

Stenographic Transcript
Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

HEARING TO CONSIDER THE NOMINATIONS OF:
HONORABLE KENNETH J. BRAITHWAITE
TO BE SECRETARY OF THE NAVY;
HONORABLE JAMES H. ANDERSON
TO BE DEPUTY UNDER SECRETARY OF DEFENSE
FOR POLICY; AND
GENERAL CHARLES Q. BROWN, JR., USAF
FOR REAPPOINTMENT TO THE GRADE OF GENERAL AND
TO BE CHIEF OF STAFF, UNITED STATES AIR FORCE

Thursday, May 7, 2020

Washington, D.C.

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

The committee met, pursuant to notice, at 9:31 a.m. in Room SD-G50, Dirksen Senate Office Building, Hon. James M. Inhofe, chairman of the committee, presiding.

Committee Members Present: Senators Inhofe, Wicker, Fischer, Rounds, Ernst, Tillis, Sullivan, Perdue, Cramer, McSally, Scott, Blackburn, Hawley, Reed, Shaheen, Blumenthal, Hirono, Kaine, King, Heinrich, Peters, Duckworth, and Jones.

1 OPENING STATEMENT OF HON. JAMES M. INHOFE, U.S.
2 SENATOR FROM OKLAHOMA

3 Chairman Inhofe: Our hearing will come to order.

4 The committee meets today to consider the nominations
5 of Ambassador Kenneth Braithwaite to be Secretary of the
6 Navy; General Charles Brown, U.S. Air Force to be Chief of
7 Staff of the Air Force; Dr. James Anderson to be Deputy
8 Under Secretary of Defense for Policy.

9 We thank you for all being here. We appreciate all the
10 contributions that you have made in the past. I say this to
11 all three of you. You have all had brilliant careers and we
12 appreciate the fact that you are coming back again.

13 Some of these things are necessary, so I have to ask
14 you the required questions, and I would like to have an
15 audible yes or a no on each question, if you would do that,
16 please.

17 Have you adhered to the applicable laws and regulations
18 governing the conflicts of interest?

19 Ambassador Braithwaite: Yes, sir.

20 Dr. Anderson: Yes, sir.

21 General Brown: Yes, sir.

22 Chairman Inhofe: Will you ensure that your staff
23 complies with deadlines established for requested
24 communications, including questions for the record in
25 hearings?

1 General Brown: Yes, sir.

2 Chairman Inhofe: I heard one.

3 Ambassador Braithwaite: Yes, sir.

4 Dr. Anderson: Yes, sir.

5 Chairman Inhofe: Oh, yes, okay.

6 Will you cooperate in providing witnesses and briefers
7 in response to congressional requests?

8 Ambassador Braithwaite: Yes, sir.

9 Dr. Anderson: Yes, sir.

10 General Brown: Yes, sir.

11 Chairman Inhofe: Will those witnesses be protected
12 from reprisal for the testimony and briefings?

13 Ambassador Braithwaite: Yes, sir.

14 Dr. Anderson: Yes, sir.

15 General Brown: Yes, sir.

16 Chairman Inhofe: Do you agree, if confirmed, to appear
17 and testify upon request of this committee?

18 Ambassador Braithwaite: Yes, sir.

19 Dr. Anderson: Yes, sir.

20 General Brown: Yes, sir.

21 Chairman Inhofe: And do you agree to provide
22 documents, including copies of electronic forms of
23 communication, in a timely manner when requested by a duly
24 constituted committee or consult with the committee
25 regarding the basis of any good faith delay or denial in

1 providing such documents?

2 Ambassador Braithwaite: Yes, sir.

3 Dr. Anderson: Yes, sir.

4 General Brown: Yes, sir.

5 Chairman Inhofe: And have you assumed any duties or
6 undertaken any actions which would appear to presume the
7 outcome of confirmation of the process?

