tier Acquisitions to rapidly develop operational prototypes and field production quantities of new or upgraded systems with minimal development required within five years. So far, six programs executed by SMC have been designated as 804 programs to tailor documentation and reviews within the Department, flatten access to decision authorities, and in some cases, deploy novel approaches to program execution, yielding several years in time saved over a traditional DoD acquisition. An example of one of our 804 programs is the Evolved Strategic Satellite Communications system (ESS). ESS is our next-generation protected, strategic satellite communications system, which will provide the President and other national leaders with protected, anti-jam communications capabilities through all levels of conflict, to include the nuclear environment. The program approach for ESS focuses on maturing the payload to meet new requirements and strategic scenarios by creating competition, driving innovation, and increasing affordability. The Air Force plans to deliver this next-generation, resilient, Nuclear Command, Control and Communications (NC3) capability with an estimated time savings of at least two years.

SMC is also executing five other 804 programs in the Overhead Persistent Infrared (OPIR), Protected Satellite Communications, and Position, Navigation, and Timing mission areas with over 16 years in projected time savings for fielding new capability over traditional acquisition methods. As we continue to recapitalize systems across the space enterprise in order to make them more resilient and responsive to the current threat environment, the Air Force will request 804 designations for more programs, when practicable, to deliver capability to the warfighter faster and smarter. It is also important the Air Force maintains transparency and oversight with DoD and congressional stakeholders, which is achieved through tri-annual reports delivered by the Secretary to both entities.

Space Rapid Capabilities Office

In the National Defense Authorization Act for Fiscal Year 2007, Congress created the Operationally Responsive Space Office (ORS), chartered to respond to U.S. Strategic Command-validated urgent needs and develop enabler technology. As Lieutenant General David

Thompson stated, the National Defense Authorization Act for Fiscal Year 2018, renamed ORS as the Space Rapid Capabilities Office. Although the SpRCO is not an organization for which I have oversight, it remains an important mission partner and collaboration between SMC and the SpRCO is vital for providing the best possible capabilities to the warfighter as an integrated space architecture. In collaboration with General Raymond and AFSPC, my team supported the stand up and definition of the organization, which is now undoubtedly poised to meet the Committee's expectations.

Other Transaction Authorities

Other Transaction Authority agreements, generally referred to as OTAs, are another non-traditional acquisition authority, which allows the Air Force to acquire and field more resilient, responsive, and agile space capabilities. The Air Force utilized OTAs in our efforts to transition off the Atlas V, with the Russian-built RD-180 rocket propulsion system, to domestically sourced launch capabilities leveraging the innovation of the United States' robust launch industry. In 2016, the Air Force awarded four OTAs under the Rocket Propulsion Systems effort to re-invigorate the domestic rocket propulsion industrial base and mitigate risk for future launch vehicles. In 2018, the Air Force awarded three OTAs under the Launch Service Agreements effort to develop at least two domestic, commercially viable launch systems to provide Assured Access to Space. These public-private partnerships ensure emerging, innovative commercial launch systems meet all National Security Space Launch requirements.

The Space Enterprise Consortium (SpEC OTA) was awarded in November 2017 to provide a forum for rapid development of next generation space-related prototypes to achieve the Air Force's vision of a more capable, resilient, and affordable enterprise. The objectives of the SpEC are: minimize barriers to entry for small business and non-traditional vendors to do business with the Air Force and U.S. Government; identify and realize teaming opportunities among entities to promote integrated research and prototyping efficiencies; and reduce the cost of prototype development under a competitive environment. SpEC is popular with SMC industry partners and new companies join the consortium frequently. As of early March 2019, the SpEC is comprised of approximately 264 companies, 81 percent of which are considered non-traditional defense contractors. SMC has awarded 37 SpEC OTA prototyping efforts exceeding $207 million in total value. The timeline for a solicitation-to-award averages 90 days, with some variation based on the complexity of the effort, or approximately half the time of a

traditional solicitation. Mission partners like the Missile Defense Agency (MDA) and the Air Force Research Laboratory (AFRL) have also utilized SpEC. Through the SpEC OTA, MDA was able to award nine prototype projects for its Missile Defense Tracking System Phase 1 effort in April 2018. To date, the SpEC OTA has been utilized for prototypes across the space enterprise to satisfy critical warfighter requirements for everything from missile warning to protected satellite communications to position, navigation and timing.

