HEARING TO CONSIDER THE NOMINATION OF

GENERAL DAVID L. GOLDFEIN, USAF,

FOR REAPPOINTMENT TO THE GRADE OF GENERAL AND

TO BE CHIEF OF STAFF, UNITED STATES AIR FORCE

Thursday, June 16, 2016

U.S. Senate
Committee on Armed Services
Washington, D.C.

The committee met, pursuant to notice, at 9:57 a.m. in Room SD-G50, Dirksen Senate Office Building, Hon. John McCain, chairman of the committee, presiding.

Committee Members Present: Senators McCain [presiding], Inhofe, Wicker, Ayotte, Fischer, Cotton, Ernst, Tillis, Sullivan, Reed, McCaskill, Manchin, Gillibrand, Blumenthal, Donnelly, Hirono, Kaine, King, and Heinrich.
OPENING STATEMENT OF HON. JOHN MCCAIN, U.S. SENATOR FROM ARIZONA

Chairman McCain: I would like to apologize to my colleagues for beginning this hearing a little late. There was a meeting called by our Republican leader of the Republican Senators, which is still going on, which I am sure our other colleagues will be joining us soon at the conclusion of those monumental discussions.

The Senate Armed Services Committee meets today to consider the nomination of General David Goldfein to be the 21st Chief of Staff of the United States Air Force.

General Goldfein, we thank you for joining us this morning. We are grateful for your many years of distinguished service to our Nation and for you continued willingness to serve. I also recognize that you are a member of the elite group of pilots whose number of landings do not equal the number of takeoffs. Congratulations on that. It is not a club that many choose to be members of.

We also welcome members of your family who are joining us this morning and thank them for supporting you and the Nation. As is our tradition, at the beginning of your testimony, we will invite you to introduce any family members that are joining us today.

Now more than ever, a strong Air Force is central to our Nation’s ability to deter our adversaries, assure our
allies, and defend our national interests. Global challenges continue to grow, the threat of terrorism from North Africa to the Middle East to South Asia, advanced potential adversaries like Russia and China, and rogue states such as North Korea and Iran.

Despite these growing threats, today’s Air Force is the oldest, smallest, and least ready in its history, no doubt in part because of the arbitrary budget cuts that Congress and the President agreed to 5 years ago and have since failed to reverse. Even under the best of budget conditions, modern airspace and cyber capabilities are much more expensive in absolute terms than their predecessors, that is, if they even have predecessors.

That is one of the primary reasons the Air Force’s inventory of warfighting weapons has steadily decreased over the past decades. In 1960, the United States Air Force had 2,000 bombers and 4,300 fighters. In 1980, that declined to 323 bombers and 3,600 fighters. Today the Air Force has 159 long-range bombers and less than 2,000 fighter aircraft. Today the Air Force is retiring aircraft faster than it procures them and will continue to do so for years to come.

While the aircraft we have today are highly capable, our adversaries are shrinking that gap or finding asymmetric ways to negate our advantage. The Air Force’s global reach and global power are being tested as our adversaries invest
heavily in fifth generation fighter aircraft, advanced
missiles, and integrated air defense systems that expand
contested airspace and exacerbate the tyranny of distance.

Meanwhile, as our Air Force shrinks, the combination of
relentless operational tempo and misguided reductions in
defense spending continues to deplete readiness. The Air
Force does not expect to return to full spectrum readiness
for more than a decade.

General Goldfein, addressing these three challenges,
capacity, capability, and readiness, will require the next
Chief of Staff’s strong leadership and personal engagement.
One of the principal obstacles you will confront is a huge
bow wave of modernization investment programs, costs that
are all coming due in the next decade. Just consider the
list of Air Force modernization priorities: F-35A fighters,
KC-46A tankers, B-21 bombers, JSTARS, Compass Call, AWACS,
and a new trainer aircraft, not to mention a modernized
nuclear force, including the ground-based strategic
deterrent, B-61 gravity bomb, and the long-range standoff
weapon. There is simply no way all of these important yet
expensive modernization programs will fit into the projected
Air Force budget. At this point, it is by no means clear to
me that the Air Force has conceived a plausible path through
this tremendous budget crunch. With the future of our Air
Force on the line, it will be your task, if confirmed, to
chart this course in the coming years.

In any event, no matter how many dollars we spend, we will not be able to provide our military the equipment they need in a defense acquisition system that takes too long, costs too much, and innovates too little. In the last two defense authorization bills, this committee has embarked on a major effort to reform this system, including ways to empower our service chiefs to manage their own programs and take on greater accountability. I will be keenly interested in hearing how you would employ these new authorities to accelerate and streamline Air Force acquisition programs, ensure our warfighters get the equipment they need when they need it, and act as a responsible steward of American taxpayer dollars.

Finally, we must acknowledge the service and sacrifice of the outstanding men and women in the United States Air Force. As you mentioned in your opening statement, General Goldfein, the Air Force has been at war for 25 years straight, and we cannot take our airmen for granted. We must recognize that high operational tempo, reduced readiness, and lucrative opportunities outside the Air Force continue to drive some of our best talent to leave the service. I am interested in your plans to recruit and retain the best talent for our Air Force, including how best to provide a competitive and tailored compensation package.
that incentivizes retention especially for the United States Air Force pilots.

General Goldfein, we look forward to your testimony.

Senator Reed?
STATEMENT OF HON. JACK REED, U.S. SENATOR FROM RHODE ISLAND

Senator Reed: Well, thank you very much, Mr. Chairman. Let me join you in welcoming General Goldfein to this confirmation hearing regarding his nomination to the Chief of Staff of the United States Air Force.

And, General Goldfein, welcome to the Armed Services Committee and thank you for your many years of service to our Nation and your willingness to continue to serve. We are mindful that families also serve, and so we wanted to extend our thanks to the family as well. And you will have an opportunity to please introduce your family.

General Goldfein is highly qualified for the position to which he has been nominated. His most recent position is Vice Chief of Staff of the Air Force, which means he is extraordinarily familiar with the challenges facing the Air Force today and into the future. General Goldfein has also had numerous senior positions of responsibility before that, including Director of the Joint Staff. With all this responsibility and all these insights, I think General Goldfein is superbly prepared to serve as Chief of Staff of the Air Force.

You will be tasked with significant responsibilities: recruiting and retaining a quality force, ensuring the force contains the necessary structure and readiness levels to
meet our Nation’s current challenges and future challenges, and then the posture to respond to crises that are evolving today and could evolve in the future. That is all within your responsibility.

The Air Force is facing challenges in affording all the aircraft and weapon systems that it needs. It is also facing recapitalization of its bomber fleet, the land-based missile fleet. And on top of those challenges, the Air Force and the rest of the military services are facing the sequestration cliff next year, which I think would be devastating.

General Goldfein, I look forward to your thoughts on how you intend to take on these daunting challenges, should you be confirmed. I intend to support your confirmation, and I hope there will be early action by the Senate to confirm you. Thank you again for your to our Nation.

Thank you, Mr. Chairman.

Chairman McCain: General, as is the custom of this committee, we have standard questions to ask the nominees, and if you will just respond appropriately to these questions.

In order to exercise its legislative and oversight responsibilities, it is important that this committee and other appropriate committees of the Congress are able to receive testimony, briefings, and other communications of
information. Have you adhered to applicable laws and regulations governing conflicts of interest?

General Goldfein: I have, sir.

Chairman McCain: Do you agree, when asked, to give your personal views even if those views differ from the administration in power?

General Goldfein: I do, sir.

Chairman McCain: Have you assumed any duties or undertaken any actions which would appear to presume the outcome of the confirmation process?

General Goldfein: I have not, sir.

Chairman McCain: Will you ensure your staff complies with deadlines established for frequent communications, including questions for the record in hearings?

General Goldfein: Yes, sir, I will.

Chairman McCain: Will you cooperate in providing witnesses and briefers in response to congressional requests?

General Goldfein: Yes, sir, I will.

Chairman McCain: Will those witnesses be protected from reprisal for their testimony or briefings?

General Goldfein: Yes, sir, they will.

Chairman McCain: Do you agree, if confirmed, to appear and testify upon request before this committee?

General Goldfein: Yes, sir, I do.
Chairman McCain: Do you agree to provide documents, including copies of electronic forms of communication, in a timely manner when requested by a duly constituted committee or to consult with the committee regarding the basis for any good faith delay or denial in providing such documents?

General Goldfein: Yes, sir, I will.

Chairman McCain: Thank you, General. Please proceed.
STATEMENT OF GENERAL DAVID L. GOLDFEIN, USAF, FOR
REAPPOINTMENT TO THE GRADE OF GENERAL AND TO BE CHIEF OF
STAFF, UNITED STATES AIR FORCE

General Goldfein: Chairman McCain, Ranking Member Reed, distinguished members of this committee, let me begin by thanking you for your tireless support and advocacy for the greatest treasure in our Nation’s arsenal: the young men and women who continue to join our ranks and serve their country during time of war. If confirmed, it will be my honor to lead the over 660,000 active, Guard --

Chairman McCain: General, I do not mean to interrupt, but would you care to introduce your family to the committee?

General Goldfein: Yes, sir, I would. I am thrilled to introduce my family, beginning with our youngest daughter Diana, who is a third generation first grade school teacher following in the footsteps of her Gramma Mary and her mother who are both here today.

Chairman McCain: Welcome.

General Goldfein: In a few months, Diana will be a published author of her first children’s book. She reminds me of the very best teachers I ever had growing up, kind, caring, compassionate, but tough when she has to be.

