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DWG: Let's make the best use of our time, so let me walk right in, General. Traditionally I ask a first question and then I'm going to go down the list in roughly the order I read it out to folks earlier, so you know. We'll see how we do in terms of getting to questions because we probably won't be able to get to everybody.

General Raymond, why don't you maybe start if you would sir, by updating us on kind of what's going on in the national security space. You're a founding commander, just a few months in now. How does it look?

General Raymond: First of all let me say thanks to everybody for coming up. I think I probably caused a schedule shift and I want to apologize for doing that and thank you for bearing with us. I appreciate the opportunity to have a conversation.

I think it's looking great. 20 December was coming up on five months ago and U.S. Space Command, in my other hat, was August 29th. So I'm really honored, absolutely honored to be able to serve in what I deem a very important, very critical, and a historic time. A time when the United States made the decision to elevate both the organize, train and equip and the warfighting functions of space to a level commensurate with its important to national security.

So what I thought I would do is just spend a couple of minutes because I'd really like to get to your questions. Spend a couple of minutes highlighting a few things going on in both of those hats maybe to prime the pump for questions going forward.

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So first of all let me just say we remain very focused on being able to provide [inaudible] to our nation and to our joint and coalition partners and frankly to the world without interruption. And I'll tell you, I'm really proud of the team that in the face of a global pandemic we've taken some pretty active measure to be able to protect our crew force, if you will, to be able to operate those capabilities without [fail]. We've done that and I'm proud of our team. They've done some great work.

Last week we also, a few days ago, this past weekend, launched the X-37 for the first time underneath the United States Space Force and that launch went spectacularly.

Coming up next week we have a pretty significant role, although it's a NASA mission, we have a significant role in supporting that human space flight coming up and returning U.S. astronauts to U.S. soil on a U.S. rocket. So we're proud to be part of that team.

On organize, train and equip, we are really focusing on building an agile, lean force. Being able to move ahead at speed and be able to have the agility that we need to stay ahead of a [inaudible] threat. We are finalizing the organizational structure both at the Pentagon level and then kind of the field command levels below that. We're slicing bureaucracy every chance that we get. And I'm really excited that we're about to slap the table and move forward with a structure that's going to enable significant advantage for us.

We want to build this service as a digital service. We put a lot of effort into thinking how we want to do that. We have hired a few experts to be able to help lead us down that path and I think that's also going to be another key cornerstone of this service.

We're also, we [don't want to] to spend the entire time just

building the service but we want to deliver advantage, and I will tell you we're already doing that. And one of the big advantages that we're doing is driving unity of effort across the department. One example that I would give you, we just pulled together a very broad team made up of organizations around the department and did an enterprise-level review of our missile warning, missile tracking, missile defense architectures and briefed the JROC on that just a couple of weeks ago. That went exceedingly well. And really, again, being able to deliver [inaudible], being able to make sure everybody's rolling in the same direction, reducing duplication of effort and saving money for Americans.

We also have spent time based on the National Defense Authorization Act tasking which was to develop a new acquisition process purpose built for space. We've completed that work. It's in the very final stages of final coordination and I would expect that to be released to Congress here very, very imminently, in a matter of days. The cornerstones of that are increased flexibility, being able to move at speed, coming up with opportunities for further delegation and streamlining. I don't want to get into the specifics of the details because I don't want to get ahead of the report but you'll see that a lot of work went into that.

We partnered with a lot of other acquisition organizations like the National [Inaudible] Office, like NASA, NDA, anybody who had a role in acquisition specifically as it relates to space and got the best authorities that they had from each of them and custom built and expanded on those to deliver what I think will be a process that will basically [inaudible] for us.

We're also, as you know, doing the work to bring on personnel. On 20 December we assigned 16,000 airmen of Air Force Space Command to the United States Space Force and now we have opened up the application process for airmen to transfer off the books of the Air Force and onto the books of the Space Force. That's just a few weeks in and we already have over 3100 applicants.