RE-ARCHITECTING THE AIR FORCE SPACE ACQUISITION ENTERPISE: SMC 2.0

The efforts to push decisions down to the lowest practicable levels and utilize innovative acquisition strategies have resulted in years of time saved and faster delivery of capabilities. However, to truly effect change, we must move fast to stay competitive and we must fundamentally transform what we buy, how we buy it, and who we buy it from. Under SMC 2.0 we are re-architecting SMC to manage as an enterprise by optimizing resource allocation, enhancing collaboration, accelerating decision making and developing a more innovative workforce. SMC 2.0 represents a total shift in the way SMC does business, focusing on the principles of an **enterprise**-wide approach, fostering **partnerships** with Allies, commercial companies, and other federal agencies, **innovation** in both how the Air Force does business and how technology is developed, a **culture** change to move away from bureaucracy and empower innovative ideas, all to enable **speed**. Together, these principles form the core of our message for SMC 2.0—to promote ***EPIC Speed***. I declared Initial Operating Capability of SMC 2.0 on 15 October 2018, with the goal of achieving Full Operational Capability by the end of 2019.

The New SMC 2.0 Organization

SMC 2.0 encourages us to operate more as an integrated enterprise. Under the previous organizational construct, space capabilities were developed in separate mission area directorates; there was a directorate focused on providing military satellite communications, GPS capabilities, remote sensing, etc. This construct resulted in stove-piped organizations within SMC with limited cross-flow of ideas and innovation. In order to increase the flow of information and remove layers of bureaucracy, SMC is transitioning from a mission area-specific directorate structure to a Corps structure based upon where a program is in the acquisition process. With SMC 2.0, SMC will be divided into four main Corps: Development, Production, Enterprise, and Atlas along with a Portfolio Architect to integrate across programs, combat stove-piped development, and deliver resilient capabilities faster.

The Development Corps will focus on technology maturation and prototyping critical capabilities for the next generation of systems. Once a technology is matured, the capability will be transitioned to the Production Corps where the focus is on efficient delivery, capitalizing on cross-cutting opportunities, like standardized space vehicles and components. The Enterprise Corps will provide common services, such as space launch activities, and management of sustainment activities. The Atlas Corps provides the Center's critical business functions, such as contracting, manpower, and financial management, to facilitate the acquisition of the systems developed and produced by the other Corps. In order to flatten the organization and accelerate the pace of decision making, the Air Force has distributed the space portfolio of programs and delegated PEO authority to three new PEOs to increase the number of decision makers and link each program manager directly to their PEO. These fully qualified PEOs have acquisition authority over the programs within the Development, Production, and Enterprise Corps. The crosscutting nature of this framework reduces duplication, identifies commonalities among missions, and drives enterprise integration leading to higher resiliency across many platforms and systems.

The SMC Portfolio Architect drives the space enterprise strategy and framework to inform and prioritize what SMC acquires. The SMC Portfolio Architect works closely with the Air Force Space Command Enterprise Architect, ensuring space operators and space acquirers remain in lock step to provide the most resilient and agile capabilities for the warfighter.

Strengthening Partnerships

SMC is working with Allies, sister agencies, and industry to satisfy warfighting capability gaps quicker and cheaper while developing a more robust coalition space enterprise. This year SMC will establish agreements in Europe, the Pacific, and at home to expand our space capabilities via technology development and demonstration as well as development of operational capability by leveraging friendships and resources across the globe. I recently returned from a multi-nation trip, which included stops in Japan and Australia, to reinforce and grow our alliances and partnerships with the international community.