Chairman McCain: Maybe we ought to make that required reading.
General Goldfein: If asked, most of us can remember our favorite teachers, but almost all of us can name our first grade teacher. Her kids are blessed to be in her class, and I could not be prouder to be her dad.

Our oldest daughter Danielle is a captain in the Air Force is on duty today, so could not attend. She is also a third generation, following in the footsteps of her Grampa Bill, a retired F-4 pilot who fought in Vietnam and is here today, and both of her uncles, her cousin, and her dad. Dani is a great officer and a combat veteran, having recently returned from a deployment to Afghanistan. She helps keep me grounded and in tune with our younger force, and I could not be a prouder father.

All that is good in our daughters comes from their mother Dawn, who I met in high school 40 years ago when both of our parents were stationed in Germany. Dawn represents the best deal our Nation gets in a military family, our spouses. 33 years, 21 moves, 3 wars, and several deployments to include a recent 2-year separation. I not only love her, I admire her strength and her courage, and I believe I am the luckiest man on the planet that she chose me.

Chairman McCain: Welcome to the entire family.

General Goldfein: Chairman, I would like to thank
President Obama, Secretary Carter, Secretary James, and Chairman Dunford for this opportunity of a lifetime.

I would also like to thank General Mark and Betty Welsh. Not only are they concluding 40 years of distinguished service, they have led our Air Force over the past 4 years with passion, style, and unwavering commitment. It is my honor to serve as General Welsh’s Vice Chief of Staff, and if confirmed, Dawn and I look forward to building on their success.

Chairman, I have seen firsthand how important a service chief’s relationship is with members of this committee to help you execute your oversight responsibilities. If confirmed, I am committed to building a relationship of trust and confidence with each of you based on openness, candor, and competence. The questions you just asked form the foundation of this relationship, and I fully understand the gravity and the importance of living up to my answers.

Today’s global landscape offers an equal amount of challenge and opportunity. The combination of strong states challenging world order, weak states that cannot preserve order, and under-governed spaces providing sanctuary to extremists all represent challenges we must counter simultaneously as part of a joint coalition and interagency team. From troubling Chinese military activity in the South China Sea to recent provocative actions by Russia in Crimea
and Ukraine, to continued malign activity across the Middle East by Iran, to the increasingly unpredictable actions we see out of North Korea, each represents state-sponsored activity that challenges world order and the stability and predictability all civilized nations rely on for prosperity and freedom. Add to this the military campaign to deliver a lasting defeat to ISIL and our continued work in Afghanistan, and we have the framework Secretary Carter laid out months ago as the five global challenges the Department of Defense must be ready to counter: China, Russia, Iran, North Korea, and violent extremism. If confirmed, I take very seriously my role as a member of the Joint Chiefs and look forward to providing an airman’s voice as we deliberate military options, capabilities, and risks in formulating our best military advice.

The other hat I will wear, if confirmed, is the top officer in my service, responsible for assisting Secretary James to properly organize, train, and equip an Air Force that can meet these challenges both today and tomorrow.

When I was commissioned in 1983, we had not fought in combat since my dad came home from Vietnam. The Cold War was in its final years, and there was no conflict on the horizon. This all changed in 1991 when we launched Operation Desert Storm. When the war ended, the Air Force stayed. From Operations Northern and Southern Watch to
follow-on campaigns in the Balkans during Operations Deliberate Force and then Allied Force, to the last 15 years of Operations Enduring Freedom, Iraqi Freedom, Inherent Resolve, and Resolute Support, the Air Force has been in continuous combat for 25 years.

While we are extremely proud of our contributions to these operations, it has taken its toll on our ability to properly balance capability, capacity, and readiness. When combined with unpredictable budgets and the devastating impacts of sequestration, I am acutely aware that, if confirmed, I will be taking the reins of the smallest and oldest Air Force in our 69-year history with significant readiness challenges.

But where there is challenge, there is opportunity. And I believe it is the obligation and duty of senior leaders to offer the President, the Secretary of Defense, and the Congress creative solutions to our most complex challenges. We are the service known throughout our history for innovation and breaking barriers. From the earliest days of manned flight to breaking the sound barrier, to reaching the outer limits of space, to fielding advanced stealth technology, we are the service you rely on to push the limits of innovation. It is in our bloodline. We have faced challenging times before and overcome them with ideas. Over 90 percent of today’s Air Force joined after 9/11.
They have never known a day when we were not at war. As I speak, airmen stand watch with our Nation’s most destrcutives weapons in the nuclear enterprise. They sit alert and will scramble, when called upon, to defend our homeland. They work side by side with their fellow SOF warriors in the most remote corners of the globe to build partner capacity and hunt down our enemies. They are flying global mobility missions to deliver supplies for humanitarian relief or personnel for a complex joint mission. They are flying combat over Iraq and Syria, providing top cover for the joint and coalition teams as we deliver a lasting defeat to ISIL. And they are operating 12 constellations of satellites, providing everything from an uninterrupted GPS signal to an unblinking eye on our adversaries. These airmen, proud members of the profession of arms, provide the oxygen the joint team breathes.

This is who we are. Your Air Force. We operate from a capsule below the surface to a combat controller or cyber warrior on the surface, to a cockpit at all altitudes above the surface, to a constellation in the outer reaches of space. We are everywhere. We know who we are, and we know what we are expected to deliver for the joint team: air power.

If confirmed, it will be my honor to work every day with Secretary James to create the environment where great
ideas get a hearing, where barriers are crushed, where airmen and their families thrive, and where warfighting excellence remains our top focus.

Thank you again for this opportunity, and I look forward to your questions.

[The prepared statement of General Goldfein follows:]
Chairman McCain: Thank you, General.

On the issue of the B-21 bomber, do you know what the independent cost estimate associated with the winning bid was, roughly? Is it $23.5 billion?

General Goldfein: Yes, sir. That is the independent cost estimate.

Chairman McCain: And the aircraft per unit cost associated with the winning bid was about $556 million. Is that correct?

General Goldfein: Yes, sir. That is correct.

Chairman McCain: And the Air Force budget request as developed is about $1.36 billion. Is that right?

General Goldfein: Yes, sir.

Chairman McCain: The Air Force released an artist conception of the B-21?

General Goldfein: Yes, sir.

Chairman McCain: The Air Force released the top tier suppliers for the B-21?

General Goldfein: Yes, sir.

Chairman McCain: I am having a difficult time understanding how the public disclosure of a single contract award value funded from an unclassified budget request is going to give the enemy more information on the capabilities of a new bomber than what the Air Force has already disclosed. All I can see is that keeping it a secret
deprives the American taxpayer of the transparency and
accountability they deserve.

Can you explain what new information our enemies might
learn from the release of the contract award value that they
could not learn from the information the Air Force has
already released?

General Goldfein: Yes, sir. And, Chairman, I agree
with you, and I believe that if we are not transparent with
the American people on the cost of this weapon system,
through its elected leadership, then we have a good chance
of losing this program.

Chairman McCain: I thank you for very much for that.

During the Air Force posture hearing on March 3rd,
General Welsh testified in reference to long-range readiness
issues that need investment. Quote: that will take us 8 to
10 years once we have a chance to reset the force from what
we are doing today, which is not going to happen.

Obviously, the issue is sequestration and what it is
doing. And we know what it is doing as far as acquisition is
concerned because all you have to do is count.

But talk to us a little bit about the effect on the men
and women that you just adequately and appropriately praised
in your opening statement on how they can do their job and
what effect it has on retention particularly, very frankly,
on pilot retention. Maybe you could, for the record, give
us your views on what I think at least in my view is almost an emergency situation given the events that are taking place in the world and the changes in the world since 2011 when in our act of incredible cowardice we enacted sequestration because we did not have the guts to make the budget cuts that were necessary.

General Goldfein: Thanks, Chairman.

When I think about retention, I think about it in two areas: quality of service and quality of life. And when it comes to quality of service, our airmen, when they join, are looking to be the very best they can be. Pilots who do not fly, controllers who do not control, cyber warriors who do not operate because they are not given the resources to do so, morale goes down and they vote with their feet. When we were sequestered in 2015, we grounded 13 fighter squadrons that stopped flying. We are still recovering from that effort, and if we are sequestered again, it will be even worse.

Chairman McCain: And retention. Are you beginning to feel the effects of this lack of flying hours? I have been told that our pilots now are flying less hours than Russian and Chinese pilots are per month.

And do you agree with, I believe it was, the Chief of Staff of the Army who stated before this committee that we are putting the lives of the men and women who are serving
at greater risk?

General Goldfein: Yes, sir. The reality is it is a mixed story because where we are flying a significant number of hours is where we are stationed forward. So all crews in the Middle East are actually at a high standard of readiness and they are all flying a significant number of hours. The bill payers to allow that level of readiness forward is what is happening at home station. So at home station, sir, you are actually correct. We are not flying the number of hours that we used to fly.

There is a number of issues that contribute to that, not the least of which is a shortage of critical skills in our maintenance force, and when you add that up to the age of the aircraft that makes them harder and harder to keep airborne, that has both contributed to a less number of flying hours we have available for training.

Chairman McCain: Is it not true that a B-1 squadron just came back with something like six aircraft out of 20 that were operational? Is that not a story that I have heard?

General Goldfein: Yes, sir, you have. When I was deployed forward as the air component commander, I enjoyed upwards of 95 percent, on average, mission capable rates across every fleet that was forward. That was the B-1. That was the F-16, A-10, every one. So we had the parts.
We had the supervision. We had the maintainers. That is what we pushed forward. I knew that if I went back to the home station, that was the bill payer to get me that level of readiness.

