

SPEECH
Q=Heather Wilson

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11 Q: Well thank you so much, (Kathy). I – I live a blessed life. And one of the
12 reasons I live a blessed life is because of the airmen I have an opportunity to
13 work with. Particularly my wingman, Dave Goldfein, the Chief of Staff of the
14 United States Air Force. I could not have asked for better, and he will be
15 speaking with us this afternoon on space war fighting. But it's not just him.
16 When I looked down that front row this morning, it is hard to believe the
17 amount of talent in the United States Air Force. General Jay Raymond, who
18 has been nominated and I hope soon will be the Commander of the United
19 States Space Force. And John Hyten, who was nominated this morning to be
20 our next Vice Chairman of the Joint Chiefs of Staff. About two weeks ago,
21 Airmen at the 11th Space Warning Squadron at Buckley Air Force Base –
22 about an hour-and-a-half north of here – detected and warned of a missile
23 launch from Abdul Kalam Island, off the eastern coast of India. It flew for
24 three minutes before making impact with an Indian satellite about 300
25 kilometers above the earth. Three minutes from launch, detection, to impact.
26 The Combined Space Operations Center at Vandenberg Air Force Base
27 immediately began tracking and cataloging about 270 pieces of debris bigger
28 than ten centimeters. India's space program started in the early 1960's, but
29 last month, they became the fourth nation ever to demonstrate anti-satellite
30 capabilities. The significant shift we have accomplished in the Air Force over
31 the past two years is driven by a clear-eyed assessment of the world as it is.
32 China is deploying satellite jammers. Operationally-based anti-satellite
33 weapons. And directed energy weapons. Russia is developing ground-
34 launched missiles, directed energy weapons, and sophisticated satellites to
35 interfere with our satellites on orbit. Why are they doin' this? Because
36 America is the best in the world at space, and our adversaries know it. To
37 remain dominant in space, we recognize the need to change our strategies, and
38 our programs supporting those strategies. We've accomplished much over the
39 last two years, but there is still much more to do. One of the things we must
40 continue to do is to d- deepen our alliances and establish new partnerships in
41 space. You know, last night, I met with several of the national representatives
42 who are here in the audience today, who are emerging space nations. Space
43 has become a common domain for human endeavor. The cost of launch has
44 plummeted. The size of payloads has declined. And technical advances have
45 made space more accessible and more useful to more countries than ever

46 before. Last year, I announced that we would open the doors at our National
47 Space Security Institute to share a space education and training with current
48 and emerging allies and partners. Combined classes start this summer. From
49 introductory, all the way up to advanced levels. Last July, we opened the
50 Combined Space Operations Center -- the C-SPOC -- where allied space
51 forces execute command and control operations around the globe in a variety
52 of missions, including missile warning, position navigation and timing, and
53 space defense. In January, for the first time ever, we certified and awarded
54 space wings to three Canadian officers. And last February, our acquisition
55 team at the Space and Missile Systems Center came up with an innovative
56 plan to solve a problem: to extend protected tactical satellite communications
57 to the polar region through 2030, not by doing it ourselves, but by working
58 with Norway. In 2022, Space Norway will launch two U.S. payloads on their
59 communications satellites. Avoiding a two-year gap in polar communications
60 coverage. But it's not just countries where we are developing new
61 partnerships. We're doing the same with industry. We will not win a r-
62 against a rapidly-innovating adversary with an acquisition system from the
63 Cold War. We are driving changes to field tomorrow's Air Force faster and
64 smarter. Last summer, we set a goal for ourselves. We decided we were
65 gonna strip 100 years of unnecessary schedule time out of Air Force program
66 plans. A hundred years. So far, we've stripped out almost 80 years. The
67 interesting thing is 21-1/2 of those years were in space programs. Space
68 programs alone. And much of the credit for that work goes to the Space and
69 Missile Systems Center. We are using new authorities, given to us by the
70 Congress, to build and test and deploy things faster. Those authorities have
71 been given back to the services because the Congress understood that we
72 cannot centralize control if we're going to meet a ma- rapidly-innovating
73 adversary. We must be able to move acquisition at speed. The Air Force
74 cancelled our seventh and eighth missile warning satellites to create more
75 survivable alternatives using the new authorities that Congress gave us. And
76 we reduce the acquisition time for next generation missile warning by three-
77 and-a-half years, to hit the target that the Combatant Commander needed from
78 us. Last September, we used these new authorities to get new
79 communications to the Navy Carrier Strike groups 18 months earlier. Closing
80 a critical gap for the fleet. With the support of the Congress, the services are
81 driving forward to use the new authorities we've been given. You know,
82 when I was a member of Congress, I used to talk a lot about acquisition
83 reform. It's a lot harder to do it than to talk about it. The Air Force is doing
84 it. We've flattened Space and Missile Systems Center and removed layers of
85 – three layers of bureaucracy. Fewer checkers checking the checkers, as
86 General John Thompson, the Director of SMC, likes to say. We stood up
87 three program executive offices and gave program executive officers full
88 decision authority over their programs. PEO Space Development. PEO
89 Space Production. And PEO Space Enterprise. The Congress gave
90 responsibility back to the services to buy equipment. I have kept no authority