The Chief Partnership Office, within the Portfolio Architect team, is tasked with growing partnerships between SMC and related agencies, Allies, and industry. As mentioned in Lieutenant General David Thompson's testimony, our highest profile mission partnership is the collaborative effort with the National Reconnaissance Office known as SILENTBARKER.

SILENTBARKER will provide the primary layer of critical space-based space situational awareness to the warfighter. The system will rapidly detect, identify, track, and collect data on resident space objects in deep-space orbits on the short timelines required to conduct indications and warning of threats against U.S. high-value assets. The Air Force contributes to this effort through the Space-Based Space Surveillance Follow-On program. By pursuing this collaborative effort with a key mission partner, the Air Force estimates there will be approximately $400 million in overall cost avoidance over a traditional acquisition.

The Air Force is also working to expand its relationships with key Allies in order to strengthen existing alliances and grow partnerships with new nations. For example, the Air Force is partnering with Space Norway on a hosted payload solution for a protected satellite communications capability in the North Polar Region known as the Enhanced Polar System-Recapitalization (EPS-R). EPS-R provides assured, anti-jam, and low-probability-of-detection and intercept satellite communications for tactical users north of 65 degrees latitude. This capability provides a 26-fold increase in capacity over the legacy, Interim Polar System through our partnership with Space Norway. The Air Force is projected to close a two year capability gap to provide critical warfighter support sooner than a traditional acquisition of a free-flyer satellite and save significant costs through partnering.

In addition to forging stronger ties with our international and mission partners, SMC is working to strengthen our partnerships with both aerospace and innovative technology industries. Throughout the SMC 2.0 transformation, we have held industry days and panels to solicit feedback from our defense industry partners. Additionally, we are working with our partners in the private sector to employ commercial best practices for how we acquire space systems and open the door for non-traditional defense companies and universities. The Air Force's Responsive Environmental Assessment Commercially Hosted (REACH) program is a space weather and space situational awareness project demonstrating the viability and effectiveness of a commercially hosted, disaggregated space situational awareness architecture. REACH payload sensors provide an unprecedented amount of space weather measurements for more rapid satellite anomaly attribution. Earlier this year, the REACH program successfully completed its eighth and final launch. A total of 32 REACH payloads were launched into orbit in under 24 months. The successful launch of these payloads and the critical data they provide are a key

example of SMC 2.0 in action, finding innovative ways to partner with industry to rapidly field new capabilities while reducing cost and schedule.

Fostering Innovation

As the space domain transitions from an uncontested environment to one which is more unpredictable, complex, and competitive, it is important to collapse traditional lengthy requirements, development, testing and fielding processes. Today, SMC must shift to a construct prioritizing flexibility and speed, to enable effective adaptation to rapidly evolving technologies and unpredictable competitors. The partnership pilot program between SMC Mission Innovation, the AFRL Space Vehicles Directorate, and the 14th Air Force Combat Development Division (CDD) shows how our acquisition community is not only capitalizing on commercial development, but becoming the premier Multi-domain Enterprise Global Node. Our collaboration efforts pivot to support this rapidly evolving technological landscape while finding non-traditional methods to provide lethal and practical tools to better support the warfighter. The efforts of this combined team is narrowing the gap between operator and engineer, addressing operator-driven pain points and developing a solution in a faster, more streamlined manner.

A good example of this partnership, was the 460th Space Wing's Combat Development Division AFWERX accelerator activity. A recent pilot program activity was able to produce prototypes for space operator visualization known as Space Cockpit and a defensive cyber operations tool, going from concept to prototype in only three months. Not only was turnaround quick, but operators were immediately able to demonstrate the product and provide feedback and corrective actions earlier in the product's life cycle than ever before. SMC is trailblazing this new style of space acquisitions in concert with the Combat Development Division through our Space Commercially Augmented Mission Platform (CAMP) and Enterprise Space Battle Management Command & Control (ESBMC2) efforts, which are already pulling third party developers "off the street" to deliver new products specifically requested by operators. These tactics are the exact type of innovation and collaboration we are striving to implement across the Air Force.