So back home at Dyess and those other locations that you talked about, the B-1’s when they come home -- they require a significant recovery time when they come back from combat operations.

Chairman McCain: Well, I do not mean to get parochial here, but we just had a vote that I was trying to fix the problem, and it was not just Democrats that voted against it. It was Republicans that voted against it as well and members of this committee. I think it is a very heavy burden for them to carry given the state of our military today and the situations and challenges that we face in the world, which are just epitomized by the terrible tragedy in Orlando. I hope that the voters understand that a good faith effort was made and it was turned down, four votes short, by members, some of the members of this committee. I am embarrassed.

I thank you, General.

Senator Reed: General, you have the responsibility of modernizing the bomber and the ICBM force. Are there any particular authorities that you think are necessary to help you accomplish those tasks which you do not have?
General Goldfein: Sir, actually the authorities that you pushed recently to service chiefs are very helpful. And the way I look at those authorities, it is in both authorities but also increased accountability for a service chief.

So in the two areas where I am focused, number one is I am the lead requirements officer for all major weapons systems. It is my responsibility to ensure that we do not have requirements creep that increases cost or increases schedule on any of our programs. That is number one.

And number two that I now have more authority and accountability in some of the milestone decisions, specifically milestone A and milestone B, that allow a service chief to have an input on a program as it goes forward.

Senator Reed: Very good. And so you feel at this point confident you have the legal authorities to bring these programs online in a very cost effective way.

General Goldfein: Sir, I do, and I would highlight that those authorities also -- many of those authorities reside with the Secretary of the Air Force. So I believe it is my job to actually work with her as we keep these programs on track.

Senator Reed: We have had an ongoing debate in the committee and in the Congress about the plans to retire the
A-10 aircraft, which is an extraordinarily effective close air support platform. The Air Force seems, at least temporarily, to adjusting to keeping it. But longer term, this issue is going to come up again and again. And it raises the issue of how do you develop and can you develop the same capabilities if at some point A-10 is retired. Can you give us some thoughts about that?

General Goldfein: Yes, sir. My commitment to you, if confirmed, is that we will cover down this mission set for the joint team, and I will take ownership of that.

When it comes to the A-10, I am actually as concerned about the A-10 community as I am about the A-10 platform because the A-10 community is actually our Ph.D. force when it comes to close air support, and they set the bar for not only the joint team but for the coalition team. Anybody who does close air support -- they try to reach the level that the A-10 community has been able to achieve. So my focus is going to be on ensuring that I go back to the doctors of CAS, the A-10 fleet and the A-10 operators, and say what is the future of close air support. That is the conversation we need to have. We need to maintain what we have for the current fight, but where are we going in the future? Why is it that I only get a minute and a half of trigger pull on a 30 millimeter bullet? Why do I not get 10 minutes? And why is not every bullet precision guided? Why do I spend so
much time having to figure out who is actually friend and 
foe on the ground when we have technology to be able to help 
us do that? Why is that I have to do all the work for 
collateral damage estimates when I have a machine that can 
help me do that? So for me it is a matter of where we are 
going in the future, and my commitment to you is that I will 
take this on.

Senator Reed: Thank you very much, General.

Another issue that we have been dealing with and we 
have seen some movement is deploying more and more enlisted 
pilots for remotely piloted aircraft. There are various 
models in history of military warfare. The one that always 
has sort of some impact with me is that helicopter pilots in 
Vietnam, particularly Army, were mostly warrant officers 
with some officers, but the vast majority were warrant 
officers. They were extremely capable. In fact, they had 
more hours in that aircraft than anybody else. And it seems 
to me that model could be applied much more vigorously. I 
know the Air Force is taking steps. Can you elaborate on 
what you are doing and what you want to do?

General Goldfein: Yes, sir. So for us the remotely 
piloted aircraft, or RPA community, actually is the largest 
number of pilots that currently serve in the Air Force. We 
have over 1,300 RPA pilots currently serving. The next 
closest second of any community is the C-17 with just shy of
800. So the RPA is part of the fabric of the Air Force. So for me, this is a question of what is the future of this business as we go forward, and how does the professional enlisted corps that we enjoy fit into that enterprise.

And we are committed to having enlisted pilots, and we are already starting on a program. We will start this fall. We will have our first class of enlisted RQ-4 pilots that will go through. They will graduate in 1 year and right behind them will be another class, followed by another class. And so we are focused on moving forward in the RQ-4 to ensure that our enlisted pilots are fully a part of that weapon system. And so I see this as one of the major growth industries in the Air Force, and I think this is the exact right path to be on.

And we have a model for it that we know works. We actually started off flying satellites when we had nothing but officers, and we transitioned over a few years from officers with scientific backgrounds to officers with more political science kind of backgrounds, and then we made it into enlisted. And today 50 percent of the satellite constellations are flown and managed by the enlisted force. So we are taking that same very successful model and applying it to the RPA model and we are on track.

Senator Reed: Thank you very much.

Thank you, Mr. Chairman.
Chairman McCain: Just to follow up, General, in other words from your comments on the A-10, at this time it is best not to retire them but to look at other options for follow-on. Is that a correct statement?

General Goldfein: Sir, right now we are looking at that as an option. The challenge will be to keep a capability so that the fight that we are in today -- there is no degradation to any of the soldiers, sailors, or marines or my airmen that are on the ground.

Chairman McCain: So we should not be retiring them now.

General Goldfein: Not in the near term, no, sir.

Chairman McCain: I thank you.

Colonel Roger Wicker, United States Air Force Reserve.

Senator Wicker: Thank you, Mr. Chairman.

General, you said you are going to give us your personal views regardless of the administration’s policy. Let me ask you this. Chairman McCain has repeatedly referenced the terror and carnage caused by Assad’s barrel bombs that are deployed by Syrian aircraft. Our chairman has made the point -- and I agree with him -- that as evil as ISIS is, it is the barrel bombs and air attacks that are causing most of the civilian casualties in Syria. Is that correct in your view?

General Goldfein: Yes, sir.
Senator Wicker: And do you agree with General Petraeus who testified before us a few months ago when he said that we have the capability to take out Assad’s air force?

General Goldfein: I do.

Senator Wicker: Did the presence of Russian air forces in Syria impact the administration’s decision not to implement a no-fly zone last year?

General Goldfein: Sir, I do not know whether it had any impact on the administration’s decision. I will tell you from a military standpoint as a service chief, if confirmed, it absolutely complicated the situation that we were facing.

Senator Wicker: Okay. It complicated the situation, and did it rule it out or was it a close call? And do you think that should be revisited?

General Goldfein: Sir, whether it would be revisited or not would certainly be a decision that would be above mine. Let me tell you as an airman who has planned and executed no-fly zones, this is a capability that we retain. We know how to do it. The question is can we do it. The answer absolutely is yes. But there are three fundamental questions that I think have to be answered before I would ever recommend that as an option.

The first is I would have to have the authority to shoot down and kill anybody who violated the no-fly zone.
Since ISIL does not have an air force, that would mean I would have to have the authority to shoot down and kill Russian or Syrian aircraft.

The second is I would have to have a clear understanding of exactly what the objective was on the ground below the no-fly zone. And if the objective was to do humanitarian safe zone or refugee return, that would require some indigenous ground force that would be able to control that because I cannot control that from the air.

And the third would be a clear-eyed decision that I would have to divert resources from the current campaign to do the no-fly zone.

But with the answer to those three questions, sir, we can do that.

Senator Wicker: Do you believe a no-fly zone would have saved lives of innocent civilians in Syria?

General Goldfein: Sir, a no-fly zone alone that would have stopped aircraft that were going out to bomb civilians absolutely would have had an impact.

Senator Wicker: Thank you.

Let me ask about a replacement of the legacy Huey helicopters, some of which are nearly 40 years old. These helicopters are used to secure our nuclear weapons for Global Strike Command, as well as the Air Force District of Washington’s mission to ensure continuity of government
Some members of this committee are interested in learning more about the Air Force strategy to replace these legacy Huey helicopters. We would like to obtain a description of the Air Force helicopter requirements, including how requirements differ between Global Strike Command and other missions such as the Air Force District of Washington.

We are also interested in obtaining a lifecycle cost analysis of alternatives that includes mixed fleet versus single fleet solutions.

If confirmed, will you commit to providing this committee with a report on the Air Force acquisition strategy for replacing these Huey helicopters?

General Goldfein: Yes, sir, I will.

Senator Wicker: Do you think you could get this report to us by October 1st of this year?

General Goldfein: Sir, yes, I believe we can.

Senator Wicker: Thank you very much.

And I yield back the time.

Chairman McCain: Senator Gillibrand?

Senator Gillibrand: Thank you, Mr. Chairman.

Thank you for visiting with me earlier this week. I recently visited the Niagara Air Reserve Station with my colleague, Senator Schumer, and we were pleased to see the
progress underway in converting the 914 airlift wing to the KC-135 mission. However, as you and I discussed, there is not yet a simulator scheduled to be move to Niagara Falls to obtain the training that is necessary, even though there is a building waiting.

Will we have your assurance that the excellent airmen of the 914th will have all the tools they need to sustain their expertise, including a KC-135 flight simulator on the grounds of the air station?

General Goldfein: Yes, ma’am. And I will also tell you that my mother, who was born and raised in Niagara Falls, would go after me if I did not.

[Laughter.]

Senator Gillibrand: Thank you.