8 Ambassador Braithwaite: No, sir.

9 Dr. Anderson: No, sir.

10 General Brown: No, sir.

11 Chairman Inhofe: Well, I do not have to tell you that
12 right now you are taking these positions in, I believe, the
13 most threatened times of our lives. And so far, this
14 committee has done our best to ensure that DOD has the
15 authorities and the resources it needs to implement the
16 National Defense Strategy.

17 Further, the committee has been working for more than a
18 year on the privatized housing crisis that has directly
19 impacted family morale. You know, it is kind of interesting
20 on that issue. Originally that came to the surface from
21 Tinker Air Force Base in Oklahoma, and I was assuming this
22 was a problem just in one Air Force base. And then later I
23 find out, no, it is all of Oklahoma. Then it is all of our
24 bases. We have done a good job. I really believe we have
25 in pursuing that. And I know that all three of you will be

1 somewhat related to the problems that are out there, and I
2 am sure that you will go out of your way to try to keep the
3 progress that we have made so far successful.

4 As senior leaders of the Department of Defense today
5 and in the positions for which you have been nominated, you
6 have and would continue to play key roles, both in winning
7 the great power competition and in taking care of our
8 people.

9 I have one thing I would like to say, and you will get
10 this from other members too. We are real believers in this.
11 This is the National Defense Strategy. It has been good.
12 We have adhered to it.

13 And before I turn it over to Senator Reed, this is
14 unusual in one way. You all families I know who would like
15 to be here and they cannot be here. I understand they will
16 be watching, though. So you can still introduce them. All
17 right?

18 Senator Reed?

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1 STATEMENT OF HON. JACK REED, U.S. SENATOR FROM RHODE
2 ISLAND

3 Senator Reed: Well, thank you very much, Mr. Chairman.
4 I would also like to welcome the members and thank them for
5 their service and also welcome our nominees and their
6 willingness to continue to serve the nation.

7 And I also want to thank your families who I know are
8 watching today. They also serve. And I think, gentlemen,
9 you would agree you would not be here without your families,
10 so they owe a lot of credit.

11 Ambassador Braithwaite, you have been the Ambassador to
12 the Kingdom of Norway since February 2018. You served more
13 than 27 years in the Navy and Navy Reserve, obtaining the
14 rank of rear admiral. You have also had a successful
15 business career in the health care and communications
16 industries.

17 General Brown, by my count you are currently triple-
18 hatted as Commander of Pacific Air Forces; as the Air
19 Component Commander, U.S. Indo-Pacific Command; and as the
20 Executive Director, Pacific Air Combat Operations Staff at
21 Joint Base Pearl Harbor-Hickam. You are a command pilot
22 with more than 29,000 flying hours, including 130 combat
23 hours.

24 And, Dr. Anderson, you have served in a variety of
25 senior positions in the Department of Defense, including as

1 Assistant Secretary of Defense for Strategy, Plans, and
2 Capabilities since August 2018. You began your career as a
3 Marine Corps intelligence officer and have realized many
4 accomplishments in education and academic administration in
5 both the government and private sector. So, again, thank
6 you.

7 I want to note that this is an unusual nomination
8 hearing because we are considering a military nominee with
9 two civilian nominees. Normally we would not do this, but
10 these are unusual circumstances. And I appreciate everyone
11 accommodating this unique hearing.

12 Let me also take this opportunity to pay tribute to our
13 service members and their families, as well as the civilians
14 and contractors, for their service during this crisis. We
15 are saddened by the loss of life and the rising rates of
16 Covid-19 infections throughout the military. The recent
17 incident with the USS Theodore Roosevelt serves as a
18 reminder of the perils that our service members endure
19 daily, whether deployed to combat zones or conducting
20 routine operations.

21 It also should have been a wake-up call about the
22 Navy's actions with respect to Covid-19. Ambassador
23 Braithwaite, if confirmed as the Secretary of the Navy, you
24 will face a number of critical issues.