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It's going really well.

I would tell you there is a significant amount of interest in what we're doing. There are people knocking on our door each and every day asking to transfer in. We're excited for those opportunities as well.

Let me transition then on the U.S. Space Command side and I'll tell you we stood up on 29 August, and not only are we building the command but we are already delivering advantage.

A couple of significant milestones that just occurred, I just signed this past week our U.S. Space Command Campaign Plan. That's our foundational plan, if you will, that drives our day to day activities across the command and that's tough. I'm really proud of the effort that went into doing that.

We also, the Order that we operate under day to day, what's called Operation Olympic Defender, which was a previous STRATCOM order for U.S. Strategic Command when they had responsibility for space. We have transitioned that into a multinational Order and we just signed that Order to U.S. Space Command, fully transferring that out of U.S. Strategic Command's purview and into Space Command.

A third item that I would highlight, we just signed a Space Situational Awareness Security Agreement with [inaudible]. I think this is our 35th nation we signed a security agreement with. International partnerships are absolutely critical to us. I've seen great progress being made and we're going to continue to build those partnerships that will be beneficial to all.

With that as kind of a lead-in, I'll go mute on this end and wait for your questions. Thank you again for having me.

DWG: Thank you, General. Can I just ask one before I turn to others.

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Am I right that you're scheduled to do some testimony for Congress tomorrow on Ligado and what are you going to say if so?

General Raymond: I have done testimony, I have testified a week ago or so. I've lost track, it might be two weeks ago now. I testified in front of the SASC on Ligado as part of a panel and then tomorrow there's a briefing. It's not a testimony but there will be a briefing to the HASC on the same topic.

GPS is critical our nation. It's critical to not just our national security, it's critical to our way of life. Every American relies on GPS each and every day.

When you take a signal from space, from a GPS satellite for example, and have it travel over 12,000 miles to the ground, when it arrives on the ground it's very weakened. It's about a millionth of a billionth of a watt. And therefore that spectrum is, the way I describe it, that spectrum where it comes down and then the spectrum adjacent to it is what I call a quiet car. If anybody's ridden on an Amtrak train you know there's a car where you don't talk and that spectrum is critical because if you have a talker, if you will, somebody on the ground that's emitting, it can easily overwhelm the weak signal from space. That's recognized globally.

We share that spectrum, but we share it with like things. We share it with other space to ground signals and that mix is something that will cause an impact to GPS and it's something I'm very concerned about.

DWG: Thank you, sir.

Amanda Mayfield, do you have a question?

DWG: Thank you. General, thanks for doing this.

I wanted to ask whether Space Force is interested in pursuing alternative propellants for spacecraft [inaudible]?

General Raymond: My big focus is making sure, we have three priorities as it relates to space. One of the priorities is assured access to space and that's making sure that we have multiple companies, multiple rockets, multiple systems, multiple ranges, if you will, that we can operate in. The other thing we want to do is increase competition. The third id we want to get off the

RD-180X. So if you look at those three priorities it's clear that we're looking at a very broad mix of options to increase the launch rate at our ranges and in doing so to reduce costs and to enhance our resilience going forward. And I'll tell you, I'm proud of the work that we've done.

Another thing that the Space Force has done is really worked the vision for the future for our launch ranges, capitalizing on autonomy. And I've mandated that by 2025 all of the space launches that occur off of our ranges will be autonomous ranges. Again, we'll reduce costs. It will, allow us to launch more, reduce the range turnaround time. And we're already seeing the benefits of the reuse and autonomy that we want to capitalize on.

DWG: Sandra Irwin of Space News, do you have a question?

DWG: Yes, thank you. Good afternoon, General Raymond.