91 at my level, because I know that I add absolutely no value to those decisions.
92 What I do add is time. I want program managers spending time managing
93 their programs and not managing the Pentagon. This new organizational
94 structure at SMC streamlines decision-making and will move concepts from
95 the back of an envelope to the payload envelope faster and smarter. But it
96 doesn't stop there. We have stood up the Space Rapid Capabilities Office. It
97 was ordered in the last defense- National Defense auth- Authorization bill. We
98 have hired its new Director, and its Board has started its first three classified
99 projects. And last month, in New York City, we held our inaugural Pitch Day.
100 We invited entrepreneurs, universities, and start-ups to pitch revolutionary
101 solutions to some of our complicated problems. The idea was no more than
102 five pages in a pitch deck. We got over 400 proposals, and we selected 59
103 companies to pitch their ideas to government and industry and investors in
104 New York. We ordered 51 contracts in one day, valued at over \$8 million.
105 And the average time to close a deal on a one-page contract with the United
106 States Air Force was 15 minutes. The record was three minutes. Three
107 minutes to contract with the Air Force, and the guy who did it said, "You
108 know, it's faster to work with the Air Force than to get a beer at a bar in New
109 York City." A big shout-out to the guy who made it possible. I know his first
110 name is Scott. He works for Bank of America. He was on the phone with us
111 all day because we made those first \$3.5 million in payments with the swipe
112 of a government credit card and we had to convince him we were not
113 laundering money for the drug cartels. Today I'm announcing we're going
114 further. We're going to extend this concept. I am announcing Pitch Day for
115 Space. It'll be hosted in Los Angeles this fall and will bring the Air Force
116 together with entrepreneurs and universities and start-ups who want to help
117 drive pathbreaking capabilities to space at the speed of relevance. You all are
118 welcome. We're engaging innovative businesses like never before. Our
119 Space Enterprise Consortium, under the Space and Missile Systems Center is
120 moving barriers to entry for small businesses and non-traditional vendors.
121 And those companies and the Space Enterprise Consortium now make up –
122 those innovative companies are 80% of the 277 partner organizations in that
123 consortium. That consortium is now awarded contracts for over \$200 million
124 in value. And of those 37 contracts awarded, nine are to non-traditional
125 companies as the prime contractor. Companies like Secret Engineering, Blue
126 Canyon Technologies, Millennium Space Systems, VM-Ware, Carahsoft, and
127 PSY-TEK. They're cost-effectively prototyping satellite, rocket, and cyber
128 technologies for the United States military. The very first award went to
129 Millennium Space Systems to develop a small satellite called Tetra to
130 demonstrate tactics, techniques, and procedures for small satellites in
131 geosynchronous orbit at 22,000 miles above the earth. Millennium is on track
132 to deliver Tetra-I just 12 months after the contract started. Our Space and
133 Missile Systems Center is awarding prototype contracts in 90 days. Twice as
134 fast as anyone else in the Defense Department. We are the best in the world
135 in space. Our missile warning satellites detect rocket launches and calculate

136 where they're going in near-real time. **We monitor and predict the weather**
137 **from the South Pole to the North Pole, and everywhere in between. We**
138 **operate global satellite communications, ensuring the President can give**
139 **orders to field commanders any place, any time. Thirty-three of our**
140 **satellites deliver the position, navigation, and timing for the world, and**
141 **provide the timing signal for the ATMs and the New York Stock**
142 **Exchange. If you needed GPS directions to find a restaurant this week,**
143 **you can thank about 40 airmen sitting 20 miles from here at Schriever**
144 **Air Force Base. They provide GPS to the world -- to a billion people --**
145 **every day. And their average age is 22. It's terrifying. Our experience**
146 and our knowledge of space has never been more critical. The United States
147 is making bold moves to ensure that our nation can protect our assets on orbit,
148 and prevail in conflict if called upon. Last December, the President signed an
149 order to reestablish an independent space command to focus on space war
150 fighting. It was an idea unanimously supported by the Joint Chiefs of Staff,
151 and we expect confirmations hearing – hearings soon for Jay Raymond. But
152 there is more to do. On March 1st, at the direction of the President, the
153 Defense Department forwarded draft legislation to the Congress, to establish
154 the new space force as a sixth branch of the U.S. Armed Forces, under the
155 United States Air Force. The new force will have a civilian Under Secretary
156 of the Air Force for Space, and a four-star space force Chief of Staff, who will
157 be a member of the Joint Chiefs of Staff. The Air Force has been given the
158 task of planning for the establishment of this force so that we can move out
159 smartly when the legislation is passed by the Congress later this year. Our
160 ability to dominate in space depends on having stable budgets, and I want to
161 thank the United States Congress for delivering an on-time budget last year.
162 Those resources ensure that our space capabilities do not degrade. This
163 administration has prioritized space in every year of the President's budget.
164 Budgets over the last three years have been bold, and they support the
165 Combatant Commander requirements in the need to compete in an era of great
166 power competition. The fiscal year 2018 budget was a 20% increase over
167 2017. We increased it again in 2019, and our fiscal year '20 budget proposal,
168 the President is proposing an Air Force space budget of \$13.7 billion in
169 unclassified space programs. A 17% increase over last year's all-time high, in
170 order to further accelerate our ability to operate and dominate in space.
171 **Threat drives strategy.** And strategy drives concepts of operation for
172 structure and needed programs to exercise those strategies. Two years ago,
173 the Air Force guided an effort to shift air and space capabilities toward a
174 contested domain. It was a comprehensive review of our space architecture
175 and strategies. The programs that we have added to the budget over the last
176 three years were based on that assessment of the threat and aligned with the
177 most effective strategies to meet that threat. Last month, the Air Force
178 completed a space strategy 90 day study to validate and update the work that
179 was done two years ago. While it was led by the Air Force, it was a whole of
180 government effort, and a whole of DoD effort, that included the Joint Staff.