To provide timely ESBMC2 capabilities to the warfighter, the Air Force has transitioned the effort and the remainder of the legacy Joint Space Operations Center (JSpOC) Mission System (JMS) into a new development effort known as Space Command and Control (C2). The Space C2 effort takes the lessons learned from previous software development programs and

institutes a more iterative and operator-focused approach. Instead of building software and writing code for multiple years that could result in an end product which does not meet evolving mission requirements, the Space C2 initiative is centered on 90-day Program Increment cycles. The Program Increment offers a predictable and timely delivery to users as well as an opportunity to receive direct feedback from the operators to immediately correct user issues. A Retrospective and Planning document is generated at the conclusion of an increment. This codifies the progress made during the previous Program Increment, the expected end-state of the entering Program Increment, money spent to date, and the return on investment, as well as other successes or issues to be addressed. ESBMC2 follows this 90-day Program Increment cadence to develop, integrate, and deliver capabilities, operating on four 3-week sprints per increment, enabling ESBMC2 to continuously deliver capabilities. The first Program Increment was delivered to and accepted by the warfighter at the end of January 2019.

The AFWERX accelerator activity is just one point in which SMC and AFSPC are achieving greater collaboration between the operators who use the capabilities and the acquirers. In concert with Space Cadre development efforts spearheaded by General Raymond, SMC is working to ensure we have space operators in our acquisition program offices. AFSPC and SMC are working to ensure we have a crossflow of officers between the acquisition and the space operations career fields. Right now SMC has approximately 100 acquirers with space operations experience across the Center, with plans to double that number. I believe this crossflow develops better acquisition officers who can fully understand the operational domain of the warfighting customer.

SMC 2.0 Pacesetter Programs

It is important to remember the Air Force is working to not only acquire capability faster, but also smarter. As part of the SMC 2.0 approach, nine "pacesetter" programs have been designated to validate rapid acquisition strategies outlined above and provide a model for future acquisitions to follow. These pacesetter programs serve as both a means to pave the way for alternative acquisition approaches and as a litmus test to ensure the changes implemented under SMC 2.0 are viable and can be applied to a broad range of missions. Under the Portfolio Architect, there are two pacesetter initiatives, international partnerships and a prototype project for disaggregated architectures. The SMC pacesetter effort, known as CASINO, will expand the efforts of the Defense Advanced Research Projects Agency project known as Blackjack, to

increase resilience by disaggregating various mission capabilities using large, Low Earth Orbit constellations.

The Development Corps' key pacesetter programs are two section 804 programs, the Next Generation OPIR program to replace the legacy Space Based Infrared System (SBIRS) and the Protected Tactical Satellite Communications (PTS) program to replace the tactical capabilities of the existing Advanced Extremely High Frequency and MILSTAR constellations. The PTS program will be a constellation of distributed, hosted payloads and free-flying satellites which provide increased anti-jam performance to tactical users currently using wideband communications satellites. The program received section 804 designation from Dr. Roper in November 2018, and was directed to develop two hostable payloads to be launched in Fiscal Year 2024. The payloads will leverage the government-owned, fully processed Protected Tactical Waveform to provide anti-jam, protected tactical satellite communications to joint warfighters in anti-access/area denial environments. By utilizing the previously mentioned SpEC OTA in addition to section 804 authorities, the Air Force will deliver critical, tactical satellite communications capabilities to the warfighter three years sooner than a traditional DoD 5000 series acquisition.