As you know, General, the New York Air National Guard’s 109th airlift wing operates our only fleet of LC-130 Skybirds which permit takeoff and landing on ice and snowpack. Giving the evolving terrain and increased commercial and military activity in the polar regions of the world as a result of global warming, these aircraft provide a critical capability to national security, as well as to scientific research. At the moment, however, there is no recapitalization plan in progress for these aircraft.

If confirmed, will you commit the resources to ensuring this fleet of high-demand aircraft remains operationally
capable?

General Goldfein: Yes, ma’am.

Senator Gillibrand: New York’s pararescue jumpers are transported to those in need via the combat rescue helicopter, an aircraft undergoing a modernization program. I was thrilled when I learned, however, that the combat rescue helicopters belonging to the reserve components will not receive upgrades until the last 3 years of a 10-year cycle. For now, they will receive refurbished helicopters. I think this is unacceptable and not in line with the concept of total force integration that Secretary James and General Welsh have generally adopted.

Should you be confirmed, will you see to it that the combat rescue helicopters in the reserve components receive concurrent modernization along with their active duty counterparts?

General Goldfein: Yes, ma’am, I will. But if I could add, our current plan, because we are getting attrition reserve helicopters back that we have lost in combat -- those attrition reserve aircraft, which will be HH-60G models, the newest aircraft, are actually going first to the Air National Guard. And then we will replace the oldest in the fleet. And then the reason right now the Air National Guard is on the back end of the combat rescue helicopter is that as we go through that, they are actually going to have
the newest helicopters that we will replace.

Senator Gillibrand: Okay.

According to the most recent annual report of sexual harassment and violence at the military service academies for 2014 and 2015 academic year, despite being similar in size to both the Naval Academy and the U.S. Military Academy, the Air Force Academy had almost double the number of sexual assault reports with 49 reports as compared to 17 at West Point and 25 at the Naval Academy.

Have you been able to look at this information, and do you have any explanation about the larger number of reports at the Air Force Academy compared to other academies? And what measures are in place to prevent and respond to sexual assault in the Air Force Academy?

General Goldfein: Thanks, ma’am. On a personal note, I want to personally thank you for your passion on this issue and keeping the pressure on. I have actually thought a lot about our conversation, and you have given me several things to think about. And I actually shared that with my staff. And I look forward to working with you on this issue, if confirmed.

At the Air Force Academy, the numbers you are looking at, I believe, are just the restricted reports. If you take a look at a combination of restricted and unrestricted, you actually do not see the large jumps.
But the data tell you one thing. The reality for me is what is the culture at the Air Force academy that makes this crime more and more difficult over time to actually commit so not only do we bring in cadets with the right moral background and character that would make this unacceptable in their squadron, but also that when we infuse them and work on that character and build on that character so they can be leaders of character when they come out. And so we are not going to stop or take our foot off the gas we are at zero.

Senator Gillibrand: I think the discrepancy is between unrestricted and restricted, and unrestricted are the ones where an investigation can move forward. So your unrestricted numbers would show that people are comfortable with the investigation. If your restricted numbers are higher, it means they are not comfortable. So when you are reviewing your own protocols at the Air Force Academy, I would look to retaliation and perhaps investigate what the reason for not reporting is. They may fear retaliation. They may fear it will harm their careers. So I would dig deep on what the climate is like within the academy to get those unrestricted numbers up.

General Goldfein: Yes, ma’am. I will do that.

Senator Gillibrand: Thank you.

Thank you, Mr. Chairman.
Chairman McCain: Senator Fischer?

Senator Fischer: Thank you, Mr. Chairman.

Good morning, General.

General Goldfein: Good morning, ma’am.

Senator Fischer: General, do you believe that the current mix of capabilities in our nuclear forces -- and by that, I mean the triad of our delivery vehicles, the gravity bombs, standoff weapons, the forward-deployed tactical weapons that we have. Do you believe that that will continue to be necessary for deterrence in the 21st century?

General Goldfein: I do, ma’am.

Senator Fischer: Do you believe that there are any of those capabilities that would be unnecessary?

General Goldfein: I do not.

Senator Fischer: Given the investment of Russia and China in their nuclear arsenals and in particular concerning statements by Russian officials about the limited use of nuclear weapons, would you say it is important to preserve the variety in U.S. nuclear forces to ensure the President has flexibility in his ability to respond?

General Goldfein: Yes, ma’am. And I would add too the nuclear command and control that we are responsible for for the Nation to ensure that we tie those three legs together.

Senator Fischer: Aside from capabilities, do you see reductions in number of nuclear weapons as being likely in
the near term? And do you believe that any reductions in nuclear forces should only be made as part of a negotiated bilateral and verifiable agreement?

General Goldfein: Ma’am, I would defer to the Secretary of State and Secretary of Defense on this. I will tell you that as a service chief, if confirmed, my job will be to execute according to the guidance that we are on track right now to execute against the START II treaty, and so we are making the associated changes according to that direction.

Senator Fischer: Would you personally recommend against any unilateral reduction in U.S. nuclear forces?

General Goldfein: My personal opinion is I would recommend against that. Yes, ma’am.

Senator Fischer: Thank you.

And, General, when we met last month, we discussed milestone A, that decision for the GBSD. And I am also concerned that the LRSO has yet to receive its milestone A certification as well. Both of these programs I believe are absolutely essential for the Air Force’s component of our nuclear deterrent.

Do I have your commitment to resolve these two issues as soon as you possibly can?

General Goldfein: Yes, ma’am, you do.

Senator Fischer: And also, as you know, the Department
has embarked on a so-called third offset initiative and the continued advancement of potential adversaries to ensure that the issue of technological superiority and innovation will be something that you confront, if confirmed.

Are there specific technologies that you believe will be key to ensuring future superiority, and how do you view the balance between investing in these current requirements such as readiness and also to be able to balance that with our future needs?

General Goldfein: Yes, ma’am. And as I said in my opening statement, innovation and breaking barriers are something that you would expect the Air Force to do.

As we look forward in the third offset strategy, it is about actually tying together three grids in new ways.

The first is the sensor grid which looks at six domains, air, land, sea, space, cyber, and under sea, and says how do we use all of those domains in a way that we can actually pull those sensors together and fuse that information and use machine to machine and autonomy to be able to produce decision quality information for a commander.

And then we have to tie that grid into an effects grid, and the effects grid is to all the members of the joint team and what we bring that is beyond platform. It goes to our special forces. It goes to what we are doing at sea. It is
tying those together. What effects are we trying to create?
And so there is some significant investment there.

But the coin of the realm and where I think the Air
Force is going to be focused is on the third grid, which is
command and control, because it is how we tie this all
together, old and new, manned and unmanned, penetrating and
standoff, through all those domains. It is the Air Force
that has the core mission of command and control, and we do
this with a joint team. So I believe it is going to be
where we are going to spend most of our time investing to
pull those three grids together.

Senator Fischer: Thank you for that very thorough
answer. I appreciate it.

Thank you, Mr. Chairman.

Chairman McCain: Senator Kaine?

Senator Kaine: Thank you, Mr. Chair.

General, it was good to visit with you in the office,
and congratulations on the nomination for this important
post.

Senator Warner, my colleague, and I today did something
that we do once a year, which is really fun. We have a
coffee for all of the academy nominees that are about to
report to all the service academies. And I am here to tell
you that we are sending some great Virginians to Colorado
Springs, and they are very, very excited to report I guess
on June 30 is when they are out, 2 weeks from today. Very, very excited.

A couple of questions. You and I talked a lot about readiness in my office, and you have testified and spoken briefly with the chair about this, that there is a projection, because of the readiness shortfalls, that it is going to take to the mid to late 2020s to return to the readiness level that is adequate.

We have just passed off the Senate floor the NDAA. Does the funding and end strength and policies contained in the NDAA that we passed -- will that enable you to stay on that same track, not that that track is so great, 2020s mid or late? But does the NDAA we passed enable you to stay on that track with respect to recovering readiness?

General Goldfein: Sir, it does. And the number one issue for us that is the limiter for producing and increasing our readiness, beyond producing it for what we consume, is manpower and specifically maintenance manpower. So your support for our increase in manpower is the number one issue for us.

And every service creates and sustains readiness differently. For an Air Force, there are five key elements that we have to keep in balance, and any one of them can be a limiter.

The first is the critical skills, and it is beyond the
pilot. It is the maintainers. It is the air traffic
controllers. It is the munitions specialists. It is all of
the folks that have fingerprints on an airplane before it
takes off.

The second is weapon systems sustainment, and it is all
the depot work and the required maintenance that keep that
airplane sustained.

And the third is the flying hour program, which is
operations and maintenance to get that airplane airborne and
funded for its mission.

And then the fourth is the critical infrastructure, the
ranges, and the exercises that a lot of us have trained to
full spectrum readiness.

And the final is time, which is OPTEMPO relief.

Right now, the two limiting factors that keep us from
being able to build readiness beyond what we are actually
consuming is people and time. So what you did in the NDAA
to support our increase in people is critical, and then we
will manage the time based on the OPTEMPO and the demands on
the Air Force.

Senator Kaine: One of the points you mentioned was my
next question, and that is this maintainer shortfall. You
have testified to us before about that. Now, the end
strength on active that you are currently working with is
317,000. It is obviously larger when you add Guard and
Reserve to it. But just because that end number might be okay, that does not mean that within the number there are not some disparities. And talk to us a little bit more about the maintainer shortfall and what are the plans that you would have as the chief to deal with that issue.

General Goldfein: Sir, right now we project that we have 4,000 maintainers short of what we need, so a significant number of the additional manpower coming in is going to go into maintenance.

