



Senate Committee on Armed Services

Nominations

Hearing

Thursday, July 16, 2026

Washington, D.C.

Lexitas (DC)

1029 Vermont Ave, NW, 10th Floor

Washington, DC 20005

Job No. 1735677-001

1 HEARINGS TO EXAMINE THE NOMINATION OF LIEUTENANT GENERAL
2 DOUGLAS A. SCHIESS, USSF, TO BE GENERAL AND CHIEF OF SPACE
3 OPERATIONS.
4

5 Thursday, July 16, 2026
6

7 U.S. Senate
8 Committee on Armed Services
9 Washington, D.C.
10

11 The committee met, pursuant to notice, at 9:30 a.m., in
12 Room SD-G50, Dirksen Senate Office Building, Hon. Roger
13 Wicker, chairman of the committee, presiding.

14 Committee Members Present: Senators Wicker
15 [presiding], Fischer, Ernst, Cramer, Scott, Tuberville,
16 Banks, Moody, Reed, Blumenthal, and King.
17
18
19
20
21
22
23
24
25

1 OPENING STATEMENT OF HON. ROGER WICKER, U.S. SENATOR
2 FROM MISSISSIPPI

3 Chairman Wicker: The committee will come to order.

4 The committee meets today to consider the nomination of
5 Lieutenant General Douglas Schiess, who is nominated to be
6 Chief of Space Operations for the U.S. Space Force. This
7 hearing comes at a pivotal moment for both our nation's
8 security and the future of the Space Force. If confirmed,
9 General Schiess will become the third Chief of Space
10 Operations. That distinction reflects the relative youth of
11 this service.

12 While the Space Force has already proven its value to
13 the Joint Force, it is still building the institutions,
14 culture, talent, pipeline, and operational concepts that
15 will define the service for generations. The Space Force
16 was established because our nation recognized that
17 superiority in space is essential to maintaining deterrence
18 on earth. Today, that mission is more important than ever.

19 The next Chief of Space Operations will assume
20 responsibility as two trends converge. First, the strategic
21 environment is becoming more dangerous even as the demands
22 of the service continue to grow. The United States no
23 longer has the luxury of viewing space as a permissive
24 environment. China and Russia have made clear that they see
25 space as a critical warfighting domain. They continue to

1 invest in capabilities designed to challenge America's
2 military advantage. Beijing and Moscow are developing
3 weapons to disrupt our satellites, degrade our
4 communications, interfere with navigation, and threaten the
5 systems that enable every joint military operation.

6 So, to meet that challenge, we need two things:
7 increased resources and faster production timelines. On the
8 latter point, I'm pleased to see how the Space Force is
9 adopting the FoRGED Act's requirements for portfolio
10 acquisition executives. This is a significant opportunity
11 to streamline decision making, improve accountability, and
12 accelerate the development and fielding of the resilient
13 space capabilities that our warfighters need.

14 We must successfully implement these reforms if the
15 Space Force is to keep pace with rapidly evolving threats
16 and deliver operational advantages at the speed today's
17 strategic environment demands. All of this will require an
18 agile workforce. Congress enacted the Personnel Management
19 Act, PMA, to help the Space Force build such a team. The
20 PMA gives the Space Force the flexibility to build and
21 sustain a workforce that can move seamlessly between full
22 time and part time service, which can attract specialized
23 talent and adapt as mission requirements evolve.

24 Congress has an important role to play in ensuring that
25 the Space Force has the resources, authorities, and

1 leadership necessary to meet those challenges. We also have
2 a responsibility to help the American people understand why
3 the Space Force exists and why its mission matters. Space
4 capabilities underpin our national security, our economy,
5 and our way of life. Space technology enables the systems
6 we use for missile warning, precision navigation,
7 communications, intelligence collection, and the operations
8 of every military service.

9 As the threat in space grows, public understanding must
10 grow as well. The American people should understand that
11 investments in the Space Force are investments in our
12 security, our prosperity, and our strategic advantage. One
13 of the defining responsibilities of the next Chief of Space
14 Operations will be ensuring that the Space Force grows at a
15 pace that matches the threat. Our competitors are rapidly
16 expanding their forces and fielding new capabilities. The
17 United States cannot afford to respond with incremental
18 growth, while the threat accelerates.

19 So, I look forward to hearing how General Schiess will
20 expand the Space Force to meet increasing mission
21 requirements. With that, I turn to my friend and colleague,
22 Ranking Member Reed.

23 STATEMENT OF HON. JACK REED, U.S. SENATOR FROM RHODE
24 ISLAND

25 Senator Reed: Thank you very much, Mr. Chairman. And

1 General Schiess, welcome to you and your family, and
2 congratulations on your nomination to be the next Chief of
3 Space Operations, and thank you for your continued
4 willingness to lead.

5 I would take a moment to acknowledge that the conflict
6 in Iran, which has tested the Space Force considerably in
7 the past 5 months. Space Force assets were among the first
8 to be deployed in Operation Epic Fury and among the first to
9 be targeted. Iran has specifically targeted Space Force
10 command and control nodes and weapon systems throughout this
11 conflict.

12 Clearly, space is no longer a support domain. It is a
13 warfighting domain, and our adversaries understand its
14 importance to our warfighting capabilities. General Schiess
15 experience in the domain is welcome and encouraging. Your
16 predecessors, General Saltzman and General Raymond, spent
17 the better part of the past five years building an
18 organization from scratch, initially relying heavily on the
19 Air Force personnel and infrastructure for everything from
20 base maintenance to legal and medical support. That was
21 appropriate for a new service finding its footing.

22 But the Space Force is quickly becoming a mature
23 warfighting entity. And I want to understand your vision
24 rather, for what the next phase of institutional development
25 will look like. I'd like to know how you see the Space

1 Force organizational footprint and support infrastructure
2 evolving over the next five years, and what framework you
3 envision for determining where it makes sense to build
4 independent capacity versus maintaining the current
5 relationship with the Air Force.

6 In the same vein, I would note that the Air Force and
7 Space Force each possess electronic warfare capabilities
8 that, if integrated, would be considerably more effective
9 than operating independently. The Fiscal Year 2027 National
10 Defense Authorization Act, includes language directing a
11 Joint Air and Space Force Electronic Warfare Roadmap, and I
12 would like to understand your commitment to supporting that
13 effort, and where you believe the institutional barriers to
14 integration are the greatest.

15 Finally, if confirmed, you will face significant
16 challenges to prepare our Guardians and the broader force
17 for future conflicts. In particular, China has built a
18 space-based kill chain capable of tracking carrier strike
19 groups from the moment they leave port and cueing missile
20 systems in near real time. That capability among others,
21 poses a serious threat. Tactical space based ISR, offensive
22 and defensive space control, and electronic warfare from
23 both ground and space will determine whether the Joint Force
24 can operate in a future contested environment. I would
25 appreciate your perspective on the existing gaps in Space

1 Force capabilities and what resources you need to close
2 them.

3 General Schiess, congratulations again on your
4 nomination, and I look forward to your testimony. Thank
5 you, Mr. Chairman.

6 Chairman Wicker: Thank you very much for that fine
7 statement, Mr. Ranking Member. Lieutenant General Schiess,
8 you are recognized for your opening statement, sir.

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF LIEUTENANT GENERAL DOUGLAS A. SCHIESS,
2 TO BE GENERAL AND CHIEF OF SPACE OPERATIONS

3 General Schiess: Chairman, Ranking Member Reed, and
4 the distinguished members of this committee, thank you for
5 the opportunity to appear before you as the President's
6 nominee to be the next Chief of Space Operations of the
7 United States Space Force. I'm grateful for the confidence
8 placed in me by the President, the Secretary of War, the
9 Secretary of the Air Force, and the chairman of the Joint
10 Chiefs.

11 To start, I'd like to recognize the most important
12 people in my life, my family. My wife, Debbie and I will
13 celebrate 36 years of marriage later this month. Debbie is
14 a passionate advocate for military members and their
15 families. She has put her own career ambitions aside to
16 serve our military families for decades. She's been by my
17 side for my second lieutenant commissioning, through 34
18 years of military service, 18 military moves, many
19 operational alerts and shifts, and a yearlong deployment to
20 the Middle East. I know if I am confirmed, she will do
21 everything she can to advocate for and serve our military
22 families.

23 Also today, we are joined by our daughters Kaitlyn and
24 Kendra. They have endured multiple moves and many different
25 schools to include going to several different high schools.

1 Kaitlyn has just completed the curriculum for a Doctor of
2 Theology and is finishing her dissertation, and Kendra
3 recently graduated with a Juris Doctorate, and will be
4 taking the bar soon. Both of our daughters continue to make
5 us proud for the many accomplishments, but more importantly
6 for the incredible women they are.