I wanted to ask you about on the acquisition plan that you have for the Space Force there are some discussions now between the Air Force and DoD on transitioning the Space Development Agency to the Space Force. I was just wondering what thoughts you have on whether it would be a good idea to keep the Space Development Agency as a separate agency within the Space Force or if potentially you would support merging it with the Space and Missile Systems Center? Do you have any thoughts on that? Just for the future. Thank you.

General Raymond: Thank you. And first of all as I mentioned up

front, one of my key priorities is to drive unity of effort across the department. You'll recall a couple of years ago or two or three years ago the big conversation was there were 65 different organizations that had a role in space acquisition. With the Space Force we have an opportunity to bring some unity of effort towards that end and to move faster and to reduce duplication. I think there's vast agreement that we need to do that.

As I mentioned, we're in the final stages of planning both what the headquarters looks like at the Pentagon and what the field commands look like. One of the field commands, obviously, is going to be focused on acquisition and we have not yet finalized that. We're still in the planning stages but are evaluating just that, what's the right way to do this to enable the strengths of SDA and others, like the Space Rapid Capability [Vouchers] and the Air Force Rapid Capability [inaudible], and how do you do that to where you enable their strengths but drive a common way forward?

One of the fundamental ways to do that is to drive architectures. That's been a significant amount of work that we've done. The one that I mentioned in the opening comments is on the missile warning, missile defense, missile tracking architecture.

We have not yet finalized that. We are looking at multiple options to be able to maximize unity of effort but also keeping the attributes that makes the different organizations different and successful.

DWG: And just a quick follow-up, General Raymond, do you have a timeline for when you will be announcing the field commands, the structure of the field commands?

General Raymond: I don't have a timeline but again, I just throw this out, but it's in the very near term. We've been working this really hard and just kind of putting the final

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touches on this. It's a really comprehensive work that's gone on, and we've put many, many, many hours' worth of work into this and I think we're getting really close.

DWG: Oriana Pawlyk of Military.com, do you have a question?

DWG: Sure. Thanks so much for doing this, sir. I know earlier you just mentioned that the Space Force will have a big role in the human space flight mission next week. Could you give a few examples of what that role is and how you're supporting the human space flight up to space?

General Raymond: First of all, we're really excited to be a partner with NASA on this. This is NASA's, a big day for NASA, a big day for our nation and we're excited to be a part of it. And we operate the ranges that NASA launches off of. So the Eastern Range in Florida is operated by the 45th Space Wing which is an organization that falls underneath the United States Space Force.

So just like we support national security launches and commercial launches, civil launches, we support that spectrum of launches. So we will continue to do that.

In my U.S. Space Command hat we are also responsible for search and rescue for astronauts as well. I just was in Florida last week for the X-37 launch this past weekend. On Monday, just a couple of days ago I met with our task force focusing on that. We're ready to support, everything looks good. And again, we're proud partners.

DWG: Rachel Cohen of Air Force Magazine.

DWG: You sort of touched on this already but I was hoping that you could give us an idea of sort of what the maybe top level outcomes of the missile defense, missile warning, missile tracking review was, and if you think that's going to change any plans that were already in the works between you guys and NDA

and SDA and all the other acronyms.

Then you also mentioned the campaign plan just out, and I know that's been in the works for a while so if there's anything kind of top level that you could talk about that came out of that too, that would be great.

General Raymond: On the missile warning, missile defense, what we did this time, there's lots of different organizations that have pieces of this. Obviously the Space and Missile Systems Center in Los Angeles has a piece of this. The Missile Defense Agency has a piece of it. Space Development Agency has a piece of it. And all that came together, and in doing so took a look at the entire enterprise and looked at how that enterprise fits together, what's the proper architecture, how do you align that to make key decisions, and what timeframe do you have to make those key decisions, how do you resource that, and where do you make enterprise level trades?

So without getting into specifics, I think that the big benefit of this was pulling all those pieces together, pulling them all in and taking an enterprise look and then again, being able to reduce costs and coordinate the actions of all.