The Production Corps' key pacesetter efforts consist of a pilot for satellite commonality for spacecraft in order to drive affordability across SMC programs, and the commercial procurement of the Wideband Global Satellite Communications System through innovative business practices. Our commonality effort is driving efficiencies across three of our major programs: AEHF, SBIRS, and GPS. For example, we are establishing common standards for parts qualification, system testing and review processes. In the Consolidated Appropriations Act, 2018, Congress appropriated $600 million for two additional space vehicles for the Air Force's wideband communications system, known as WGS. The Air Force is working with the WGS prime contractor to acquire the congressionally-directed spacecraft. The Air Force will leverage commercial best practices to accelerate spacecraft delivery.

Under the Enterprise Corps, SMC is working to institute enterprise-wide Defensive Cyber Operations, procure the Enterprise Ground Services program using agile development and rapid fielding of a common satellite C2 infrastructure, and has created a multi-mission manifesting office to provide flexible access to space for all types of payloads and satellites. SMC created the Mission Manifest Office to enable rapid, resilient and responsive launch

capabilities to meet National Security Space objectives. As the front door for operational launch, the Mission Manifest Office analyzes current and planned National Security Space launches to determine potential multi-manifest missions. As a result, the Air Force maximizes on-orbit capability, ensures little excess space for each launch mission and lowers cost to the DoD by reducing overall launch service procurements. The Mission Manifest Office identifies DoD, Civil, and Intelligence Community launch opportunities to enable and execute these multi-manifest mission designs. As one of the SMC 2.0 pacesetters, the Mission Manifest Office will be integrating National Security Space payloads on the National Aeronautics and Space Administration (NASA) Landsat-9 launch mission in Fiscal Year 2021, setting a valuable Interagency Agreement and collaboration for many years to come.

The way ahead set by these pacesetter efforts is already paying off. Nine additional space programs have used the techniques proven by the pacesetters to save an additional 19 years in acquisition time from their original schedules. SMC is making great strides in achieving ***EPIC Speed*** in areas outside the pacesetters previously outlined. Our Space C2 program is breaking government software development paradigms by working with the DoD to create a new acquisition program type and more effectively acquire agile software systems. Just last month, the program office established a new development-to-operations (DevOps) environment located in a commercial business space. The new environment encourages partnerships with a variety of software vendors for extreme programming agile software development.

None of the efforts to speed up the pace of space acquisition would be possible without the men and women who make up the workforce of SMC. To ensure our workforce understands the current space operating environment, I directed all military and civilian employees of the Center, to receive a threat brief at each employee's appropriate security clearance level. We will continue that initiative this year, and invite our contractor employees to participate. As a step towards institutionalizing the change in culture, and the other ***EPIC Speed*** tenets from the ground up, SMC launched an innovative effort to inspire, energize, and uniquely develop our junior acquisition corps. In the coming months, we will take a dramatic step forward in ensuring our civilian workforce is poised to execute the tenets of SMC 2.0. Furthermore, as we continue to work towards achieving Full Operational Capability for SMC 2.0, later this year, we will continue to adjust course to meet the threat.

THE WAY AHEAD

Since taking command in May 2017, SMC has undergone rapid and significant change, and we are making progress in speeding up the pace of the acquisition of the Nation's vital space capabilities. Although a lot of progress has been made, the men and women of SMC understand that despite a history of remarkable achievement, we must get even faster and smarter about how we deliver space warfighting capability; and we must continue to invoke the principles of ***EPIC Speed*** to meet and outpace the adversary threat. None of the changes implemented under the SMC 2.0 construct would be possible without the support of our Air Force Space Command team and the support of senior leaders within the Air Force, the DoD, and the Administration. Most importantly, none of these changes would be possible without the continued support of Congress. We are using the new authorities given to us by Congress to ensure we transparently acquire the premier space capabilities to enable space operators. The Fiscal Year 2020 President's Budget builds off considerable gains the space investment portfolio has seen in recent years with a proposed 17 percent increase over Fiscal Year 2019. This request supports SMC's re-architecture and the key missions of the National Defense Strategy while also supporting the drive towards the Air Force We Need.

Finally, I thank the Committee for its continued leadership, oversight, and support of the men and women of SMC and the national security space enterprise.