7 We're also thankful for our son in law, Matthew, and
8 Kaitlyn's fiancé Noah. Both our mothers, Vicki and Eleanor,
9 will be watching online today, and if our fathers were still
10 with us, they would be watching too. I know the demands of
11 military service are borne by our spouses, our children,
12 parents, and loved ones. I'm deeply thankful for the
13 support my family has given me throughout my career, which
14 makes my service possible.

15 I'd like to thank the second Chief of Space Operations,
16 General Chance Saltzman, and his wife, Jennifer, who have
17 tirelessly worked for the last four years to transform our
18 Space Force to the warfighting service it is today. Debbie
19 and I have had the privilege of working with and for them
20 for many years, and we are thankful for their 35 years of
21 dedicated service to our nation, our military, and their
22 families. We wish the best for them in their upcoming much
23 deserved retirement.

24 I would also like to acknowledge the uniform and
25 civilian Guardians, families and mission partners who secure

1 our nation's interest in, from, and to space. The United
2 States Space Force was created by the President, and
3 Congress recognized that the space is a warfighting domain.
4 Our way of life, our economy, and our national security all
5 depend on our ability to achieve space superiority. The
6 Space Force must organize, train, and equip forces for
7 several related but distinct purposes. We must defend our
8 nation's space capabilities so the Joint Force can project
9 power. We must protect the Joint Force from space enabled
10 attack, and we must deliver the capabilities of the Joint
11 Force needs to prosecute the full range of its missions.

12 The President has directed that the Department of War
13 maintain a favorable balance of military powers in the
14 Pacific region. U.S. space capabilities are foundational to
15 this pursuit. The threat China poses is real. The People's
16 Liberation Army has rapidly expanded its space capabilities
17 and is fielding systems designed both to exploit space for
18 intelligence, surveillance, and reconnaissance, and to deny
19 U.S. ability to use space capabilities in a crisis or a
20 conflict.

21 Albeit not at the same scale as China, Russia continues
22 to field and employ capabilities, including systems that
23 threaten satellites, ground infrastructure and the
24 electromagnetic links that connect our forces. Along with
25 other actors, the result is a domain that is contested. Our

1 purpose is not confrontation, but deterrence, ensuring no
2 adversary believes aggression against the United States will
3 succeed.

4 As I speak, Guardians around the world are standing
5 watch for our nation. They provide missile attack warning,
6 they enable precision strike, and they connect forces across
7 the globe. They protect and defend the space domain. They
8 develop, acquire, and field war winning capabilities. They
9 support national decision making, and they operate in a
10 domain where mission failure can have strategic consequences
11 for the U.S. national security and our way of life.

12 I believe my past assignments to include Service Staff,
13 Joint and Command have prepared me to be the CSO. If
14 confirmed, it will be the honor of my professional life to
15 lead the Guardians of the United States Space Force, and I
16 promise to lead the Space Force into its next chapter,
17 building on the legacy of our past leaders.

18 I will work tirelessly to ensure our Guardians are
19 ready, our capabilities are robust, our partnerships are
20 strong, and our service is worthy of the trust placed in us
21 by the American people.

22 Thank you for your support of the Space Force and for
23 your consideration of my nomination. I look forward to your
24 questions.

25 [The prepared statement of General Schiess follows:]

1 Chairman Wicker: Thank you very much. It's now in
2 order for me to ask standard questions we ask all military
3 nominees, and sir, if you just answer yes or no. To
4 exercise its legislative and oversight responsibilities,
5 it's important that this committee and other appropriate
6 committees of the Congress be able to receive testimony,
7 briefings, and other communications of information. Have
8 you adhered to applicable laws and regulations governing
9 conflicts of interest?

10 General Schiess: Yes.

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

14 General Schiess: Yes.

15 Chairman Wicker: Have you assumed any duties or
16 undertaken any actions which would appear to presume the
17 outcome of the confirmation process.

18 General Schiess: No.

19 Chairman Wicker: Will you ensure your staff complies
20 with deadlines established for requested communications,
21 including questions for the record and hearings such as
22 this?

23 General Schiess: Yes.

24 Chairman Wicker: Will you cooperate in providing
25 witnesses and briefers in response to congressional

1 requests?

2 General Schiess: Yes.

3 Chairman Wicker: Will those witnesses be protected
4 from reprisal for their testimony or briefings?

5 General Schiess: Yes.

6 Chairman Wicker: Do you agree if confirmed to appear
7 and testify upon request before this committee?

8 General Schiess: Yes.

9 Chairman Wicker: Do you agree to provide documents,
10 including copies of electronic forms of communication, in a
11 timely manner when requested by a duly constituted
12 committee, or to consult with the Committee regarding the
13 basis for any good faith delay or denial in providing such
14 documents?

15 General Schiess: Yes.

16 Chairman Wicker: Very good. Now let's turn to a round
17 of five-minute questions. And let me ask you this, you're
18 going to be, I hope, the third person to hold this position.
19 And so, we're still, even after two others, were still sort
20 of developing the personality of the space domain. You say
21 that, in particular on page three of your testimony, you
22 mentioned China and then to a lesser but still important
23 extent, you mentioned Russia. Why do you say that the space
24 capabilities are particularly important in the Pacific and
25 then you say that the threat China poses is real? What can

1 you say to us and to the public today to expand on why you
2 believe that the threat of China is real?

3 General Schiess: Senator, thank you for allowing me to
4 take that question. As I said in my written testimony,
5 China's threat is real. And what I would say, what they are
6 doing with what I'll call counter space and space
7 superiority capabilities is breathtakingly fast. They have
8 watched the Space Force and the Air Force before that, and
9 the activities that we have had to enable the Joint Force,
10 and they have determined that they need to come up with
11 capabilities to do that.

12 So, we've seen anti-satellite test from the ground.
13 There are capabilities in space that hold our satellites at
14 risk, and they continue to do that in a rapid pace. And,
15 love to have a conversation with you and a more classified
16 session to talk about that. But I would say their
17 electromagnetic jamming, the capabilities that they continue
18 to develop are very worrisome and specifically in the
19 Pacific.

20 They are as has been said, they are using their
21 intelligence surveillance and reconnaissance efforts to
22 target our forces much farther than they ever have in the
23 past. They've built a kill chain to be able to see our
24 carrier strike groups, our bombers at much farther pace,
25 speed, and distances. And they've also developed missiles

1 and weapon systems to go after that. So, the Space Force
2 needs to be able to bring capability to deny, degrade that
3 kill web to be able to protect the Joint Force.

4 Chairman Wicker: With regard to the threat against the
5 satellites, what would that mean to Americans and to
6 American service people?

7 General Schiess: Specifically, to service people, it
8 puts us in danger of not having the capabilities of the
9 Joint Force needs. I can think about global positioning
10 system, satellite communications, as important as we've seen
11 in many different missile warnings. And so, it puts all of
12 those at risk from some of those capabilities, I would say
13 to our economy and our way of life.

14 When I talked to my mother and mother-in-law about
15 global positioning system and tell them that that's the
16 Space Force that does that for them, they obviously need
17 that to get around where they're going, be able to do
18 financial transactions, and so it's not just our military,
19 but also our way of life.

20 Chairman Wicker: Okay. I mentioned the need to move
21 seamlessly between full time and part time service. I hope
22 you agree with my statement. And if you do, tell me why
23 that's particularly pertinent to the Space Force.

24 General Schiess: Thank you, Senator. The ability for
25 our folks to be part time or full time is a kind of a novel

1 thing that the Space Force is doing. And many of my
2 conversations with many on the committee here, I believe
3 that some of the other services might want to start to look
4 at that too.

5 What it does is it allows us to have Guardians that
6 come in and want to serve their country, be able to do
7 incredible things in the service, and they may decide to do
8 things different, go out and get a job within industry or
9 something else, maybe even a government job in another,
10 organization, but then still be able to serve and we're able
11 to capture that knowledge, that experience, bring it back
12 into the Space Force. They could also do that for a way of
13 life. They need to take some time off to take care of
14 family, but it still allows them to bring that back to the
15 service.

16 One Of the things that we continue to work, is how we
17 do that, how we allow them to continue to serve in other
18 ways or work in industry and then bring that back. But we
19 believe we're just at the beginning stage of this. We
20 believe this will be something that is very, very effective
21 for the Space Force.