On the campaign plan, every combatant command has a campaign plan and it really drives, as I mentioned in my opening remarks, it guides the day to day activities of the command. One of the big focus areas is cooperation with our allies and partners. That's an area that I will tell you we have made significant progress in.

The lines of effort in the campaign plan are obviously well synchronized with the National Security Strategy and the National Defense Strategy, the National Strategy for Space and again it focuses on making sure that we can [inaudible] orbit and [inaudible] capabilities; making sure that we can deliver uninterrupted space capabilities to our nation and our warfighters, joint and coalition partners; strengthening, as I

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mentioned, the partnerships with alliances that we enjoy today; ensuring that we can respond to [decisive] combat operations; and develop ready and able joint space warfighters.

So those are kind of the lines of effort. But really a campaign plan drives the day to day activity of the command and synchronization with other combatant commands around the world.

DWG: Phil Stewart of Reuters, do you have a question?

DWG: My question is basically about the [Iranian] satellite. Can you give us an update about how it's doing, what have you observed? Last year I think you were saying that it was tumbling. I think that's not uncommon with [inaudible] launch. Can you give us an update?

General Raymond: I characterized it as a tumbling web cam and my characterization would remain the same.

DWG: Is there any further [inaudible] use the satellite in any way? What have you learned about it?

General Raymond: Again, I would stick with my initial assessment. It's nothing more than a web cam and it's tumbling. I'll let you decide what that means.

DWG: Michael Gordon, Wall Street Journal.

DWG: General, as you noted, the Russians [inaudible] choice words on it. They said it was creating debris like the Chinese ASAT test in 2007. It's clear the U.S. doesn't like when the Russians do it but it doesn't seem to be against any agreement. What should the U.S. policy be if the U.S. wants to deter or persuade the Russians from doing these sorts of things in the future beyond calling them out every time it happens and complaining about it? Should the U.S. have an arms control proposal or something to deal with these sorts of threats?

General Raymond: First of all, our goal is to deter any conflict of [inaudible] space. That's our goal. We want to keep the domain safe for all. We operate in a manner that's consistent with that and we do that in close partnership with our allies. What I said when I talked about it, I said it just provides another example that there are threats to U.S. and allied space systems that are real, they're serious and they're concerning. And it's also, and I mentioned earlier, Russia is advocating for an outer space arms control proposal at the same time they're developing rockets that clearly have a kinetic capability to destroy satellites. I think there's a little bit of a hypocritical nature to that.

DWG: I understand there's a lot of hypocritical nature to that, but I'm just, would U.S. security be better off if there was a proactive U.S. policy to try to prohibit or regulate these kinds of activities? Right now they're in a position where they do it and we complain about it, and they just keep doing it.

General Raymond: I do think, I'm a proponent of and continue to be a proponent of having norms of behavior and developing some rules of the road and again we're working closely with our partners. One of the ways to do that is you operate in a way that's consistent with how you want others to operate, and that's what we do. We're the most transparent nation in the world as it relates to space. I talked about the space situational awareness sharing agreements that we have and I do think there's a need for those behavior [inaudible]. We're working that in concert with the Department of State, the Department of Commerce, allies. [Inaudible] talked about the [artimus of coordinates] but you're getting towards that as well.

Again, our concern is to keep the domain safe for all, but I will tell you, we're all about deterring but the way you deter is to do it from a position of strength. We're the best in the world today and we're going to make sure that we continue to deter from that position. That's why the establishment of the

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U.S. Space Command and the establishment of U.S. Space Force are so critical.

DWG: Lauren Williams I think just joined us at CW. Do you have a question?

DWG: No. Thank you for doing this, but I'm good for now. Thank you.

DWG: Thank you. I'm skipping along past Jaqueline [Feltzer], David Martin and Sylvie [Lantan] unless you joined us, in which case say so if you have a question.

DWG: Jaqueline here. I'd like to ask a question.

DWG: -- also, and we have a question.