Senator Kaine: And the maintenance is layered between active, Guard, and Reserve.

General Goldfein: It is.

Senator Kaine: I have noticed this down at Langley. You are doing a very good job. It is a real seamless operation between active, Guard, and Reserve on maintenance billets.

General Goldfein: Yes, sir. It is actually that same way across the force. I mean, if you go to the cockpit of a C-17 and ask who is active, who is Guard and Reserve, all three hands will go up very often. So we truly are one Air Force.

So we are bringing those maintainers in to make sure that we bring in the right skill sets. The challenge, of course, in bringing those maintainers is all the ones that will come in will be what we call 3 levels, which is early
entry that can do basic maintenance, and it will take us up
to 2 years to get them fully trained. And then it will take
us up to 5 years before they are supervisors. So what we
got to do is manage this across the Guard and Reserve and
active based on where our experience is to ensure that we
can continue the mission at the OPTEMPO that we are in
today, which I do not expect is going to come down during my
tenure, if confirmed, while we also advance and bring on new
weapon systems for the future.

Senator Kaine: Can I ask one last question? You
talked a lot about the Air Force’s being a key innovator,
and that is the case. A lot of the new missions that you
have looking forward are space, cyber, and ISR. Talk a
little bit with us about your ability to move out on new
missions in those domains under the current budget
realities.

General Goldfein: Yes, sir. The demand signal in the
Air Force over the past 15 years has actually been in four
key areas, space, cyber, ISR, and the nuclear enterprise.
That has been the resource growth area in the Air Force.
The bill payer for those has been conventional air power and
people. And if you take a look at the last 15 years of
strategic trade, you will see that is why we are where we
are today.

I would like to focus, to answer your question, sir, on
space because sometimes history placed the right individual
in the right position at the right time, and General John
Hyten is absolutely brilliant, and he is changing the way we
think about space. And he has got some fairly significant
initiatives that I look forward to championing, if
confirmed.

One of them is the space mission force, which takes the
force and actually now he has replicated what we see in the
flying business as opposed to where we used to be where most
space operators, the warriors, would come to work and be in
the business of primarily monitoring and reporting. Now he
has got them thinking about operating in space. He has
actually built a dwell time so that you spend some time in
operations and some time in training. It has changed the
culture and the thinking of space, which I think is perhaps
one of the most powerful things that he has brought to the
team.

And the other thing he has done is he is getting us to
think about space as an enterprise as opposed to individual
pieces and parts because any space capability normally has
three elements to it. There is a constellation. There is
an integration that happens within airframes for us or for
the Army or the ships. And then there is a ground control
element. And they always start lined up in the acquisition
plan, and then one of them gets slid. And we have not had a
way in the past to be able to actually realign them. And so
General Hyten is leading the way in that, and I think it is
powerful.

Senator Kaine: Great. Thank you so much.

Thanks, Mr. Chair.

Chairman McCain: Senator Cotton?

Senator Cotton: Thank you.

General, congratulations on your nomination. Thank you
for your many years of service and to your family for their
many years of serving alongside you.

I want to continue the conversation about readiness
from where Senator Kaine left off. I want to call attention
to one thing you said in particular, that you, quote, do not
expect the OPTEMPO will come down during my tenure. End
quote.

General Goldfein: If confirmed, yes, sir.

Senator Cotton: Yes. So for 4 years, you expect the
current OPTEMPO to remain at least as high as it is today.

General Goldfein: I do, sir.

Senator Cotton: Secretary Gates in his memoir “Duty”
wrote that the Department of Defense was designed to plan
and prepare for war, not to wage war. Now, that is 5 years
dated since he left office in December 2011. Do you believe
that the Department still has that challenge today?

General Goldfein: Well, sir, my sense would be -- I do
not know the context of what he was saying when he wrote it.

Senator Cotton: He meant specifically trying to
acquire rapidly the capabilities needed for the fight in
Iraq and Afghanistan, MRAP vehicles for ground troops,
airborne ISR platforms, wounded warrior care, and so forth,
the point being the Pentagon in some ways is designed to
procure the weapons and capabilities for the next
generation’s war as opposed to fight the war it is in right
now.

General Goldfein: Yes, sir. I think that is an
accurate statement. But I will tell you, if confirmed, just
again there are certain capabilities that we bring to this
fight today that, if confirmed, I am absolutely committed to
ensure there is no degradation. And one of those is close
air support.

Senator Cotton: Good. Thank you.

Now I want to turn to a very specific question of
readiness beyond the general discussion we have had this
morning to the sortie effectiveness rates for deployed
aircraft in the fight against the Islamic State. We
discussed this in your office call last month. As I told
you, I continue to hear through official and personal
channels from the pilots who were flying aircraft over Iraq
and Syria’s territory, as well as their families that tell
me some pretty harrowing stories about those effectiveness
rates. You mentioned in our conversation that you thought
the rates were in the 90 percent range but that you would
check on that. Do you have any further information on that
matter?

General Goldfein: Yes, sir. I went back and checked,
and that is still accurate. For aircraft that we are flying
forward, we tend to average around a 90 percent mission
capable rate. But the bill payer that is nowhere near that
if you went to every home station that generated those
aircraft and those crews and sent them forward, you would
see them hovering slightly around the 60 to 70 percent rate
at best.

Senator Cotton: So in hearing from pilots and their
families about maintenance issues that prevent aircraft from
taking off, require the early return to base, require them
to fly without their full spectrum of aircraft systems, or
to extend missions to perhaps dangerous lengths because the
relief aircraft cannot take off, I am hearing from that
small, less than 10 percent of all cases?

General Goldfein: Yes, sir. I think that is accurate.
And I could take that to get you more accurate numbers, if
you would like.

Senator Cotton: I would appreciate that. Thank you.

[The information follows:]

[COMMITTEE INSERT]
Senator Cotton: Now I want to turn to nuclear modernization, which you discussed with Senator Fischer and some others at a specific level about some matters, but I want to speak at both a general and even more specific level about the mindset reflected in nuclear modernization.

In February 2011 in his message to the Senate about New START, President Obama stated that, quote, I intend to modernize or replace the triad of strategic nuclear delivery systems, the heavy bomber, air-launched cruise missile, an ICBM, a nuclear powered ballistic missile submarine.

Since then, the Air Force has been examining alternatives to a replacement for the air-launched cruise missile called the long-range standoff missile and the Minuteman ICBM called the ground-based strategic deterrent, both systems expected a milestone A approval earlier this year. Yet, they have both been deferred by Under Secretary of Defense Frank Kendall.

I worry that this is inconsistent with the President’s commitment and could delay the fielding of these critical replacements.

So, first, at a general level, do you share the President’s oft-stated commitment to replace the nuclear air-launched cruise missile and Minuteman ICBM, or do you believe that conditions have changed, that we might want to reconsider or delay those modernization programs?
General Goldfein: No, sir. I absolutely believe they need to be modernized.

Senator Cotton: Senator Fischer asked you for your personal commitment about moving those milestone A decisions along. You said, yes, ma’am. You do have that commitment. Could we be more precise? Could you give me a timeline in which we can expect the decisions for both the LRSO and GBSD?

General Goldfein: Yes, Senator. So for the GBSD, we are expecting a milestone A decision in August of this year, and we are still on track to meet that. We are expecting to put out a request for proposal out to industry within the next 2 weeks. And also in the same time within the next 2 weeks, we should have a milestone A decision on the long-range strike.

Senator Cotton: Thank you for both.

Finally, on June 6th in a public speech, the Deputy National Security Advisor said, quote, the administration has already made it plain our concerns about how the modernization budget will force difficult tradeoffs in the coming decades, and the President will continue to review these plans as he considers how to hand the baton off to his successor. End quote.

General, to your knowledge, has the Department of Defense or the Department of the Air Force been asked by the
White House or National Security Council staff to examine whether changes can or should be made to propose plans for nuclear modernization?

General Goldfein: No, sir, not in any of the meetings I have been in.

Senator Cotton: Thank you.

Chairman McCain: Senator Hirono?

Senator Hirono: Thank you, Mr. Chairman.

General, thank you and your family for your commitment and service.

I would like to turn to the issue of headquarters cuts. With the Pacific Air Force headquartered in Hawaii, I am very much concerned with possible reductions to staff especially when the full set of requirements are not taken into consideration.

What actions will the Air Force take, should you be confirmed, in the near future to ensure that any cuts will not be made across the board and that the capabilities and necessary tasks will be taken into consideration?

General Goldfein: Ma’am, when the original 20 percent reduction was given to the Department, two organizations actually took those cuts up front, the United States Air Force and the Joint Staff, and we did that to keep from delaying the pain over time. And so it was a bit of the “rip the band aid off” to be able to take those cuts up
front and then reorganize the Air Force accordingly to be able to ensure that we continued our mission.

One of the examples of that was we stood up an organization, installation mission support center, that now consolidates all installations in the United States Air Force. We had 1,500 airmen and civilians involved in maintaining and running our bases. By consolidating into a single center, we are down to 350. So that is just one example of how we have taken the 20 percent reducts that we were given and reorganized ourselves to be more efficient.

Senator Hirono: And you will continue with that kind of an approach to any further reductions that you are going to be asked to take.

General Goldfein: Yes, ma’am.

Senator Hirono: Acquisition reform. The air superiority 2035 plan introduced in May of 2016 has some insights about the way that the Air Force is responding to the current threat environment. And the report stated -- and I quote -- the traditional acquisition approach is not agile and results in late to need delivery of critical warfighting capabilities and technologically superior forces and voiced a concern that our acquisition system prevents the timely delivery of the capabilities that our warfighters need to succeed.