22 Chairman Wicker: Look forward to watching how that
23 develops. Senator Reed.

24 Senator Reed: Thank you very much, Mr. Chairman, and
25 thank you, General Schiess. Some companies want to lease

1 certain space assets that are actually military weapon
2 systems that can be used to destroy other systems and even
3 kill people. Last year's NDAA prohibited temporary
4 ownership of space weapon systems. And the analogy is very
5 plain, we don't lease M-4 rifles, we don't lease F-15s, etc.
6 This year's NDAA further clarifies the Space Force must own
7 title to a space weapon system. What are your views on this
8 matter?

9 General Schiess: Thank you, Ranking Member. I agree
10 that the Space Force has many things that they need to be
11 able to do with commercial, and there are definitely
12 different mission areas, where having commercial leasing,
13 different ways to do that makes sense. Satellite
14 communications, space, domain awareness, things like that.

15 But I also agree when it is a weapon system or a
16 capability that would be able to harm another person's
17 equipment, their assets, or even people, that needs to be
18 completely owned by the Space Force and needs to be
19 controlled. There are other ways that we do this, the
20 National Reconnaissance Office has contractors that operate
21 systems, but they always have a military member or a
22 National Reconnaissance Office civilian that is the mission
23 director over that. If confirmed, happy to work with you on
24 that, but I agree that we have to have Guardian control over
25 those systems.

1 Senator Reed: Thank you. It's important that
2 obviously that you work synergistically with the Air Force
3 on combined efforts, since you're both in really sort of
4 overlapping spaces. One area of cooperation is electronic
5 warfare, whether it's from the ground, air or space, and
6 each service's developing capabilities that combined will be
7 better than one individual weapon system. What are your
8 views on Joint Operations and integration with the Air Force
9 in electronic warfare?

10 General Schiess: Ranking Member, thanks. I believe
11 that there's a lot of work that we can do together with the
12 Air Force. And I would say not just the Air Force, but the
13 other services as well. In my past, I was the service
14 component of the United States Space Command. And I was the
15 combined Joint Force space component commander, which I had
16 capabilities from all of the services. The Navy has
17 electromagnetic warfare capabilities as the Marine Corps is
18 bringing that on to. And then, of course, the Air Force.

19 And so, I believe that we can be complementary of each
20 other. And I believe that we can work together, obviously a
21 little bit different sometimes. And so, we just made sure
22 that we're not duplicative, but we're complimentary of our
23 efforts. And if confirmed, I look forward to working with
24 the Chief of Staff of the Air Force, General Wilsbach and
25 others, and the other service chiefs as a member of the

1 Joint Chiefs to make sure that we do that right.

2 Senator Reed: Well, the ideal situation would be that
3 every sensor is connected to every shooter. We're not there
4 yet. Is that right?

5 General Schiess: Yes, Senator, I agree with you on
6 that. As the Department of the Air Force Battle Network is
7 going through, the Space Force is a big part of that working
8 through. And then as you've seen in our budget request with
9 the SDN, and the capability to connect all of those forces
10 together. I do agree that we need to be able to bring all
11 of the information to the right person at the right time to
12 make the decisions they need to make to be able to have the
13 right effect against the target.

14 Senator Reed: And lately, this is an inescapable
15 question, but AI will be an important component of doing
16 that?

17 General Schiess: Yes, Senator, I believe that AI is a
18 huge part of how we do things. I would say there are
19 certain areas that we're going to push that space domain
20 awareness and the ability to sense and see what's going on
21 in the domain is ripe for that, and we will continue to work
22 that. Obviously, we need to make sure that we have still
23 have a Guardian in the loop on that, but use that to the
24 most effective ability to make those Guardians better at
25 their job.

1 Senator Reed: Now, General Saltzman spent a great deal
2 of time standing up the organization, that was very small
3 and lean, about 10,000 uniformed personnel, 5000 civilians.
4 And the Air Force has provided most of the infrastructure
5 for base maintenance and legal medical services, etc. What
6 do you see changing over the next five years? How much will
7 you absorb and how much will continue to depend on Air
8 Force?

9 General Schiess: Ranking Member thanks. I agree that
10 the Air Force has been an incredible partner to us, and
11 having been an Air Force member for almost 30 years, I'm
12 thankful for the service that they provide for us. I think
13 there's lots of areas that we'll look at over the years.
14 And again, if confirmed, I'll work with General Wilsbach to
15 do that. I think all of those areas you mentioned are areas
16 that we'll look at to see if those are ripe for us to
17 continue or to do other things.

18 Senator Reed: Well, you're too young to have served in
19 the Army Air Corps, but I forgive you. Thank you.

20 [Laughter.]

21 General Schiess: Thank you, sir.

22 Chairman Wicker: Thank you, Senator Reed. Senator
23 Fischer.

24 Senator Fischer: Good morning, General. Thank you for
25 your service and my thanks to your family for their service

1 and sacrifice for many years. I'm glad that you want to
2 continue your service in this new position. Can you
3 explain, to the committee, but also to the American people
4 why we need that steady and predictable funding for
5 programs, like the Airborne Moving Target Indicator
6 satellites important for our warfighters. And if there is a
7 pause in fielding these capabilities, what risk does that
8 present to our forces?

9 General Schiess: Senator Fischer, incredible
10 discussion on AMTI and Airborne Mobile Target Indicator and
11 the need for that. What I would say to the committee and to
12 the American people, it is something that we need to do for
13 multiple reasons. But I think one of the first reasons is
14 to save American lives.

15 As I talked about previously, the capability of the
16 Chinese and others to target our forces at much greater
17 distances and much greater speed with missile systems and
18 ability that it sometimes pushes our forces out farther and
19 we need to be able to get our forces in. And so, Airborne
20 Mobile Target Indicator, and for that matter, Ground Mobile
21 Target Indicator allows us to have our forces farther out
22 and be able to still provide that capability. I think those
23 are complimentary. We will have airborne forces and others
24 that do that mission as well, but we will be complementary
25 with them.

1 But in the end, it saves American lives, but it also
2 can provide us much greater fidelity of information that we
3 can get. And as we continue to use other capabilities with
4 automation and the networks behind that to bring that
5 capability right to the warfighter, will help us be able to
6 be more effective in our missions.

7 Senator Fischer: Many of our space-based programs,
8 they rely on that guaranteed access to electromagnetic
9 spectrum. Can you speak to this committee on the importance
10 of ensuring that that access continues?

11 General Schiess: Yes, Senator. It's very, very
12 important that we have the proper accesses that we need for
13 different frequencies and different spectrums. And if
14 confirmed, I'll continue the work I do now in my current
15 role working with our cyber folks, but the CIO of OSD as
16 well, to ensure that we are providing that necessary
17 information to the administration on what frequencies, what
18 spectrums are needed and the costs associated with them if
19 we were to move those spectrums. But it is very, very
20 important to make sure that we can have the spectrum be able
21 to do our missions.

22 Senator Fischer: And not just the cost, but also the
23 time factor involved in having to move all those assets that
24 are currently in certain spectrums. Correct?

25 General Schiess: Yes, Senator.

1 Senator Fischer: Thank you. Section 1505 of this
2 year's NDAA, it requires the department to ensure that space
3 weather is integrated into space domain awareness, into that
4 doctrine and operations. And I'm deeply concerned that
5 space weather, in other words, understanding how solar
6 activity, how radiation impact our satellites has been
7 historically under prioritized.

8 If we allow this capability to decline, we could incur
9 serious risks. For example, not being able to react in time
10 to protect our satellites from harmful solar flares. If
11 confirmed, will you commit to working with me to ensure that
12 this mission is appropriately elevated?

13 General Schiess: Yes, Senator.

14 Senator Fischer: Thank you. General Schiess, what
15 does combat readiness look like for the Space Force?

16 General Schiess: Senator, combat readiness makes sure
17 that we one; have the equipment that we need at the right
18 place, at the right time, but we also have the Guardians
19 trained with advanced training. They have all the
20 capabilities, and then we can actually run them through the
21 paces. And so, we can do exercises and things like that to
22 make sure that they're qualified, that they're ready to do
23 the mission. And if confirmed, I promise you that that will
24 be a high priority for me.

25 Senator Fischer: Good. Do you believe that the Space

1 Force is organized and resourced appropriately to meet that
2 goal?

3 General Schiess: Senator, I believe the Space Force is
4 organized properly. Obviously, with our Fiscal Year 2027
5 President's budget request, we are asking for more. I
6 believe that --

7 Senator Fischer: I think it's 124 percent more.

8 General Schiess: \$71.1 billion for the Space Force. I
9 believe those are needed because of the threat from China
10 and Russia and the capabilities of the Joint Force's needs.