DWG: All right. You're next after Jacqueline.

DWG: Thank you so much for doing this. I'm just wondering, General, if you can talk a little bit, you talked before about the ability to be pretty selective in who you recruit for the Space Force. I'm wondering if that will extend to the airmen who have applied to transfer in now, what your evaluation criteria will be for them? Or basically anyone in these career fields will be able to transfer in.

General Raymond: We will have an opportunity to be selective. I mentioned before, a month or so ago we advertised 40 different civilian positions and received, I think it was over 5700 applicants for those positions. I do think with a small force, a force that is initially to be around 15,000 folks that we have an opportunity here and we have an opportunity to be selective. I mentioned the model that we want to follow, the Navy Nuclear Model. Again, it's a relatively small, high tech force and they go through an application process and an interview process. We want to instill the same thing.

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Back in early April when the Air Force Academy Class of 2020 graduated we commissioned 86 cadets directly into the Space Force. That was up, two years ago the numbers that came into Space was 13. So you can see that interests are rising. And I can tell you, if you look at the quality of the cadets we received, we really received some of the top talent from the class. We got a couple going to Harvard to get master's degrees and MIT as well. So we are being selective.

If you look at the folks that are in the Air Force today there's roughly three buckets of folks as it relates to the Space Force. One are space operators and those are the folks that have been operating in this domain for their career and the vast, vast majority of those are going to come over and transfer, or volunteer to come into the Space Force.

We have another group that's the support team, and that's security forces, civil engineers, for example, services, and none of those folks are going to come in. They're going to stay in the Air Force and support us from the Air Force. We're going to rely very heavily on the Air Force for that. We're really purpose-building this force for space.

The third group of folks are in career fields that some will come over and some stay in the Air Force. That's acquisition, engineering, cyber as examples. We will take those applications and then review those applications and select those that meet the needs of the Space Force.

DWG: Silvie [Lantan] of Agence France-Presse.

DWG: General, I would like to get back to the Iranian satellite. You seem to be downplaying the threat there, but it does show that the Iranians are able to launch something into space. Are you concerned about that?

General Raymond: Absolutely. That's obviously more concerning than the capability they launched into orbit. When you use a

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system to launch something into space it could be also used for other purposes. That is concerning. But what I was talking about specifically was the payload that was in space and that does not have any kind of significant [inaudible].

DWG: It could have. The next one could have.

General Raymond: If they continue to develop their programs, it could. I'm just talking about what they have today. What they have today is on orbit is not militarily relevant.

DWG: Thank you

DWG: Thank you, Jack Detsch, Foreign Policy.

DWG: General, thanks for joining us. I just want to make an attempt, as you're building up the Space Force what level of civilian oversight [inaudible] to keep yourselves on track? [Inaudible]. I know that allegedly [inaudible] earlier this year said [inaudible] Air Force [inaudible]. [Inaudible].

General Raymond: Can you say that again? The line was really broken. I only caught about every third word or so that you said.

DWG: I'm trying to get to what level of civilian oversight you might receive for Space Force and in the future at the OSD level. I know you said your legislative proposal that was reported said you were sharing IG with the Air Force and I was just wondering if you think that's sustainable looking at your growth trajectory long term.

General Raymond: When the National Defense Authorization Act established the Space Force it modeled it largely after the Navy/Marine Corps model. So we're very lucky and blessed to have a Secretary of the Air Force, Barbara Barrett, to provide civilian oversight. She provides that civilian oversight to two services, two independent services. One being the United States

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Air Force and one being the United States Space Force. Both of those services are under the Department of Air Force and under Secretary Barrett.

So just like in the Navy/Marine Corps model where you have a Secretary of the Navy, a Commandant of the Marine Corps and a CNO. That's the model. Therefore the Secretariat staff, if you will, the Department of Air Force staff, we share between the two services and I'm comfortable with that today and I think it provides the necessary civilian oversight as directed by the National Defense Authorization Act. We're really pleased and luck to have Secretary Barbara Barrett who has made establishing the Space Force the number one priority for the department. She has a steep background in space and has been very helpful to us. Her leadership has been very beneficial.