What is the top recommendation that you would suggest
to improve the major system acquisition outcomes?

General Goldfein: Ma’am, actually it would be to use the authorities that now are moving toward service chiefs to do my job to ensure that I keep requirements solid, that I do not allow any requirements creep, that I hold industry accountable for delivering on the contracts that we sign, and ensuring that I am doing my part for the milestone A and milestone B decisions to ensure that we are putting the right programs forward to meet the warfighter needs.

Senator Hirono: Thank you.

In these times of budget constraints, I think that you responded to some of the questions from Senator Kaine. In Hawaii, we have Joint Base Pearl Harbor-Hickham, and we have both a strong active Air Force presence there, as well as the Guard and Reserves. So what are your guiding principles in terms of active, Guard, and Reserve forces working together?

General Goldfein: Ma’am, we are at the point in our Air Force where we actually cannot accomplish our mission without the Guard and Reserve. We talked earlier about that you can walk into a C-17 cockpit, and you are going to find one of each in a single cockpit. That is how we look across the Air Force.

We are taking a series of initiatives through high velocity analysis and looking and working with the adjutant
generals of the various States who are involved in our deliberations to ensure that we optimize in each of the missions that we are required to do what is the right mix between active, Guard, and Reserve.

One of our biggest initiatives actually this year is going to be to start up an integrated wing concept in South Carolina at Seymour Johnson. And what we are doing there is we are actually combining the Reserve and the active duty in a single organization. And we are working our way through the seams that occur and the authorities that occur to ensure that that organization can actually operate as a single wing. And perhaps the best outcome of this concept is going to be we are going to have a better understanding in each of the components of the pressures, the challenges, and the motivations that cause each one to sign up and serve and how we can work more effectively together to be able to accomplish the mission.

Senator Hirono: So you are doing this in South Carolina. So is the intent to see how this can function and be implemented, and then you would do that in other places such as in Hawaii?

General Goldfein: I correct myself. I think Seymour Johnson is in North Carolina. I am geographically challenged.

Senator Hirono: Oh, North Carolina.
General Goldfein: But we are doing that, yes, ma’am.

And based on expected success there as a pilot program, we will then take a look at other organizations where we can bring that same model.

Senator Hirono: Just one more thing. Senator Gillibrand brought up sexual assault. And I appreciate your commitment to influence the climate at the Air Force Academy. And as you know, I am on the Air Force Academy Board of Visitors. So your commitment to prevent sexual assault, harassment, retaliation -- I think that is really critical. And it is an ongoing concern for many of us on this committee. So I thank you for that commitment.

General Goldfein: You have it.

Senator Hirono: Thank you, Mr. Chair.

Chairman McCain: Senator Ayotte?

Senator Ayotte: Good morning, General.

General Goldfein: Good morning, ma’am.

Senator Ayotte: Thank you for all that you do for the country.

I wanted to ask you what your viewpoint was on the performance of the Compass Call mission package and the important role that it plays with ensuring that we disrupt enemies’ command and control.

General Goldfein: Ma’am, it is critical, and I believe I can speak on behalf of the combatant commanders that it is
critical in every one of their area of operations.

Senator Ayotte: Thank you.

I wanted to follow up and ask you, as best as you can answer in this forum, can you explain to us why this is an urgent requirement that we actually place this mission package on a more survivable and effective aircraft.

General Goldfein: Yes, ma’am. The reality is that this mission, electronic attack, is actually becoming more and more critical especially as we look to the global challenges we face, China, Russia, Iran, North Korea especially. But it is also playing a significant role in the fight against violent extremism.

The challenge with the C-130 is that it does not operate at the altitudes primarily that we need to be able to put the footprint down on the target that we are trying to service. So our challenge is any time delay in being able to get this into an aircraft that can climb to a higher altitude is going to diminish over that same time frame our support to the combatant commanders.

Senator Ayotte: And so if we fail to authorize the request that the Air Force has made to use existing rapid acquisition authorities to rehost the Compass Call mission equipment on the proper airframe, will that result in a 4- to 6-year delay in providing this vital capability to our combatant commanders in a more survivable and effective
aircraft?

General Goldfein: Yes, ma'am. And I would add to that that if we have to do further integration of that equipment on this new aircraft, you could add even 2 more years to that.

Senator Ayotte: So based on the request that the Air Force has made, do you continue to believe that it is important for Congress to authorize in this year’s defense authorization the request to use rapid acquisition authorities to rehost the Compass Call, given the fact that this is such an important need for combatant commanders?

General Goldfein: Yes, ma'am. Absolutely I do.

Senator Ayotte: Thank you, General.

General Goldfein: Yes, ma'am.

Chairman McCain: General, the Compass Call rehost program is important, obviously, to our combatant commanders, and I join Senator Ayotte in urging the Air Force to field this warfighting capability as expeditiously as possible.

Senator Heinrich?

Senator Heinrich: Thank you, Mr. Chair. Welcome, General Goldfein. As you know from your time in New Mexico, my home State is home to the Air Force Research Laboratory, as well as two NNSA laboratories. I want to start by just inviting you to come visit and see the
great work that goes on at both AFRL and Sandia for the Air Force specifically.

So I want to ask broadly what role do you see our defense labs playing in Air Force modernization.

General Goldfein: Yes, sir. And I will go back to my opening statement. I mean, we are the service, I believe, you rely on for innovation and breaking barriers, and that happens in our labs to a large extent. So the technologies that they are looking at right now, whether you want to look at hypersonics or new engine technology, small satellite technology, these are all things that are going to be potential game changers in the future.

Senator Heinrich: I would add directed energy to that list.

General Goldfein: Amen.

Senator Heinrich: You know, despite the great work that they do at those labs, this committee has expressed its concern in the NDAA that it takes an unreasonable amount of time to hire experienced individuals at the defense labs. Sometimes it takes over a year to get somebody in place which just seems like far too long. And the result of that is that a sizable percentage of the authorized billets at those DOD labs remain vacant due to lengthy delays, as well as competition from the private sector where you can get placed in a relatively reasonable amount of time.
So, if confirmed, can you make speeding this hiring process a priority for our defense laboratories?

General Goldfein: Yes, sir, I will.

And I will tell you that I absolutely align with Secretary Carter that we are in a war on talent. And one of the initiatives that is under his Force of the Future initiative allows us to actually go directly to a university and hire talent from the university. What we have done previously up till now is we have told our talented young men and women who are considering joining us to go get on USAJobs, post all their resumes, and maybe we will get back to them in 6 months. They are gone. So it is unacceptable in this environment. And so everything the Secretary is doing, anything I can do to make that easier I will do.

Senator Heinrich: Great. I appreciate it. I think that focus will be incredibly important for getting the kind of talent that we need in what is becoming a very competitive environment with the private sector.

Regarding the Huey replacement discussion that Senator Wicker brought up, is the Air Force going to -- obviously, that will be competed, but will you consider the same platform as the combat rescue helicopter, the HH-60 Whiskey?

General Goldfein: Sir, right now, it is a different set of requirements. So the question will be -- you know, clearly when you can get one platform that can do multiple
missions --

Senator Heinrich: You get efficiencies.

General Goldfein: -- there are certainly efficiencies.

But right now, as I have looked at the requirements -- and clearly, if confirmed, it is something I will get deeply involved in, making sure we keep those requirements firm. Right now, there are enough differences between what you need to be able to fight your way to rescue someone versus what you would do to provide security for the missile fields.

Senator Heinrich: Given the dramatic improvements we have seen in laser and particular technology in microwaves as well in the last few years, what role do you see directed energy playing in the third offset?

General Goldfein: Sir, I describe it as silent sabotage. Right now, when we want to place fire power on the enemy, they and everyone else in the area know we are there. What we need is the capability to create an effect and not have them know exactly where it came from or who. I think directed energy is going to provide that for us, and it is going to be especially effective in our special ops forces, but it will also have conventional effects as well. So I am excited about the technology, and if confirmed, I will certainly push it.

Senator Heinrich: I look forward to working with you.
Thanks for your service.

Chairman McCain: Senator Inhofe?

Senator Inhofe: Thank you, Mr. Chairman.

First of all, I have always said that General Welsh’s greatest asset was Betty, and I have observed over the last few weeks that in my opinion your greatest asset is sitting behind you in green. So I am observing that Dawn is going to be replacing Betty. Do you have a problem with that?

General Goldfein: No, sir.

Senator Inhofe: No. Okay.

The thing was brought up by one of the questioners here just a few minutes ago that back in April of 2013 we grounded some 17 combat-coded units -- squadrons. That lasted for about 4 months. I think we had some 25 percent of the pilots were uncertified during that time and had to be retrained. Of course, you know what happens with some sitting down there in terms of maintenance and all that.

Have you ever calculated the cost, and have you come to the conclusion that we lost money on that deal?

General Goldfein: Sir, I have not calculated the cost monetarily, but I will tell you that the cost personally for those individuals that were affected, because it was not only the pilots that stopped flying, it was the depot maintenance folks who stopped maintaining --

Senator Inhofe: Oh, I know that.
General Goldfein: Air traffic controllers. It was the impact across the force. And what we cannot calculate is the number of folks who decided that you know what, if this is how I am going to be treated, I am not going to stay with the company.

Senator Inhofe: I actually talked to some of those at the time, and of course, we had the first effect of that from Tinker Air Force Base.