11 Senator Fischer: What do you think are your most
12 pressing challenges in the next 3 to 5 years, short-term?

13 General Schiess: Senator, I believe obviously, with
14 that amount of money, being able to acquire those systems.
15 But we're thankful to the Congress, for in this committee,
16 for some of the acquisition reforms and the things. And if
17 confirmed, I'll work with the Secretary Meink, and our
18 Assistant Secretary of the Air Force for Acquisition and
19 Integration to make sure that we can field those
20 capabilities rapidly. Obviously, we're bringing on more
21 people too.

22 Senator Fischer: Do you have to worry about supply
23 chain?

24 General Schiess: Yes, Senator. Supply chains are
25 always important issues that we've got to make sure that we

1 have at the right time. And if confirmed, I promise you to
2 work on that.

3 Senator Fischer: Okay. Thank you, sir.

4 Chairman Wicker: General Schiess, you're not
5 adequately resourced right now. If the proposal is adopted
6 by the House and Senate and signed by the President, you
7 would be. Isn't that correct?

8 General Schiess: Yes, Senator.

9 Chairman Wicker: Okay. Senator King.

10 Senator King: Thank you, Mr. Chairman. I want to
11 begin by an acknowledgement that I was a skeptic of the
12 Space Force when it was first proposed. Senator Cramer was
13 the principal sponsor and as painful as it is for me to
14 acknowledge, he was right and I was wrong. I believe that
15 the Space Force now is providing an essential part of the
16 deterrent and the defense of this country.

17 [Laughter.]

18 Senator King: Put that in the bank, Senator Cramer.
19 But General, it's been touched upon in terms of your budget,
20 your budget is increasing by 124 percent this year. This
21 country is facing a serious budget and deficit problem, as
22 you know.

23 Please explain to the committee and to the American
24 people why this really massive increase is necessary. My
25 father used to say, when I put my rat in your trap, I expect

1 him to lose his tail, but not up behind his ears. And a
2 more than doubling of the budget is pretty substantial. So
3 please make that case.

4 General Schiess: Senator, I will. I won't talk about
5 the rat, but yes, I will, do that. One thing I would say
6 right away is the Space Force budget is fairly small
7 compared to the other services. But I do understand, and as
8 a taxpayer, I want to make sure that we're being as
9 judicious in that as possible. I would say that the \$71.1
10 billion that the President has asked for is exactly what we
11 need.

12 And a couple of areas in there, we talked about the
13 threat earlier. I think that is the thing that is driving
14 us to that, holding our satellites at risk, that then danger
15 American Soldiers, Sailors, Airmen, Marines --

16 Senator King: Is it accurate to say that heaven
17 forbid, there would be another major conflict, it would
18 really probably start in space?

19 General Schiess: Senator, I believe that's a
20 possibility that it could start in space. But if not,
21 definitely space would be very at the very beginning of any
22 conflict, especially with potential adversaries of China or
23 Russia.

24 Senator King: I interrupted, please go ahead to make
25 the case for the budget increase.

1 General Schiess: What I'd say is for decades before
2 the Space Force, in the Air Force and then now we have
3 provided incredible combat relevant effects to the joint
4 warfighter. We can talk about GPS., we can talk about
5 SATCOM. What is different now is we need the ability to
6 have space superiority. And what that means is we have to
7 have the ability to counter someone else's ability to hold
8 our satellites at risk and to be able to destroy them.

9 Senator King: And the vast bulk of that money is for
10 equipment, not personnel. You're not a very large
11 organization in terms of personnel, but you're talking about
12 space-based infrastructure. Is that correct?

13 General Schiess: Yes, Senator. Weapon systems,
14 facilities, training capability, all of those things are in
15 there. We are requesting an increase in Guardian's 2800
16 personnel, but it is mostly equipment.

17 Senator King: I also serve on the Intelligence
18 Committee. Assure me that we're not going to be duplicating
19 with NRO?

20 General Schiess: Senator, I have a great relationship
21 with Doctor Scalise, who just retired, but looking forward
22 if confirmed with the new NRO director. But the Space Force
23 provides many different Guardians that work within the NRO.
24 And I believe that we are not duplicative. And if
25 confirmed, I will ensure that we do not do duplicative

1 efforts.

2 Senator King: You mentioned personnel, the mindless
3 cuts in the civilian defense establishment last year cut the
4 civilian personnel at the Space Force by something like 14
5 or 15 percent. Are you rebuilding that? And I worry that a
6 lot of expertise walked out the door during that period.

7 General Schiess: Senator, we did have large folks that
8 took the DRP and other programs and so that was a
9 significant cut to us, but we are working to bring those
10 back. As a matter of fact, Space Systems Command is trying
11 to hire 100 civilians a month. And we're thankful to the
12 Congress --

13 Senator King: And are you able to find those 100
14 civilians a month?

15 General Schiess: We are able to do that. Some of
16 those are different locations. But we are the Space Force
17 that doesn't have a problem with people wanting to join, and
18 it's just finding the right spot for them. And so then in
19 our request, we also asked for an additional 2,000
20 civilians.

21 Senator King: Finally, briefly, do you see the Space
22 Force modernizing and scaling up launch capacity, working
23 with the various now competitors in terms of launch?

24 General Schiess: Senator. Yes. Launch is obviously
25 very critical for our ability to get our new assets into

1 space. And having done the launch business several times in
2 my career, we will continue to work to make sure that the
3 infrastructure is needed. We're at an incredible pace right
4 now and that pace is going to continue to grow.

5 Senator King: Thank you. Thank you and
6 congratulations on your nomination. Thank you, Mr.
7 Chairman.

8 Chairman Wicker: Thank you, Senator King. The chair
9 recognizes perhaps the most prescient member of the Armed
10 Services Committee, Senator Cramer.

11 Senator Cramer: It's amazing how good timing and luck
12 can make you look really smart. But thank you for the
13 compliments. Thank you, General for stepping up again. And
14 Debbie, thank you for being a good partner. I've
15 appreciated your hospitality at Vandenberg and look forward
16 to working with you and to Kaitlyn and Kendra and more
17 importantly, to the two young men that, like all of us, are
18 going well above their heads. Thanks for being in the fight
19 with everybody, but I know it's a family effort and I
20 appreciate you acknowledging them right up front.

21 As you know, this year's NDAA authorized the \$250
22 million for a space operations facility at the Grand Forks
23 Air Force Base. And I know, you know Grand Forks well, like
24 General Raymond, a missileer from Grand Forks at one point.
25 And we're delighted by playing an important role going

1 forward. So, my first question is simple. I just want to
2 make sure that you maintain the commitment that your
3 predecessors have made to Grand Forks as we look forward?

4 General Schiess: Yes, Senator.

5 Senator Cramer: I also look forward to maintaining
6 that relationship with the University of North Dakota in
7 Grand Forks as well. As you know, General Raymond signed
8 the very first Space Force University partnership with them.
9 And they've built up quite an expertise at the school.

10 I want to talk now, though, a little bit about the SDA
11 culture, because of course, Grand Forks started with Space
12 Force, as you know, and with an SDA investment that's
13 growing dramatically. And we eliminated in this year's
14 NDAA, Space Development Agency. That wasn't my idea, but
15 I'm willing to play along and go along with this. And I
16 understand the vision, and I'm confident because of Space
17 Force's vision, that the new PAEs, the Portfolio Acquisition
18 Executives will operate and function much like Space
19 Development agency director, particularly as it aims to get
20 a constellation, the Leo constellation, the transport layer,
21 utilizing spiral development. But I also know we need to go
22 fast.

23 And I would love to get sort of your vision for how
24 that will operationally work because, you're coming in at
25 such a critical time when those decisions are being made or

1 have been made, now you get to implement them, and I'd be
2 interested in how you see that playing out.

3 General Schiess: Senator thanks. The Space
4 Development Agency has been an incredible organization and
5 we've learned a lot from them and obviously doing great
6 work. And as a matter of fact, I believe we have a launch
7 later today out at Vandenberg for some capabilities there.
8 So, we're hoping for the best for that.

9 What I would say in working with Secretary Meink, and
10 if confirmed, continuing to work with him, the Portfolio
11 Acquisition Executives is trying to take all of the things
12 that the SDA did correct and put those in all of the PAEs.
13 And so, you know, Secretary Meink talks about giving 90
14 percent of contracting to them. And so, what I would say to
15 you, if confirmed, I promise you to continue to work that so
16 that all of our PAEs take some of that capability to bring
17 on fast systems.

18 Senator Cramer: That's great. You just sparked a
19 memory in the that discussion, because I remember saying to
20 General Raymond early on, you've been given a white sheet of
21 paper and a brand-new organization. Try to be innovative
22 and don't gravitate, you know, innovate, don't gravitate to
23 what you know. Not that everything he learned was bad,
24 obviously. And in fact, I remember saying to him one time,
25 in fact, what I would suggest is that you'd show a new way

1 for the rest of the forces. And I think that's sort of what
2 you've described.