DWG: Let me double back to Tony Capaccio. Do you have a question?

DWG: This is Carla [Babb] on the line. I think I was supposed to be after Michael Gordon but I got skipped. I have a question.

DWG: We can't hear you Tony, so I'm going to Courtney Albon of Inside Defense next.

DWG: I wanted to follow up on the question earlier about the missile defense, missile warning review. You mentioned that you presented that to the JROC a couple of weeks ago and I was wondering if you can talk a little bit more about kind of what specific pieces they asked you to maybe go back and take more of a look at, what they approved, what are some decision points you have for the department around the future missile warning architecture.

General Raymond: I think they approved our overall approach, taking an enterprise look and bringing those pieces together that I talked about. There will be decision points going

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forward as we continue to develop those capabilities and we'll bring those back to the JROC at the appropriate time. But General Hyten's leadership has been very beneficial, and I'll tell you, I was extremely pleased with how it went and with the enterprise look that we were able to take.

DWG: Can you speak to what some of those decision points are?

General Raymond: I think the way I would describe it, there's multiple organizations that have a role in this enterprise, and really what we've done is integrated these multiple approaches in a manner that allows us to move forward together, and as capabilities are developed to continue to refine our approach, again taking a look at the complete enterprise to include the [inaudible].

DWG: If I can just ask one more quick follow-up. What is the next enterprise review that's scheduled to be looked at for this? I know you're doing this in other mission areas.

General Raymond: Our first one, this was obviously a priority for us. That's the one that we sunk our teeth into. There will be more in the future but I don't have dates or times of when those will occur.

DWG: Carla Babb, Voice of America?

DWG: Thanks General. I just wanted to follow up on what you had said about the U.S. being best in the world in space. Also we've seen all of the advances Russia has been making recently. You touched on the satellite launch. We also talked about previously the following of the spy satellite that they were doing in February.

Could you compare for us, just kind of compare what you've seen since your August 29th ascension date, how Russia has advanced over the past year, China versus the United States? And I have a quick follow-up.

General Raymond: I'll just say that when I say that we're the best in the world in space, in my opinion it's clear that we are and we've got the best capabilities, we've got the best people, we have the best partnerships. And you pull all that together, it leads me to make that assessment.

Obviously China and Russia are continuing to develop their capabilities. We've talked about those openly here in the press but I will tell you -- so we are the best in the world. I would tell you that our advantage has been diminishing and that's why the establishment of the Space Force and U.S. Space Command is so important, to get us, to allow us to move fast with agility, unity of effort, reducing costs to stay ahead of that growing threat. I'm very comfortable as I outlined to you in my remarks that we've made some pretty significant strides towards that end, and I'm very comfortable where we sit today and I'm comfortable that we've got the right folks to remain the world leaders in space.

DWG: You said the advantage is diminishing. In what specific areas?

General Raymond: I think if you look in the past, the U.S. has always been the world leader in space. Again, we've got the best capabilities. Our partnerships -- we've got a vast array of partnerships and we've got some of the most highly trained folks, the best industry in the world. But we have seen China, honestly, and Russia make progress. So any progress they make could erode our advantage, so we're going to make sure that doesn't happen.

DWG: And my quick follow-up question, how's recruiting going? General [Welty] said that the Air Force is only taking in about 50 percent due to the COVID situation. How is COVID affecting the Space Force? Or is it even affecting it because most of your recruits are coming from transfers?

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General Raymond: It is not having an impact on us right now. As you said most of what we're doing today is transferring from inside the Air Force. I will tell you, though, there's been great interest from outside the Air Force with new recruits wanting to come in.