25 First, you must address the effects of ongoing pandemic

1 on the Department of the Navy. I want to hear about your
2 vision for the future and what lessons have been learned
3 from your predecessor's mishandling of the USS Roosevelt
4 situation. The USS Roosevelt and USS Kidd also demonstrated
5 how quickly deployments can be stressed. So I am interested
6 in hearing what this tells us about how the Navy and Marine
7 Corps are dealing with strains of deployment and high tempo
8 operations.

9 The next Secretary's efforts in improving the readiness
10 of our forces will be crucial. While readiness is
11 important, if confirmed, you must also confront other
12 challenges, including the size of the Navy fleet. Congress
13 is still waiting on the latest force structure assessment
14 from the Chief of Naval Operations which was supposed to be
15 shared with the committee last year. We must also modernize
16 our fleet and improve operational concepts to ensure success
17 in the future.

18 Ambassador Braithwaite, I look forward to your thoughts
19 on these issues.

20 Mr. Anderson, you are nominated to be the Deputy Under
21 Secretary of Defense for Policy, having previously been
22 confirmed as the Assistant Secretary of Defense for
23 Strategy, Plans, and Capabilities. During your tenure, you
24 performed more senior duties as the leadership positions
25 became vacant. While you have valuable experience, I am

1 concerned that the Policy Office is and will continue to be
2 hamstrung by the numerous senior-level vacancies within the
3 office. The Deputy Under Secretary of Defense for Policy
4 plays a key role in implementing the National Defense
5 Strategy and realigning the Department's operational
6 planning, budgetary priorities, and capabilities with that
7 strategy. As the Department contends with a revisionist
8 Russia and China's global ambitions, it still lack strategic
9 guidance on multiple challenges. This includes clear policy
10 for contending with rogue powers like Iran and North Korea,
11 a path forward in Afghanistan, a strategy for securing peace
12 and preventing the reemergence of ISIS in Syria, as well as
13 developing policies for expanded areas of competition,
14 including space, cyber, and irregular warfare.

15 Furthermore, the ongoing novel coronavirus pandemic has
16 starkly highlighted the need for the Department to engage in
17 long-term planning for crisis response and the consequences
18 of failing to do so.

19 Mr. Anderson, I welcome your thoughts on these issues
20 and how the Department can address these challenges.

21 General Brown, you have been nominated to be Chief of
22 Staff of the Air Force. Having most recently served as the
23 Commander of Pacific Air Forces, you are very familiar with
24 the challenges facing the Air Force today in the Pacific and
25 how the Air Force should be implementing the National

1 Defense Strategy. General Brown, if confirmed, you will
2 also face challenges to improve readiness while modernizing
3 and expanding force structure. In order to achieve the
4 stated goal of 386 squadrons, the Air Force will need to
5 increase and sustain modernization efforts over a number of
6 years. On top of that, the Air Force must simultaneously
7 recapitalize most of the bomber fleet and all of the land-
8 based missile fleets. These are daunting challenges.

9 In the very near term, General Brown, you will be
10 tasked with recruiting and retaining a quality force. That
11 is no small task as the Air Force and other services contend
12 with the novel coronavirus pandemic and maintaining
13 operational readiness.

14 You will also need to ensure the Air Force has the
15 necessary structure to respond to future crises and
16 contingencies.

17 I again thank the nominees and my colleagues for
18 appearing at the committee's second hearing this week under
19 these unusual circumstances.

20 Thank you, Mr. Chairman, very much again for your
21 leadership in many different ways.

22 Chairman Inhofe: Thank you, Senator Reed.

23 Gentlemen, we will now begin with opening statements.
24 Try to keep your statements brief, around 5 minutes, and you
25 will have plenty of time with the well-attended group that

1 you have right now in responding to other questions.

2 So I am going to start off with a very short question
3 for each one of you, and we are going to try to get it
4 within that 5 minutes and we will continue on. Thank you
5 very much.