3 I'd also just add something to you in your answer to
4 Senator King was with regard to NRO. And I appreciate and I
5 think we should highlight. I think this is a moment and an
6 opportunity, I think Space and NRO and the various silos
7 working more jointly is an example that can be built upon by
8 the entire Joint Force, because it's necessary. I mean, we
9 just can't afford duplication, but we also can't afford a
10 clumsy Joint Force. So, with that, I just thank you again
11 for your service and your willingness to step up and look
12 forward to working closely with you. Thank you, Mr.
13 Chairman.

14 Chairman Wicker: Thank you very much, Senator
15 Blumenthal.

16 Senator Blumenthal: Thank you, Mr. Chairman. Thank
17 you and your family for your service. I think the common
18 refrain is that we're all learning from Ukraine. I would be
19 interested in knowing from you, how and what we've learned,
20 the Space Force has learned from the war in Ukraine and how
21 those lessons have changed the way you were thinking about
22 war in space and more broadly how it should affect our
23 thinking about it.

24 General Schiess: Senator, thanks. I appreciate that
25 question. It's really important for us to always learn from

1 any conflict, whether we're in it or not. And obviously,
2 we're providing support through NATO and others to Ukraine.
3 What I'd say some of the lessons that the Space Force has
4 learned is; One, obviously one way attack UAVs is huge, not
5 only there, but also in Iran. And so, our ability to track
6 those and ability to use capabilities against those. So
7 that's one thing that we've learned.

8 I think also is the jamming environment, GPS jamming,
9 satellite communications, jamming. In a previous job as the
10 commander of this U.S. Space Command component, we were
11 continually working through jamming situations on SATCOM,
12 and we learned a lot about how to do that very quickly to
13 give the capability to our forces. And so, we'll continue
14 to do that. As a matter of fact, we're always working with
15 the J7 of the Joint Staff to bring those lessons learned and
16 make them part of our, tactics techniques and procedures.

17 Senator Blumenthal: Is there a way to do the Golden
18 Dome at a scaled down version?

19 General Schiess: Senator, if confirmed, I look forward
20 to working with General Guetlein and his role from the Space
21 Force perspective. What I would say is a lot of the things
22 that we are doing in Golden Dome, also provide us
23 capabilities for space superiority, whether that's tracking
24 communications, data all those kinds of things. So, I do
25 believe that we will continue to get, good things from that

1 from Golden Dome, but if confirmed, looking forward to
2 working with General Guetlein on what that looks like for
3 the future.

4 Senator Blumenthal: Let me ask you whether you think
5 in space warfare China is ahead of us.

6 General Schiess: Senator, United States is a very,
7 very capable Space Force and we're the best in the world.
8 But what I would say is China is rapidly trying to make that
9 gap much, much smaller. And they are bringing on
10 capabilities on a daily basis and would love to talk to you
11 in a different session there to talk about some of those
12 capabilities. But I think our budget that requests that we
13 have asked helps us to continue to stay in the lead, and we
14 need to do that to make sure that the Chinese can't catch
15 up.

16 Senator Blumenthal: Well, I'm very gratified to hear
17 that. I didn't mean to imply that the United States was
18 second, but obviously, we hear a lot of worry and anxiety
19 about China being ahead of us in space. And I would like to
20 explore that issue with you in a classified setting.

21 General Schiess: Yes, Senator, I'm happy to do that.
22 I think about China every day.

23 Senator Blumenthal: Yeah. I'm sure. Thank you, Mr.
24 Chairman.

25 Chairman Wicker: Thank you very, very much, Senator

1 Blumenthal. And this concludes today's hearing. I want to
2 thank our witness for his testimony and wish him the best in
3 the remainder of this process.

4 Senator King: Could I interject for a comment?

5 Chairman Wicker: Yes, sir.

6 Senator King: General, I think you should take heart
7 from the fact that not all of our members are here today.
8 That's a compliment to you. The other problem is that we
9 need AI to schedule us, because most of us have about three
10 hearings at the same time. But the fact that we didn't have
11 a large turnout is an indication, I believe, of the
12 committee's confidence in you, and this is a rare case where
13 a small audience is probably better.

14 Senator Blumenthal: Being non-controversial is not a
15 bad thing. And you're competing with the Attorney General
16 hearings, so -

17 [Laughter.]

18 Chairman Wicker: Well, I hope you can accept this
19 compliment.

20 General Schiess: I'll take it.

21 Chairman Wicker: And for members who did show up or
22 who may be wanting to avail themselves, questions for the
23 record will be due to the committee by 5:00 p.m. on Friday.

24 [The information referred to follows:]

25 [COMMITTEE INSERT]

1 Chairman Wicker: Thank you, and this committee hearing
2 is adjourned.

3 [Whereupon, at 10:13 a.m., the hearing was adjourned.]

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24]

25

\$	30 20:11	absorb 20:7	adopted 25:5	airborne 21:5, 10, 19, 23
\$250 29:21	5	access 22:8, 10	advanced 23:19	Airmen 26:15
\$71.1 24:8 26:9	5 24:12	accesses 22:12	adversarie s 26:22	all 15:11 18:16 19:9, 10 20:15 22:23 23:19 27:14 29:17
1	5000 20:3	accurate 26:16	after 15:1	
10,000 20:3	A	acknowledg e 25:14	again 20:14 29:13	
100 28:11, 13	ability 15:24 19:20, 24 21:18 27:5, 7 28:25	acknowledg ement 25:11	against 15:4 19:13	allow 16:17 23:8
124 24:7 25:20		acknowledg ing 29:20	agency 30:14, 19	allows 16:5, 14 21:21
14 28:4	able 15:2, 3, 17 16:6, 10 17:11, 16 19:10, 12 21:19, 22 22:5, 20 23:9 24:14 27:8 28:13, 15	acquire 24:14	agree 15:22 17:9, 15, 24 19:5, 10 20:9	almost 20:11
15 28:5		acquisitio n 24:16, 18 30:17	ahead 26:24	along 30:15
1505 23:1		activity 23:6	AI 19:15, 17	also 15:19 16:12 17:15 21:3 22:1, 22 23:18 27:17 28:19 30:5, 21
2		actually 17:1 23:20	aims 30:19	
2,000 28:19		additional 28:19	air 18:2, 5, 8, 12, 18, 24 19:6 20:4, 7, 10, 11, 19 24:18 27:2 29:23	always 17:21 24:25
2027 24:4	about 15:9, 14 20:3 21:15 24:22 26:4, 12 27:4, 11 30:10	adequately 25:5		
2800 27:15		administra tion 22:17		
3				
3 24:12	above 29:18			

amazing 29:11	26:12	19:11, 24	before 27:1	bring 15:2
American 15:6 21:3, 12, 14 22:1 25:23 26:15	Armed 29:9	20:13, 16 21:16 23:17, 18 25:1 26:14, 21 27:8 28:4 29:3, 15, 22, 24 30:9, 24	begin 25:11	16:11, 14, 18 19:10 22:4 28:9
Americans 15:5	Army 20:19		beginning 16:19 26:21	bringing 18:18 24:20
amount 24:14	around 15:17	authorized 29:21	behind 22:4 26:1	budget 19:8 24:5 25:19, 20, 21 26:2, 6, 25
AMTI 21:10	as 15:10 18:13, 17, 25 19:6, 8 21:15, 24 22:3, 15 25:13, 21 26:7, 8, 9 28:10 29:21 30:3, 7, 12, 19	automation 22:4	believe 16:2, 19, 20 18:10, 19, 20 19:17 23:25 24:3, 6, 9, 13 25:14 26:19 27:24	built 30:9
analogy 17:4		awareness 17:14 19:20 23:3		bulk 27:9
another 16:9 17:16 26:17	asked 26:10 28:19	away 26:6	better 18:7 19:24	business 29:1
any 26:21	asking 24:5	B	between 15:21	but 15:19 16:10, 14, 18 17:15, 21, 24 18:12, 22 19:15, 23 20:19 21:3, 13, 24 22:1, 15, 19, 22 23:18 24:15 25:19 26:1, 5, 7, 20 27:11, 16, 21, 22 28:9, 16 29:12, 19 30:14, 21
appreciate 29:20	assets 17:1, 17 22:23 28:25	back 16:11, 14, 18 28:10	big 19:7	
appreciate d 29:15	Assistant 24:18	bank 25:18	billion 24:8 26:10	
appropriat ely 23:12 24:1	associated 22:18	base 20:5 29:23	bit 18:21 30:10	
area 18:4	Assure 27:18	Battle 19:6	both 18:3	
areas 17:12 19:19 20:13, 15	at 15:12 16:4, 19	because 24:9 30:11, 16, 24	briefly 28:21	