In terms of the refueler, the KC-46, right now General McDew made the statement that our KC-135 and KC-10 refueling fleet is stressed at a point near bending, and I am concerned about our ability to flex that force to another region of the world if we need to.

Do you agree with his statement?

General Goldfein: Sir, I do. And I would like to, if I can, highlight the magicians in our depots. Quite frankly, there is only one reason we have aircraft still flying after 50 years. It is because of the quality individuals we have there at our depots that keep them flying.

Senator Inhofe: You know, the KC-135 is 50 years old now and the KC-10 30 years old.

But now we shift to the fighters. We have the same problem there except it is a little bit different. We are actually training now with T-6’s, T-1’s, and T-38’s. The
T-38’s again are 50 years old.

General Goldfein: Yes, sir.

Senator Inhofe: Now, they are projecting that before we are able to start replacing that, it is going to be 2024. Is that correct?

General Goldfein: Yes, sir.

Senator Inhofe: Now, I do not know how many years it will take to rotate those around till the T-38 is finally totally replaced because I have not calculated that. But can we hold on till then?

General Goldfein: Sir, we are going to have to.

Senator Inhofe: I mean, here is the problem that we have and it is using your quotes when you said -- this is two revealing quotes. The most pressing challenge for the United States Air Force is the rise of peer competitors with advanced military capabilities and rivaling our own. Now, we are talking about the third generation. And we have already acknowledged that the training in the T-38 is not adequate to train someone for fifth generation fighters. Is that not correct?

General Goldfein: Yes, sir.

Senator Inhofe: So it is almost if we are sitting around saying everything is going to be happening in a vacuum when in fact it is not. If you look at even today if we are not getting adequate training for our new
competitors, what is it going to be like 10-15 years from now? Is that one of the things that bothers you? Is it one of your greater concerns?

General Goldfein: Sir, it is. And this is a classic case of what a service chief is faced with, which is how do I with the resources given, if confirmed, get the right balance between capability, capacity, and readiness. And there are trades that we make. And so when we look at, for instance, bringing on the new trainer aircraft, that is one of the trades that we have to make to push that to the right till 2024, and so that is going to require us to keep the T-38 flying longer. And it is just one of the inevitable trades you have to make.

Senator Inhofe: Because, you know, we got spoiled over the last few decades because we did not have competitors out there that were almost equal with us or even advancing from our current status. So that is one of the great concerns that I have, and I know you and I have talked about that and you are going to be addressing that.

General Goldfein: Yes, sir, I will.

Senator Inhofe: I look forward to working with you.

Thank you, Mr. Chairman.

Chairman McCain: Senator Donnelly?

Senator Donnelly: Thank you, Mr. Chairman.

I want to thank your family for being here as well,
I would like to congratulate you on your nomination. In our last meeting, you and I talked a bit about the 434th air refueling wing at Grissom Air Reserve Base in Indiana and the basing process for the next gen KC-46. When do you anticipate we will see another KC-46 basing opportunity for a Reserve-led unit?

General Goldfein: Yes, sir. The next ones up are in what we call Mob-4, mobility base 4, which will be the next one. And we expect the rollout with a candidate announcement within the next 2 weeks.

Senator Donnelly: Thank you.

And in the last basing decision, the Air Force emphasized the importance of Reserve-led associate units. That aligns with the recommendation of the Air Force Commission report in 2014. They recommended expanding the number of associate units in the Air Force.

Do you anticipate that you will be creating more Reserve-led associate wings in the future?

General Goldfein: I do, Senator. Right now, we actually have got very successfully active duty officers that are actually commanding Guard wings, Reserve officers who are commanding active duty wings. So we have already done this kind of a mix, and we look at every organization, then look at the mission and the deploy-to-dwell and the
OPTEMPO that we can sustain there and how do we optimize all three components to best accomplish the mission. And so as we do this, I expect, if confirmed, that we will see more associations of the future.

Senator Donnelly: The ground-based strategic deterrent provides, I think, an important opportunity for cross-service collaboration between the Air Force and the Navy on strategic missiles. I think it is an historic opportunity to leverage research and development, common parts, lessons learned from the Navy’s recent Trident modernization program, which can reduce risk, enhance savings, which are critical, and field an extremely capable follow-on to Minuteman III.

So is the Air Force committed to commonality as a means to modernize and maintain the triad?

General Goldfein: Yes, sir, we are.

Senator Donnelly: And what elements do you see as most applicable for commonality with the ICBM program?

General Goldfein: Sir, as you know, in the ground-based strategic deterrent, the GBSD, one of the aspects of that is that is an enterprise approach. So as we field that weapon system, it is actually not just the missile. It is the missile. It is the launch. It is the command and control. It is the entire enterprise approach. The Navy does the same thing when they look at the submarine force.
1. So I think there is synergy there between how the Navy
approaches it and how we approach the enterprise that is
required to be able to support this mission. And so I think
there are various elements, not the least of which is
nuclear command and control.

   Senator Donnelly: Will you ensure that the GBSD
acquisition program -- the process -- prioritizes
commonality as an important strategy to increase capability
while reducing risk and cost?

   General Goldfein: Yes, sir, I will.

   Senator Donnelly: Thank you.

12. I want to talk to you a little bit about the 122nd
fighter wing in Fort Wayne who has conducted numerous
missions in support with their A-10 aircraft. We were
excited to see that the Air Force has charged the 122nd to
continue to wage war in the war on terror with the F-16.
The Air Force’s fiscal year 2017 force structure actions
announcement shows Fort Wayne transitioning to F-16’s in
fiscal year 2018. Due to concerns raised by this committee
and others, these plans may shift a little bit. And I was
wondering your assessment of how the Senate and House
versions of NDAA impact your ability to carry out force
structure changes involving the A-10.

   General Goldfein: Sir, anything that allows us more
funding stability and flexibility to make the kind of key
decisions we need to make are helpful for a service chief. Any restrictions we have on being able to move forward obviously hurt us because as we look at balancing capability, capacity, and readiness, we need that kind of flexibility.

When it comes to Fort Wayne, as we put forward our options for the Secretary of Defense in the 18 POM, as we have talked about, we may ask your support to delay that transition in order to make sure that we can continue to fight against ISIL.

Senator Donnelly: How do you think it is going to impact your timing as things currently stand?

General Goldfein: Sir, I think we are looking at probably 1 year.

Senator Donnelly: Thank you very much. Thank you, Mr. Chairman.

Chairman McCain: Senator Sullivan?

Senator Sullivan: Thank you, Mr. Chairman. And, General, welcome. Congratulations to you and your family.

I want to begin by paying a little compliment to Secretary Carter, President Obama. I think that they have been doing a very good job in terms of their selection of their top military generals. Whether it is General Milley or General Dunford or your nomination, it fits into a
category of incredible experience. But also what we have seen is frankness where they have come to the committee and they have been very upfront with the committee. I think it is well respected, well appreciated. So if you are confirmed, I certainly hope you will continue in that vein.

Let me just mention, you know, General Milley was here a couple months ago, and he stated that given the current budget of the -- the President’s budget, given the force levels of the Army would put the Army at, quote, high military risk. Unquote. Pretty dramatic. It did not get any news, but I thought it was pretty dramatic that the Chief of Staff of the Army was saying that to do their mission on the current budget.

You have an incredible diverse mission set, which I think most people do not even recognize how broad it is, how important it is. Do you also see high military risk, given the current budget and Air Force numbers that are I think at all-time lows right now in terms of what you need to do in terms of your mission? High military risk. That would be pretty remarkable that two service chiefs -- one incoming, yourself, one current -- state that. We need to do something about it. I have no doubt.

General Goldfein: Sir, I would characterize it as significant trending to high, which has been the previous assessment of --
Senator Sullivan: You do not think it is high right now? You are at the lowest levels. You have F-35 maintainers who are now being contractors. You do not think it is high risk?

General Goldfein: Sir, the challenge in readiness really, when we have this discussion, I find is that you have got to start the discussion with ready for what because if you were to ask me what is the state of the readiness of the United States Air Force to fight violent extremism in the Middle East, I will tell you it is extremely high. Every airmen I send down range is ready to execute the fight. And if that was all we were asked to do for the next decade, I would tell you that we could sustain that.

But if you tell me that I need to be simultaneously ready for the other global challenges that Secretary Carter has laid out, which I believe we need to be ready for, which is China, Russia, Iran, and North Korea, state-on-state actors, I believe that we are at high risk.

Senator Sullivan: Thank you.

Let me turn to follow up on a topic that Senator Donnelly was talking about, and that is the bed-down of the KC-46. I know you are making decisions here. You are going to be making some OCONUS decisions relatively soon. When do you plan on making those decisions?

General Goldfein: Sir, on the KC-46, the next decision
will be Mob-4, and we will be doing that in the next several months.

Senator Sullivan: And would that include OCONUS locations?

General Goldfein: Yes, sir. As a matter of fact, we have 11 locations that we will be bedding down, two of those that we are planning for OCONUS. The next two I do not believe are OCONUS.

Senator Sullivan: What do you look at in terms of characteristics for basing OCONUS KC-46’s?

General Goldfein: Sir, we have a set criteria and a basing process that first lays out that criteria. We share that criteria with the delegations, and then we score bases against that criteria that then produces a preferred candidate list. The preferred candidate list is where we actually then begin our site surveys and --

Senator Sullivan: I will throw out a couple characteristics that I think are important: strategic location, hub or air combat power for the Asia-Pacific, world-class training areas, 24/7 NORAD mission that routinely intercepts Russian bombers, three Red Flag exercises a year over 100 fifth generation fighters located there, C-17, C-130’s, F-16’s. Do those sound like important characteristics?