The numbers that we take in are relatively small. As I talked about, we're a relatively small force, and I see no issues at all meeting the recruiting goals that we would have. In fact I think, as I talked about earlier, we have an opportunity to be very selective as we go forward.

DWG: How much difference are the products [inaudible] interest level that you're hearing of, General? Just curious.

General Raymond: I think there's great interest across all segments of space. You see it in NASA with Moon to Mars, you see it in commercial with the innovative commercial companies that we have and the work that they're doing, you see it in National Security Space with the establishment of the United States Space Force and the United States Space Command. Now you're seeing it in Hollywood. You're seeing it with the Netflix show. So I wish them well, I'm ecstatic to watch it, and I think it just talks about one, the importance of space to our country and it talks about just how excited folks are about space across our country.

I remember when I was a little kid, my dad was a professor at West Point, and sitting in our living room watching man's first walk on the moon. Next week we're going to see U.S. astronauts again launching from U.S. soil. You've seen the standup of the Space Force and the Space Command. You've seen innovative commercial companies that are really doing some great work. I think that whole narrative is really good for our country going forward because it will help us attract the talent our nation needs.

DWG: Sean Naylor, do you have a question?

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DWG: I actually wanted to pick up on what you just mentioned, David. General, have you seen the previews or any [inaudible] for the Netflix show? Have they given you an advance viewing of it? And what's your actual sort of take on it so far?

General Raymond: I have not gotten any kind of advance preview, if you will. I have watched on social media and seen the trailers that came out. We're excited to watch it. I think it's going to come out the end of this month and we're excited to watch it.

The only comment I had previously in an interview when they asked me about it was that I thought Steve [inaudible] needed to get a haircut because he had a little too much hair if he was going to play the CSO.

DWG: Is it a comedy?

General Raymond: It is absolutely a comedy from the trailers that I've seen. It looks pretty funny.

DWG: I'm looking forward to it too.

Bill Hanigan, have you got a question?

Nathan Stroud, C4ISR.net, do you have a question?

DWG: My question's on ABMS and JAS-C2. [Inaudible] your U.S. Space Command hat you'll be the support commander of the next ABMS test, which I believe is scheduled for August or September. But I'm curious in your Space Force hat, what are you doing to contribute to ABMS and JAS-C2? And what efforts are you undertaking to ensure the seamless [load] data from space-based testers to ground-based [inaudible]?

General Raymond: That's a great question. I appreciate the opportunity to chat about it.

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For the last several years now we've been working on an enterprise based battle management command and control system and it's really, when we designed this we designed it to standards, [OMSECI] standards. We have a consortium that [inaudible] those standards. We've done a lot of work. In fact our leading effort on data, so we developed a Unified Data Library where we can take all-source data from commercial to the government information and pull all that together. We're doing analog work that can make sense of that data. If you look at a lot of the challenges that we face in the Space command, they're big data challenges.

We track 26,000 objects in space every day and we see the benefit of being able to leverage that data.

The work that we have done on data in the UDL has been adopted by Advanced [Inaudible] leading that effort. We've been really on the leading edge of the standards development as well. So I see it absolutely critical to us being able to operate in a contested space domain and I think it went seamlessly to ABMS, the ABMS effort. I'll tell you, U.S. Space Command and NORTHCOM have really partnered closely on this, between those two commands, and it really demonstrated the values of ABMS going forward and it's something that in my U.S. Space Command hat I see a strong need for. I have a requirement for it, and in my organize, train and equip hat we are moving out to deliver capabilities to develop ABMS.

I'll tell you what JAS-C2 stands for, it's Joint All Space and that's exactly what U.S. Space Command is.

DWG: Travis Tritton do you have a question?

DWG: I do, thank you.

Sir, I wanted to ask you about finding a location for Space Command's Headquarters. A year ago you had six candidate sites

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in I think three different states, places where there's already a lot of space capabilities, and now that has been reopened and you're looking at candidates again, I'm wondering what specific concern led to reopening that and who was voicing that? And secondly, do you feel that there were specific areas that were left off in consideration such as let's say Florida? Thank you.