by 17:18 25:6, 11, 20 28:4 29:25	24:23 chains 24:24 chair 29:8 Chairman 15:4, 20 16:22, 24 20:22 25:4, 9, 10 29:7, 8 challenges 24:12 changing 20:6 Chief 18:24 chiefs 18:25 19:1 China 24:9 26:22 Chinese 21:16 CIO 22:15 civilian 17:22 28:3, 4 civilians 20:3 28:11, 14, 20 clarifies 17:6	combat 23:15, 16 27:3 combined 18:3, 6, 15 come 16:6 coming 30:24 Command 18:14 28:10 commander 18:15 commercial 17:11, 12 commit 23:11 commitment 30:2 committee 16:2 21:3, 11 22:9 24:15 25:23 27:18 29:10 communicat ions 15:10 17:14 companies 16:25 compared 26:7	competitor s 28:23 complement ary 18:19 21:24 completely 17:18 compliment ary 18:22 21:23 compliment s 29:13 component 18:14, 15 19:15 concerned 23:4 confident 30:16 confirmed 17:23 18:23 20:14 22:14 23:11, 23 24:17 25:1 27:22, 25 conflict 26:17, 22 congratula tions 29:6	Congress 24:15 28:12 connect 19:9 connected 19:3 constellat ion 30:20 continue 16:16, 17 19:21 20:7, 17 21:2 22:3, 14 29:2, 4 continues 22:10 contractor s 17:20 control 17:24 controlled 17:19 conversati ons 16:2 cooperatio n 18:4 Corps 18:17 20:19 correct 22:24
c				
capabiliti es 15:8, 12 18:6, 16, 17 21:7 22:3 23:20 24:10, 20 capability 15:2 17:16 19:9 21:15, 22 22:5 23:8 27:14 capacity 28:22 capture 16:11 care 16:13 career 29:2 case 26:3, 25 certain 17:1 19:19 22:24 chain				

25:7	cuts	degrade	distances	E
27:12	28:3	15:2	21:17	
cost	cyber	delighted	Doctor	each
22:22	22:15	29:25	27:21	18:6, 19
costs	D	deny	doctrine	earlier
22:18		15:2	23:4	26:13
could	Dakota	department	doing	ears
16:12	30:6	19:6 23:2	16:1	26:1
23:8	danger	depend	19:15	economy
26:20	15:8	20:7	domain	15:13
counter	26:14	destroy	17:14	effect
27:7	deal	17:2 27:8	19:19, 21	19:13
country	20:1	deterrent	23:3	effective
16:6	Debbie	25:16	done	16:20
25:16, 21	29:14	developing	29:1	19:24
couple	decades	18:6	door	22:6
26:12	27:1	developmen	28:6	effects
course	decide	t	doubling	27:3
18:18	16:7	30:14, 19,	26:2	effort
30:11	decisions	21	dramatical	29:19
Cramer	19:12	develops	ly	efforts
25:12, 18	30:25	16:23	30:13	18:3, 23
29:10, 11	decline	different	driving	28:1
30:5	23:8	15:11	26:13	electromag
critical	deeply	16:8	DRP	netic
28:25	23:4	17:12, 13	28:8	18:17
30:25	defense	18:21	duplicatin	22:8
culture	25:16	22:13	g	electronic
30:11	28:3	27:5, 23	27:18	18:4, 9
current	deficit	28:16	duplicativ	elevated
22:14	25:21	director	e	23:12
currently	definitely	17:23	18:22	eliminated
22:24	17:11	27:22	27:24, 25	30:13
cut	26:21	30:19	during	else
28:3, 9		discussion	28:6	16:9
		21:10		

else's 27:7	exercises 23:21	father 25:25	folks 15:25 22:15 28:7	15 26:6 27:2, 22 28:4, 16, 22 29:23 30:8, 12
end 22:1	expect 25:25	fidelity 22:2	for 15:16, 24 16:12, 21 19:21 20:5, 11, 12, 16, 24, 25 21:1, 4, 6, 11, 12, 20 22:12 23:9, 15, 24 24:5, 8, 15, 16, 18 25:13 26:10, 25 27:1, 9 28:18, 19, 25 29:12, 13, 14, 18, 22 30:23	Force's 24:10 30:17
ensure 22:16 23:2, 11 27:25	experience 16:11	field 24:19	forces 19:9 21:8, 16, 18, 19, 21, 23	
ensuring 22:10	expertise 28:6 30:9	fielding 21:7	forgive 20:19	
equipment 17:17 23:17 27:10, 16	explain 21:3 25:23	fight 29:18	Forks 29:22, 23, 24 30:3, 7, 11	
especially 26:22	explain 21:3 25:23	Finally 28:21	forward 16:22 18:23 27:21 29:15 30:1, 3, 5	
essential 25:15	F	financial 15:18	Force 15:1, 3, 9, 16, 23 16:1, 12, 21 17:6, 10, 18 18:2, 8, 12, 15, 18, 24 19:6, 7 20:4, 8, 10, 11 23:15 24:1, 3, 8, 18 25:12,	frequencie s 22:13, 17
establishm ent 28:3	F-15S 17:5	find 28:13	forbid 26:17	from 15:12 18:5, 16 23:10 24:9 29:24
etc 17:5 20:5	facilities 27:14	finding 28:18		front 29:20
even 16:9 17:2, 17	facility 29:22	first 21:13 25:12 30:1, 8		full 15:21, 25
every 19:3	facing 25:21	Fiscal 24:4		
everybody 29:19	fact 28:10	Fischer 20:23, 24 21:9 22:7, 22 23:1, 14, 25 24:7, 11, 22 25:3		
exactly 26:10	factor 22:23	five 20:6		
example 23:9	fairly 26:6	flares 23:10		
Executives 30:18	family 16:14 20:25 29:19			
	farther 21:18, 21			
	fast 30:22			

function 30:18	15:9, 15	grow 29:4	here 16:2	if 15:22
funding 21:4	go 15:1 16:8	growing 30:13	high 23:24	17:23
further 17:6	26:24	guaranteed 22:8	hire 28:11	18:23
	30:15, 21	Guardian 17:24	historical ly	20:14, 16
	goal 24:2	Guardian's 27:15	hold 27:7	21:6
G	going 15:17	Guardians 16:5	holding 26:14	22:13, 18
General 15:7, 24	19:7, 19,		hope 15:21	23:8, 10,
16:25	20 27:18		hospitalit y	23 24:16
17:9	29:4, 18,		House 25:6	25:1, 5
18:10, 24	25		how 16:16, 17,	26:20
19:5, 17	good 20:24		22 19:18	27:22, 24
20:1, 9,	23:25		20:6, 7	
14, 21, 24	29:11, 14		23:5, 6	impact 23:6
21:9	got 24:25	H	29:11	importance 22:9
22:11, 25	government 16:9	happy 17:23	30:23	important 15:10
23:13, 14,	GPS 27:4	harm 17:16		18:1
16 24:3,	Grand 29:22, 23,	harmful 23:10		19:15
8, 13, 24	24 30:3,	having 15:8		21:6
25:4, 8, 19	7, 11	17:12		22:12, 20
26:4, 19	great 20:1	20:11		24:25
27:1, 13,	27:20	22:23		29:25
20 28:7,	greater 21:16, 17	29:1		importantl y
15, 24	22:2	heads 29:18	I	29:17
29:13, 24	ground 18:5	heaven 26:16	idea 30:14	in 15:8, 11
30:4, 7	21:20	help 22:5	ideal 19:2	16:6, 7, 9,
get 15:17				17, 18
16:8				18:3, 9, 13
21:19				19:8, 21,
22:3				23 20:18
28:25				21:2, 7, 19
30:19, 23				22:1, 6,
glad 21:1				14, 23, 24
global				23:5, 9
				24:12, 15
				25:18, 19,