General Goldfein: Yes, sir.
Senator Sullivan: Do you know what place I am describing?

General Goldfein: Yes, sir. And I think Billy Mitchell was right. It is strategic. Alaska is strategic.

Senator Sullivan: So he called it the most strategic place in the world. Is that important in terms of KC-46 basing?

General Goldfein: Sir, it is actually important across all the mission sets of the United States Air Force.

Senator Sullivan: So can I get your commitment to take a very serious look -- when you are making the OCONUS decision, to take a look at Bill Mitchell’s place that he called the most strategic place in the world as part of that?

General Goldfein: Yes, sir. You have it.

Senator Sullivan: Can I ask one other question? Are you concerned about recent unprofessional behavior by both the Chinese and Russian aircrafts during intercepts in international airspace? And what should we be doing about it? Some of us think that maybe we need to draw a line and then just tell them not to cross the line, kind of like what Turkey did. What is your recommendation on that? And how dangerous are those? And how more frequent are those?

General Goldfein: Sir, they are dangerous, and it has been more frequent.
And here is my concern. When we do an intercept, which is one I have been personally involved in, you close on an aircraft that cannot defend itself with lethal weapons well inside of a lethal range, and very often in the back end of that aircraft are people that cannot defend themselves. So one would ask why would we allow each other to be able to close at that range. And the reason is that for 50 years, we have been doing this, three very professional air forces, the U.S., China, and Russia who have a fairly professional air force. And our pilots can do this with predictability and professionalism.

And when that breaks down, two potential things can occur. One is a miscalculation by either side, and the second is that we find, as we did with the Chinese situation when that aircraft violated the number one rule of aviation, which is do not hit another aircraft with your aircraft, and when he actually hit the EP-3.

The other concern I have is when you have an incompetent pilot that then takes that aggressive behavior and is not actually capable of being able to perform in that kind of an intercept. So that troubles me.

And so, if confirmed, my message to my counterparts in both China and Russia is we have professional air forces. Let us hold our airmen accountable.

Senator Sullivan: What should we be doing?
Chairman McCain: The Senator’s time has expired. Go ahead.

General Goldfein: Sir, what we should be doing is messaging them through mil-to-mil channels, through State Department channels to ensure that they know this is unacceptable behavior.

Senator Sullivan: Thank you.

Thank you, Mr. Chairman.

Chairman McCain: Some of us believe that Billy Mitchell was not always right, General.

Senator Sullivan: His court martial was an injustice.

Senator King: I was going to mention that there was a court martial involved, as I recall.

Chairman McCain: It could happen to anybody.

Senator King: I was waiting for the Senator to say north of the 54th parallel is also one of the criteria.

Senator Sullivan: Well, the closest to Korea. But he was vindicated I think later -- Billy Mitchell.

Senator King: General, thank you very much for being here.

And you and I discussed this a week or so ago. We have recently had testimony a week or so ago. We have recently had testimony that over 80 percent of the current members of the military of the United States come from military bloodlines. You yourself, I believe your father, brother.
Your daughter is a captain in the Air Force. That certainly is good in terms of esprit and commitment.

But two problems suggest itself. One is a narrowing base of people to populate the military, as we go from the Vietnam generation down to a much smaller base and, secondly, the development of a separate sort of military caste in our country. Talk to me about these two issues.

General Goldfein: Yes, sir. If you look at where the active duty Air Force is actually located, we tend to be on the eastern seaboard, somewhat along the south, certainly in the northern tier, and on the western seaboard. But we are not everywhere. So as we have gotten smaller and smaller, it is harder to connect the American people with their active duty Air Force.

Senator King: Do you see this as a concern?

General Goldfein: It is an absolute concern.

But where we actually are in every State is in our Air National Guard. And I think the closer connections that we have as one Air Force between all three components -- it is our Air National guardsmen that actually are most connected to the citizens, the people, the political leadership in each State, which is where I think we need to leverage.

But I am concerned about exactly what you are talking about, which is the lack of a connection, which is further concerning the more and more we have second, third, and
fourth generation.

Senator King: Let me talk about math for a minute. We are talking about maintaining operations, significant tempo. We do not see conflicts resolving, disappearing, going away. We do not see the world getting more calm and easy to deal with. And yet, we are talking about these significant upgrades. You are talking about the B-21, KC-46, deployment of the F-35, in the Navy the Ohio class replacement, ICBM. I mean, we are talking about major capital expenditures, and I do not know anybody that is talking about additional funds.

One of the things that bothers me is that we are now operating under budgetary decisions made in 2011 before Syria, before Ukraine, before South China Sea, before ISIS, and yet we are trying to pack 10 pounds of capacity into an 8-pound sack. I just see this really as a looming huge problem for this country if we do not somehow account for increased threats and the necessity of the capital upgrades that we are facing.

General Goldfein: Yes, sir. I agree.

Senator King: I mean, is there any way you could maintain your capabilities and meet your responsibilities in a world were the sequester to return next year?

General Goldfein: No, sir.

Senator King: It could not be done.
General Goldfein: No, sir. If we are sequestered again, I cannot give you a better example of what sequester did to the United States Air Force than the A-10 discussion because in fact it was sequester that brought us the A-10 retirement. If we get sequestered again -- because we had an $8 billion math problem to solve in a single year in 2015. If we are sequestered again, we will have a $10 billion math problem to solve in 2018.

Senator King: And will that have a direct measurable effect on the national security of this Nation?

General Goldfein: Yes, sir. And others have testified and I will add to that. We will be unable to execute the Defense Strategic Guidance if we are sequestered again.

Senator King: I just hope people in this building and across the way are also listening to your testimony because I think it is very important.

You helped develop, as Vice Chief, the budgetary recommendations that turned into the authorizations that are in the bill that we just passed a few days ago. Are you comfortable with where the committee came out as far as the Air Force’s budgetary needs are concerned?

General Goldfein: Sir, I am generally comfortable. I know there are continued issues that we will have to work, and if confirmed, I will ensure that I work them with you.

Senator King: KC-46. A missed deadline apparently for
delivery next year. It is unusual to have a deadline missed a year in advance. What is that going to do to the whole schedule for the deployment of the KC-46? And are you concerned about what is happening with that contract?

General Goldfein: Sir, I am absolutely disappointed that we missed this milestone. What will happen now with the program and having been out there and walked the line and sat down and looked the company leadership in the eye in Seattle with Boeing, I am confident they have a good plan to be able to overcome the developmental challenges we are finding right now primarily in the refueling boom, and they are working those right now. But the unfortunate reality is that we are going to delay now up to a year receiving those airplanes.

We still believe that we can absorb the impact of that 1-year delay in the first two bed-downs, which will be in Altus for the training unit and then McConnell, which will be the first option. And then after that, we think we will be back on track when we go to Pease and other bases after that.

Senator King: I commend to you, as you make your future decisions, the 101st out of Bangor, known as the MAINEiacs. That is a very skilled and a very important facility. I joined my colleague from Alaska, but now I am talking about a base that is right around the 45th parallel.
Thank you very much, General, for your testimony.

General Goldfein: Yes, sir. Thank you.

Senator Sullivan [presiding]: General, just a few more follow-ups. The committee had a lot of concern -- and there are provisions in the current bill of the NDAA that was just recently passed -- on the F-35 maintainer issue. Can you speak to that a little bit and what you see as the best path forward, how important it is to address that issue?

General Goldfein: Yes, sir. And this is a challenge for all services who are trying to sustain and modernize at the same time because none of us have maintainers that we are currently operating in a weapon system that we can then shift because when you bring on a new weapon system, the first thing you do is train the maintenance force that is going to receive that aircraft.

And so our challenge is the more we are told to keep the old aircraft, it is going to further delay bringing on the F-35. So those maintainers that we are counting on -- we are working through a lot of different options. We have already done a number of things. We have transitioned to contract logistics at all of our non-deploying locations. As you know, sir, we did this in the Aggressors up there in Alaska as well, and we appreciate your support for that.

So we are doing everything we can right now to be able to bring the F-35 on, but the more we are delayed in terms
of bringing on new manpower and holding manpower in existing
weapon systems, it can have a significant impact on the
F-35.

Senator Sullivan: Is the best solution to increase the
end strength of the Air Force to make sure we have airmen
working those issues as opposed to contractors?

General Goldfein: Yes, sir, absolutely.

Senator Sullivan: Has that been mentioned in the
budget discussions in terms of your future end strength?

General Goldfein: Yes, sir. As a matter of fact, in
the 2016 NDAA, we are actually authorized to 321,000, and so
we have put all the resources in place both from a
recruiting and from a pipeline training to be able to bring
in the number of airmen. So if we are successful this year
at getting to 317,000 and we see the kind of recruiting
numbers we are looking for, we will likely come back to this
committee and ask you to reprogram money to allow us to get
to our authorization of 321,000. And the bulk of those
airmen that we are going to bring on are going to be
maintainers.

Senator Sullivan: Thank you.

Just back to the C-46 issue, I mentioned a lot of the
characteristics that I think are very powerful in terms of
the strategic necessity of looking at Alaska. I would like
to get your commitment during your first year, if you are
confirmed, to come on up to Alaska and see those issues and strategic strengths for yourself.

    General Goldfein: Yes, sir, I will.
    Senator Sullivan: Great.

Thank you again, General. Thank you to your family. Thank you for your years, decades really, of service to our country.

    This hearing is adjourned.

[Whereupon, at 11:30 a.m., the hearing was adjourned.]