181 All services, DARPA, the NRO, and all of the relevant OSD offices, as well
182 as Combatant Commands. We looked at all of our missions in space, from
183 missile warning to communications and intelligence collection. We took the
184 best estimates of the threat, and presumed a thinking adversary who will
185 respond to the actions that we take. We embedded red teams to push
186 ourselves on our own assumptions, and we ran thousands of iterations of war
187 games and simulations and different phases of conflict with different potential
188 future architectures, to decide what we need for the future. We particularly
189 looked at ways to capitalize on low-cost, low-earth orbit const- i-
190 commercially-based systems. We will be briefing the full results of this study
191 across the government in the coming months. But there are a few things I can
192 share here. First, different missions will require different solutions. One size
193 does not fit all. Second, increasing the numbers of satellites helps, but
194 numbers alone are not enough. Third, the Congress directed a shift to the Air
195 Force to buy all commercial satellite communications services for the entire
196 Defense Department that was effective in December of last year. That will be
197 a tremendous help, as there is very clear synergy between commercial co- uh
198 – uh, communications satellite capabilities and those of the Defense
199 Department. Fourth, a very useful role of the Department of Defense-wide
200 level will be to drive all services and all equipment toward low-cost multi-
201 band satellite communication terminals. And fifth, the study also found that
202 space missions that are not well-aligned with commercial low-earth orbit
203 satellites are actually better off staying where they are or making other
204 changes to protect themselves. Now, obviously, I cannot go into great detail
205 here about this extensive and important piece of work. But when I was taking
206 the briefing on this first, uh – my first briefing on this just recently, I couldn't
207 help but think of H.L. Mencken. He once wrote that, "For every complex
208 problem, there is an answer that is clear, simple, and wrong." Let me be clear.
209 The United States Air Force is funding the development of low-earth orbit
210 systems and commercially-based systems for some of our missions. But
211 launching hundreds of cheap satellites a year, as a substitute for the complex
212 architectures where we provide capabilities to the war fighter, will result in
213 failure on America's worst day, if we rely upon them alone. The analysis
214 shows that clearly. Our responsibility is to provide the President options
215 during all phases of conflict, so that America continues to dominate in space.
216 In 1957, General Benny Schriever gave a seminal speech on the future of
217 space. He'd been a pilot in the Air Force, and he flew with air power icons
218 like Ira Eaker and Tooey Spaatz and Hap Arnold. He understood air
219 superiority, but he also had the vision to look beyond the capabilities of the
220 time. He spoke of a future when battles might be fought in space. Battles that
221 would need advanced space technologies. In his remarks, he said, "In the long
222 haul, our safety as a nation may depend on our achieving space superiority."
223 **We had space superiority during the first Gulf War, when Captain Dave**
224 **Goldfein went to the desert, and I was on the National Security Counsel**
225 **staff. It was the first time that airmen, soldiers, sailors and marines**

226 **recognized the value of our space systems on their missions. It was the**
227 **first space war.** We didn't plan for the first Gulf War to happen. We
228 responded to an act of Iraqi aggression. All those space systems -- navigation,
229 weather, intelligence, surveillance, and reconnaissance -- that marked a
230 monumental shift in how we fight as a nation, and as a coalition, were already
231 in place when Saddam Hussein invaded Kuwait. Should a future conflict
232 extend into space, we will need new, survivable, capable systems already in
233 place. We must strengthen the bonds we have with our allies and partners,
234 field systems faster and smarter, and continuously fight for the title of Best in
235 the World at Space. We will defend our values. We will defend our way of
236 life. And we will defend the nation that we love. God bless you all.

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238 Man: Thank you Secretary Wilson. We will now take a brief break.

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241 The transcript has been reviewed with the audio recording submitted and it is an accurate
242 transcription.
243 Signed _____