25 26:9, 12,18,20 27:2,11, 14,15 28:3,18, 23 29:1, 18 30:6, 13,24	20:4 27:12 29:3 integrated 23:3 integratio n 18:8 24:19 Intelligen ce 27:17 interrupte d 26:24 into 16:12 23:3 28:25 investment 30:12 involved 22:23 issues 24:25 it 15:7,11 16:5,11, 14 17:15 21:12,18 22:1,19 23:2 25:12,13 26:16,17, 20 27:16 30:19 it's	15:18 18:1,5 22:11 24:7 25:19 28:18 29:11,19 J job 16:8,9 19:25 join 28:17 joint 15:3,9 18:8,15 19:1 24:10 27:3 judicious 26:9 just 15:18 16:19 18:12,21 22:22 27:21 28:18 30:1 K Kaitlyn 29:16 Kendra 29:16	kill 15:3 17:3 kind 15:25 King 25:9,10, 18 26:16, 24 27:9, 17 28:2, 13,21 29:5,8 know 25:22 29:19,21, 23 30:7, 12,21 knowledge 16:11 L large 27:10 28:7 last 17:3 28:3 lately 19:14 Laughter 20:20 25:17 launch 28:22,23, 24 29:1 layer 30:20 lean	20:3 lease 16:25 17:5 leasing 17:12 legal 20:5 Leo 30:20 life 15:13,19 16:13 like 17:14 21:5 23:15,21 28:4 29:17,23 30:18 little 18:21 30:10 lives 21:14 22:1 locations 28:16 look 16:3,22 18:23 20:13,16 23:15 29:12,15 30:3,5 looking 27:21
--	--	--	--	--

loop 19:23	26:3, 8, 24 29:2, 12 30:2	Meink 24:17	money 24:14 27:9	22:2 30:18
lose 26:1	makes 17:13 23:16	member 17:9, 21 18:10, 25 20:9, 11 29:9	month 28:11, 14	multiple 21:13
lot 18:11 28:6	many 15:11 16:1, 2 17:10	men 29:17	more 22:6 24:5, 7, 20 26:2 29:16	my 15:14, 22 16:1 18:13 20:25 22:14 25:24, 25 29:2 30:1, 14
lots 20:13	love 21:1 22:7 27:23	mentioned 15:20 20:15 28:2	morning 20:24	
love 30:23	Marine 18:17	military 15:18 17:1, 21	most 19:24 20:4 24:11 29:9	N
luck 29:11	Marines 26:15	million 29:22	mostly 27:16	National 17:20, 22
M	massive 25:24	mindless 28:2	mother 15:14	Navy 18:16
M-4 17:5	matter 17:8 21:20 28:10	missile 15:11 21:17	mother-in-law 15:14	NDAA 17:3, 6 23:2 29:21 30:14
made 18:21 30:3, 25	maybe 16:9	missileer 29:24	move 15:20 22:19, 23	necessary 22:16 25:24
maintain 30:2	me 15:22 23:11, 24 25:13 27:18	mission 17:12, 22 21:24 23:12, 23	Moving 21:5	need 15:16, 20 16:13 17:10 19:10, 12, 22 21:4, 11, 12, 19 22:12 23:17 26:11 27:5
maintainin g 30:5	mean 15:5	missions 22:6, 21	Mr 16:24 25:10 29:6	
maintenanc e 20:5	means 27:6	Mobile 21:10, 20	much 16:24 20:6, 7 21:16, 17	
major 26:17	medical 20:5	modernizin g 28:22		
make 19:1, 12, 22, 24 22:20 23:22 24:19, 25	meet 24:1			

30:21	22:14	16, 19	operations	28:6
needed	25:5, 15	26:2, 12,	18:8 23:4	over
22:18	27:2, 5	21, 22	29:22	17:23, 24
24:9 29:3	28:23	27:9, 11,	organizati	20:6, 13
needs	29:4	14 28:6,	on	overlappin
15:2, 9	30:10	10, 15, 23	16:10	g
17:17, 18	NRO	29:9, 17	20:2	18:4
24:10	27:19, 22,	30:6, 11,	27:11	own
Network	23	16, 23	organized	17:6
19:6	o	off	24:1, 4	owned
networks		16:13	OSD	17:18
22:4	obviously	Office	22:15	ownership
new	15:16	17:20, 22	other	17:4
21:2	18:2, 20	on	16:3, 17	P
27:22	19:22	16:2	17:2, 19	pace
28:25	24:4, 13,	17:7, 23	18:13, 20,	29:3, 4
30:17	20 28:24	18:3, 8, 18	25 20:17	paces
next	of	19:5, 20,	22:3 23:5	23:21
20:6	15:8, 11,	23 20:7	26:7 28:8	PAES
24:12	12, 13, 19,	21:10	others	30:17
nomination	25 16:1,	22:8, 9, 17	18:25	painful
29:6	3, 12, 13,	24:20	21:16, 23	25:13
North	16, 19	25:2	our	part
30:6	17:4	27:17	15:13, 18,	15:21, 25
not	18:3, 4,	29:6	19, 25	19:7, 18
15:8, 18	11, 14, 16,	one	18:22	25:15
18:12, 22	18, 19, 22,	16:16	19:8	particular
19:3	24, 25	18:4, 7	21:6, 8,	ly
22:22	19:6, 7, 9,	21:13	16, 18, 19,	15:23
23:9 25:4	11, 15, 18	23:17	21 22:6,	30:19
26:1, 20	20:2, 4,	26:5	7, 15, 21	partner
27:10, 18,	13, 15	29:24	23:6, 10	20:10
24, 25	21:13, 15	operate	24:4, 17	29:14
novel	22:2, 7,	17:20	26:14	
15:25	10, 15	30:18	27:8	
now	23:1	operationa	28:19, 25	
20:1	24:9, 10,	lly	out	
	14, 16, 18	30:24	16:8	
	25:11, 15,		21:18, 21	

partnership 30:8	play 30:15	President's 24:5	proposed 25:12	R
past 18:13	playing 29:25	pressing 24:12	protect 15:3 23:10	radiation 23:6
pause 21:7	please 25:23 26:3, 24	pretty 26:2	provide 20:12 21:22 22:2	Ranking 17:9 18:10 20:9
people 15:6, 7 17:3, 17 21:3, 12 24:21 25:24 28:17	point 29:24	previously 21:15	provided 20:4 27:3	rapidly 24:20
percent 24:7 25:20 28:5	Portfolio 30:17	principal 25:13	provides 27:23	rat 25:25 26:5
perhaps 29:9	position 21:2	prioritize 23:7	providing 22:16 25:15	Raymond 29:24 30:7
period 28:6	positioning 15:9, 15	priority 23:24	push 19:19	react 23:9
person 19:11	possibility 26:20	probably 26:18	pushes 21:18	readiness 23:15, 16
person's 17:16	possible 26:9	problem 25:21 28:17	put 25:18, 25	ready 23:22
personnel 20:3 27:10, 11, 16 28:2, 4	potential 26:22	programs 21:5 22:7 28:8	puts 15:8, 11	really 18:3 25:24 26:18 29:12
pertinent 15:23	predecessors 30:3	prohibited 17:3	Q	reasons 21:13
place 23:18	predictable 21:4	promise 23:23 25:1	qualified 23:22	rebuilding 28:5
plain 17:5	prescient 29:9	proper 22:12	question 19:15 30:1	recognizes 29:9
	present 21:8	properly 24:4	quite 30:9	Reconnaissance 17:20, 22
	President 25:6 26:10	proposal 25:5		

Reed	26:6	23:6, 10	SDA	19, 24
16:23, 24	28:18	26:14	30:10, 12	27:9, 13,
18:1	29:3, 20	27:8	SDN	17, 20
19:2, 14	ripe	save	19:9	28:2, 7,
20:1, 18,	19:21	21:14	seamlessly	13, 21, 24
22	20:16	saves	15:21	29:5, 8,
reforms	risk	22:1	Secretary	10, 11
24:16	15:12	say	24:17, 18	30:4, 5
regard	21:7	15:12	Section	sense
15:4	26:14	18:12	23:1	17:13
relationsh	27:8	19:18	see	19:20
ip	risks	21:11	19:20	sensor
27:20	23:9	25:25	20:6, 16	19:3
30:6	role	26:5, 9, 16	28:21	serious
relevant	22:15	27:1	seen	23:9
27:3	29:25	scaling	15:10	25:21
rely	run	28:22	19:8	serve
22:8	23:20	Scalise	Senate	16:6, 10,
request	Russia	27:21	25:6	17 27:17
19:8 24:5	24:10	Schiess	Senator	served
28:19	26:23	15:7, 24	15:24	20:18
requesting	S	16:25	16:23, 24	service
27:15	sacrifice	17:9	18:1	15:6, 7, 21
requires	21:1	18:10	19:2, 5,	16:7, 15
23:2	Sailors	19:5, 17	14, 17	18:13, 25
resourced	26:15	20:9, 21	20:1, 18,	20:12, 25
24:1 25:5	Saltzman	21:9	22, 24	21:2
retired	20:1	22:11, 25	21:9	service's
27:21	SATCOM	23:13, 14,	22:7, 11,	18:6
rifles	27:5	16 24:3,	22, 25	services
17:5	satellite	8, 13, 24	23:1, 13,	16:3
right	15:10	25:4, 8	14, 16, 25	18:13, 16
19:1, 4,	17:13	26:4, 19	24:3, 7,	20:5 26:7
11, 13	satellites	27:1, 13,	11, 13, 22,	29:10
22:5	15:5 21:6	20 28:7,	24 25:3,	several
23:17, 18		15, 24	8, 9, 10,	29:1
25:1, 5, 14		30:4	12, 18	shooter
		school	26:4, 16,	
		30:9		

