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I. The Commission's Charter

A. Statutory Charter of the Commission

The Commission to Assess United States National Security Space Management and Organization was established pursuant to Public Law 106-65, the National Defense Authorization Act for Fiscal Year 2000, Section 1622.

The mandate is as follows:

“The Commission shall, concerning changes to be implemented over the near-term, medium-term and long-term that would strengthen United States national security, assess the following:

- (1) The manner in which military space assets may be exploited to provide support for United States military operations.
- (2) The current interagency coordination process regarding the operation of national security space assets, including identification of interoperability and communications issues.
- (3) The relationship between the intelligence and nonintelligence aspects of national security space...and the potential costs and benefits of a partial or complete merger of the programs, projects, or activities that are differentiated by those two aspects.
- (4) The manner in which military space issues are addressed by professional military education institutions.
- (5) The potential costs and benefits of establishing:
 - (A) An independent military department and service dedicated to the national security space mission.
 - (B) A corps within the Air Force dedicated to the national security space mission.
 - (C) A position of Assistant Secretary of Defense for Space within the Office of the Secretary of Defense.

- (D) A new major force program, or other budget mechanism, for managing national security space funding within the Department of Defense.
- (E) Any other change in the existing organizational structure of the Department of Defense for national security space management and organization.”

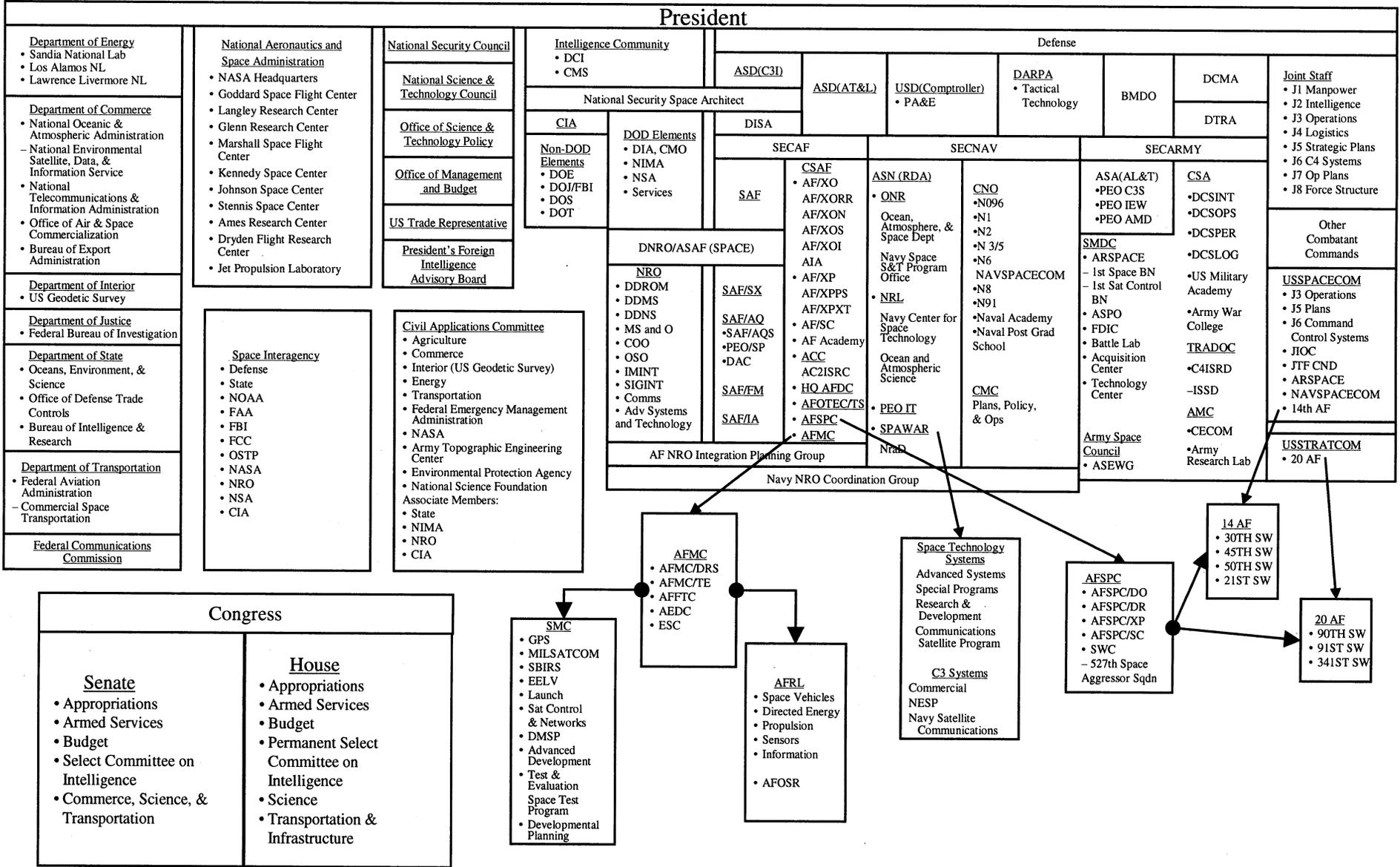
The National Defense Authorization Act for Fiscal Year 2001 amended the Commission mandate, adding the following task:

- (6) “The advisability of
 - (A) various actions to eliminate the requirement for specified officers in the United States Space Command to be flight rated that results from the dual assignment of such officers to that command and to one or more other commands for which the officers are expressly required to be flight rated;
 - (B) the establishment of a requirement that all new general or flag officers of the United States Space Command have experience in space, missile, or information operations that is either acquisition experience or operational experience; and
 - (C) rotating the command of the United States Space Command among the Armed Forces.”

B. Scope of the Commission's Assessment

The U.S. has an urgent interest in promoting and protecting the peaceful use of space...

The Commission's charter was to assess the organization and management of space activities that support U.S. national security interests. (Figure 3 represents the U.S. Government organizations currently involved in space activities.) The Commission took into account the range of space missions and functions identified in the 1996 National Space Policy, but focused its assessment on national security space activity. As a result, attention was given primarily to the Department of Defense (DoD)



and Intelligence Community space activities. However, the assessment included consideration of civil and commercial activities to assess their relationship to and effect on national security space.

The Commission examined the role of organization and management in developing and implementing national-level guidance and in establishing requirements, acquiring and operating systems, and planning, programming and budgeting for national security space capabilities. The review concentrated on intelligence and military space operations as they relate to the needs of the national leadership as well as the needs of the military in conducting air, land and sea operations and independent space operations.

The Commission's unanimous findings and conclusions reflect its conviction that the U.S. has an urgent interest in promoting and protecting the peaceful use of space and in developing the technologies and operational capabilities that its objectives in space will require. This will require a focus on the long-term goals of national security space activities in the context of a dynamic and evolving security environment. Precisely because organizations need to adapt to changing events, the Commission focused its recommendations on near- and mid-term actions. The Commission believes these actions will better position U.S. space organizations and provide the direction and flexibility the U.S. needs to realize its longer-term interests in space. However, while organization and management are important, the critical need is national leadership to elevate space on the national security agenda.

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The Commission reviewed a large number of studies completed over the last decade on the state of the nation's launch capabilities and facilities. The Commission is in broad agreement with these studies on the nation's clear needs in this area, particularly modernization of the launch infrastructure and vehicles.

Although the Commission was not asked to evaluate specific space programs, it did consider the Future Imagery Architecture (FIA), Space-Based Infrared System-Low (SBIRS-Low) and Discoverer-II programs as examples of the ways in which organizational and management interests can affect decisions on national security space programs.

In evaluating alternative approaches to organizing and managing national security space activities, the Commission did not conduct a cost assessment of each approach. Instead, the advantages and disadvantages of organizational change were considered more broadly in terms of the opportunity costs of the status quo versus the advantages of making changes to better attain U.S. interests in space.

The Commission met with senior officials in the Department of Defense, including the Secretary of Defense, the Deputy Secretary of Defense and the Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C3I)). It met with senior military leaders, including the Vice Chairman, Joint Chiefs of Staff, the Chief of Staff of the Air Force and, in a three-day session in Colorado Springs, Colorado, the military Commanders in Chief (CINCs) or their designated representatives. The Commission met with the Director of Central Intelligence, the Deputy Director of Central Intelligence for Community Management and the Directors of the National Security Agency (NSA), National Reconnaissance Office (NRO), and National Imagery and Mapping Agency (NIMA). The Commission met as well with the Administrator of the National Aeronautics and Space Administration (NASA).

The Commission had access to information from experts associated with the commercial, civil, defense and intelligence space sectors. To gain perspective for its analysis, the Commission met with former senior government officials. It met as well with the Chairmen of the National Commission for the Review of the National Reconnaissance Office and the Chairman of the Commission to Review the National Imagery and Mapping Agency. The Department of Defense and National Reconnaissance Office provided the Commissioners access to a number of classified space programs.

C. Organization of the Report

The report provides the Commission's views on:

- The role for space in future national security affairs and the challenges the U.S. is likely to confront to its commercial, civil, defense and intelligence interests in space.

- Objectives for advancing U.S. interests in space by enabling and encouraging development of policies, personnel, technologies and operations essential to maintaining U.S. leadership.
- U.S. agencies involved in national security space as a basis for understanding current practices and identifying alternative approaches to organization and management.
- Current management of space activity at the national level, within the Department of Defense and within the Intelligence Community.
- Recommendations for organization and management, including specific proposals to address discrete issues and problems identified in the course of the Commission's deliberations.