General Raymond: If you look at, in my U.S. Space command hat, the Air Force is running the basing process. So when that work was initially done back when U.S. Space Command was just standing up there wasn't a United States Space Force, so if you look at the analysis done now, I think it's prudent to look at it more realistically with both the U.S. Space Force and the U.S. Space Command. I think this evaluation criteria that the Air Force laid out is designed to reduce costs by incentivizing use of existing infrastructure. I think it is a transparent process and will give states that meet certain criteria the ability to compete. I think there's value in that.

The announcement also said that Colorado Springs is the provisional headquarters. That's going to allow us some stability to continue to hire without interruption the staffs that we need for U.S. Space Command. So I'm supportive of the plan going forward.

DWG: If I can just follow up, do you anticipate having a specific number of candidate sites that you will consider? And when do you think we'll have that list of final candidates?

General Raymond: I don't have that. Again, that's being run by the Air Force. I don't have that information. I would encourage you to query the Air Force and I'm sure that they'll be able to walk you through that plan but I just don't have that at my fingertips.

DWG: Jen DiMascio, Aviation Week.

DWG: Thank you. I have an industrial base question. DoD has

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really tried to increase its outreach to innovative companies, high technology companies. Are you concerned that given the COVID-related economic downturn Chinese investors may purchase companies the department is doing business with and that that could compromise security? So what actions do you think the U.S. should be taking to ensure the security of the space industrial base?

And then just to confirm, is rolling the Space Development Agency into the Space Force one of the options that you are considering in this acquisition plan that you'll be submitting to Congress?

General Raymond: We don't have to submit that in the acquisition plan because it's in legislation when the National Defense Authorization Act was signed to establish the Space Force. It talked about Space Development Agency transferring over to the Space Force. So that's already in legislation.

On the industrial base, I am concerned about the industrial base. You would expect me to be so. So as part of the National Defense Authorization Act we also stood up the Space Acquisition Council and we had the first council meeting of that -- I don't chair that but I participate on it -- we had our first council meeting, don't quote me on the date, but it was a month or so ago and I asked at that time that we do an out of cycle council focusing on industrial base issues. We did that and I think we have a better understanding of those issues and we've got the right team focusing on it. Dr. Roper, the Air Force Acquisition, is the lead for those issues. I'd ask you to touch base with him for greater details.

DWG: Tony Capaccio, do you have a quick question?

General Raymond: Tony, I can't hear you. If you send me an email or reach out to Colonel Westover with your questions I will make sure I get you a response back this afternoon or tonight, as soon as I get done with my day.

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DWG: Thank you, General.

It only remains for me to thank you very much for taking the time to talk to us today and to mention that the Carnegie Corporation of New York has funded this conversation and I want to express all of our gratitude to them for that, and to tell members that you should stand by for an invitation that will come in the next day or so for an event next week with the Army this time, and it will be Dr. Jette and General Murray, so stand by for that invitation.

General, thank you so much for taking the time.

General Raymond: If I could just say thank you to you, and thank you for everybody that came up. I really do appreciate the opportunity to have these dialogues. If I can be so bold, this is such a fast-moving train and we're building this from the ground up, if you would allow me to do another one of these kind of out of cycle as well, maybe more frequently than what you would normally do, I would be happy to do this again here in whatever timeframe you'd like to so I can give you an update on all the good stuff that we're doing.

DWG: That's wonderful. We should probably do it in six months or five months or whatever you think is best.

General Raymond: I would be happy to do it. We've got a lot of things, as I mentioned, that we're moving out on and we're, as I talked about, going to be releasing some of these and implementing these things, so I'd love to have the opportunity to discuss more fully as we go forward. So I appreciate the opportunity and thank you all for coming out.

DWG: Thank you so much, sir.

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