19:3	16:9, 20	Specifica	stepping	28:10
short-term	21:12	ly	29:13	
24:12	28:4	15:7	still	T
signed	sometimes	spectrum	16:10, 14	tail
25:6 30:7	18:21	22:9, 20	19:22	26:1
significan	21:18	spectrums	21:22	take
t	sort	22:13, 18,	substantia	16:13
28:9	18:3	19, 24	l	talk
simple	30:23	speed	26:2	26:4 27:4
30:1	space	21:17	such	30:10
since	15:1, 16,	spent	30:25	talked
18:3	23 16:1,	20:1	superiorit	15:14
sir	12, 21	spiral	y	21:15
20:21	17:1, 4, 6,	30:21	27:6	26:12
25:3	7, 10, 14,	sponsor	supply	talking
situation	18 18:5,	25:13	24:22, 24	27:11
19:2	14, 15	spot	sure	target
skeptic	19:7, 19	28:18	18:21	19:13
25:11	23:2, 3, 5,	Staff	19:1, 22	21:5, 10,
small	15, 25	18:24	22:20	16, 20, 21
20:2 26:6	24:3, 8	stage	23:16, 22	taxpayer
smart	25:12, 15	16:19	24:19, 25	26:8
29:12	26:6, 18,	standing	26:8 29:2	tell
solar	20, 21	20:2	30:2	15:15, 22
23:5, 10	27:2, 6, 22	start	synergisti	temporary
Soldiers	28:4, 10,	16:3	cally	17:3
26:15	16, 21	26:18, 20	18:2	terms
some	29:1, 22	started	system	25:19
15:12	30:8, 11,	30:11	15:10, 15	27:11
16:3, 13,	14, 16, 18	statement	17:7, 15	28:23
25 24:16	space-	15:22	18:7	than
28:15	based	States	systems	18:7 26:2
someone	22:7	18:14	15:1	thank
27:7	27:12	steady	17:2, 4,	15:24
something	spaces	21:4	21, 25	16:24, 25
	18:4		21:17	17:9 18:1
	speak		24:14	
	22:9		27:13	

20:19, 21, 22, 24 23:1, 14 25:3, 10 29:5, 6, 8, 12, 13, 14	these 21:7	19 27:14 28:9, 13, 16 30:25	23, 24 18:18, 23 19:1, 3, 9, 10, 11, 12, 19, 20, 21, 22, 23, 24 20:7, 10, 14, 16, 17, 18, 25 21:1, 3, 8, 11, 12, 14, 16, 19, 21, 22 22:3, 4, 5, 8, 9, 16, 17, 19, 20, 21, 23 23:2, 8, 9, 10, 11, 21, 22 24:1, 12, 14, 15, 19, 22, 25 25:1, 10, 13, 23, 25 26:1, 7, 8, 14, 16, 24 27:3, 5, 6, 7, 8, 18 28:9, 11, 13, 15, 17, 25 29:2, 4, 16, 17 30:1, 3, 5, 10, 15, 19, 21, 23	took 28:8
thankful 20:12 24:15 28:11	they've 30:9	though 30:10	touched 25:19	trained 23:19
thanks 18:10 20:9, 25 29:18	thing 16:1 26:5, 13	threat 15:4 24:9 26:13	training 23:19 27:14	transactio ns 15:18
that's 15:15, 23 26:19 30:12	things 16:7, 8, 16 17:10, 14 19:18 20:17 23:21 24:16 27:14	through 19:7, 8 23:20	transport 30:20	trap 25:25
them 15:15, 16 16:14, 17 21:25 22:18 23:20 27:8 28:18 29:20 30:8	think 15:9 20:12, 15 21:13, 22 24:7, 11 26:13	time 15:21, 25 16:13 19:11 20:2 22:23 23:9, 18 25:1 30:25	trying 28:10	two 29:17
this 16:19, 20 17:6, 7, 19 19:14 21:2 22:9 23:1, 8, 12 24:15 25:16, 20, 24 29:21 30:13, 15	times 29:1	timing 29:11	U	
then 16:10, 18 18:18 19:8 23:20 26:14 27:2 28:18	those 15:12 17:25 19:9, 24 20:15, 16 21:22 22:19, 23 24:9, 14,	title 17:7	under 23:7	understand 26:7 30:16
there's 18:11 20:13		to 15:1, 2, 3, 4, 5, 7, 13, 14, 17, 20, 23, 25 16:3, 5, 6, 7, 10, 11, 13, 14, 16, 17, 22, 25 17:2, 7, 10, 11, 13, 16, 17, 18,	understand ing 23:5	uniformed 20:3
		together 18:11, 20 19:10	United 18:14	
		too 16:4 20:18 24:21		

University 30:6, 8	26:21 27:10 28:25 30:8	ways 16:18 17:13, 19	24:25	whether 18:5
up 20:2 26:1 28:22 29:13, 20 30:9	views 17:7 18:8	we 16:16, 17, 18, 19 17:5, 19, 24 18:11, 19, 20, 21 19:1, 10, 18, 21, 22 21:4, 12, 19, 23, 24 22:2, 3, 12, 16, 19, 20 23:8, 17, 18, 20, 21 24:5, 19, 25 26:10, 12 27:2, 4, 5, 6, 15, 24, 25 28:7, 9, 15, 16, 19 29:2 30:3, 13, 21	15:1 17:1, 4, 7, 15 18:7 27:13	which 18:15
upon 25:19	vision 30:16, 17, 23		weather 23:3, 5	who 27:21
us 15:8 16:5 20:10, 12, 16 21:21 22:2, 5 26:14 28:9 29:17	W		web 15:3	why 15:22 21:4 25:24
use 19:23 22:3	walked 28:6		well 18:13 19:2 20:18 21:24 22:16 29:18, 23 30:7	Wicker 15:4, 20 16:22 20:22 25:4, 9 29:8
used 17:2 25:25	want 16:3, 6, 25 21:1 25:10 26:8 30:1, 10		what 15:5 16:5 17:7 18:7 20:5 21:7, 11 22:17 23:14 24:11 26:10 27:1, 5, 6	will 16:20 18:6 19:15, 21 20:6, 7 21:23, 24 22:5 23:11, 23 26:4, 5 27:25 29:2 30:18, 24
utilizing 30:21	wanting 28:17			
V	warfare 18:5, 9, 17			
Vandenberg 29:15	warfighter 22:5 27:4	we'll 20:13, 16		
various 28:23	warfighter s 21:6	we're 16:10, 19 18:22 19:3, 19 24:15, 20 26:8 27:18 28:11 29:3, 25	what's 19:20	willing 30:15
vast 27:9	warnings 15:11		when 15:14 17:15 25:12, 25 30:25	Wilsbach 18:24 20:14
very 16:20, 24 17:4 20:2 22:11, 19	watching 16:22		where 15:17 17:12	with 15:4, 22 16:2 17:11, 23 18:2, 8,
	way 15:13, 19 16:12	we've 15:10		

11, 23	29:16	28:24
19:5, 8	worry	30:4
20:14	24:22	yet
21:17, 25	28:5	19:4
22:3, 15,	would	young
18 23:11,	15:5, 12	20:18
19 24:4,	17:16	29:17
13, 17	18:12	
26:22	19:2, 18	
27:19, 21,	21:11	
22 28:17,	25:7	
23 29:16,	26:5, 9,	
19 30:6,	17, 21	
8, 11, 12,	30:23	
15	wrong	
within	25:14	
16:8		
27:23	Y	
won't		
26:4	year	
words	24:4	
23:5	25:20	
work	28:3	
16:16, 18	year's	
17:23	17:3, 6	
18:2, 11,	23:2	
20 19:21	29:21	
20:14	30:13	
22:14	years	
24:17	20:6, 11,	
25:2	13 21:1	
27:23	24:12	
29:2	yes	
30:24	19:5, 17	
working	22:11, 25	
18:23	23:13	
19:7	24:24	
22:15	25:8 26:5	
23:11	27:13	
28:9, 22		