6 Starting with Ambassador Braithwaite, one of the things
7 we always hear about and talk about is what size of a Navy
8 -- what are we going to have. What do we really need? We
9 look at the Navy's fiscal year 2021 budget. It looks like
10 it would support a fleet of about 300 ships, but that would
11 be clearly in most minds inadequate. Just real briefly --
12 oh, yes. Sorry about that.

13 Let us start with the opening statements. You are
14 recognized for your opening statement. I was getting in too
15 big a hurry. Sorry.

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1 STATEMENT OF HON. KENNETH J. BRAITHWAITE TO BE
2 SECRETARY OF THE NAVY

3 Ambassador Braithwaite: Thank you, Mr. Chairman and
4 Ranking Member Reed and distinguished members of the
5 committee.

6 Today is obviously a very big day for me, perhaps the
7 most important of my professional life. But there have been
8 three other big days in my life that I would like to share
9 with you this morning to help you learn and inform you of
10 who I am.

11 July 8th, 1980, a typical hot, humid day aboard the
12 U.S. Naval Academy in Annapolis. I stood with over 1,000 of
13 my classmates to take the sacred oath of office that began
14 like many of you, a career of service to our nation. For
15 over 40 years, first in the uniform of the United States
16 Navy which took me around the world and into combat; later
17 as a councilman in a small town in Pennsylvania; as a Senate
18 staffer to the late Arlen Specter; and most recently as a
19 U.S. Ambassador, I have dedicated my life to the motto of
20 our Navy: honor, courage, commitment. Those are not merely
21 words to me or a slogan. No. Those are the guide stars by
22 which I have lived my life.

23 June 6th, 1994, 14 years later, the 50th anniversary of
24 the landings at DDay, I stood on the windswept beach at
25 Normandy with my aging father. He had been a young 18-year-

1 old private in the first wave, actually the very third
2 landing craft to touch the sand that morning in 1944. My
3 father, like most of his generation, did not talk much about
4 that day, but as we stood there, he recounted how he had
5 come ashore off the Higgins boat that dawn watching his
6 friends drop to his left and right. I asked him, among all
7 the chaos and death that morning, how he was able to go on.
8 He simply replied, son, it was my duty. Weeks later, he
9 would be himself severely wounded, shot in the head in his
10 service to our nation. His self-abnegation only served to
11 reinforce in my heart, my head, and my soul: honor,
12 courage, and commitment.

13 Finally last summer on the 75th anniversary of the same
14 landing at DDay, I once again was able to stand on that
15 sacred beach at Normandy, but this time without my father
16 who passed away in 2006, instead this time serving as the
17 link to my 12-year-old son Harrison who had never met his
18 grandfather. Only a few of those who were there that
19 morning with my dad were left. But Harrison and I
20 endeavored to shake each of their hands recalling their
21 sacrifices so we could live in freedom, the same who like my
22 dad went before me guided by honor, courage, and commitment,
23 three simple but powerfully important words that have always
24 guided all my actions.

25 I am humbled to appear before you today to be

1 considered as the 77th Secretary of the United States Navy.
2 To uphold the sacred honor of those who have gone before me,
3 whether Petty Officer Dorrie Miller at Pearl Harbor or
4 Corporal Jason Dunham in Iraq. I thank the President for
5 his trust and confidence in me.

6 As a child of the Midwest, I was taught to be frank,
7 diplomatic of course as is required of an admiral and
8 ambassador, but direct. It saddens me to say that the
9 Department of the Navy is in rough waters due to many
10 factors, but primarily the failure of leadership. Whether
11 Glen Marine defense, the ship collisions in 2017, judicial
12 missteps, or the crisis recently aboard USS Roosevelt, they
13 are all indicative of a breakdown in the trust of those
14 leading the service.

15 Sadly, I have witnessed this type of crisis before. In
16 1989, I was aboard the aircraft carrier, USS America,
17 sailing alongside the battleship Iowa when an explosion
18 killed 47 sailors. That was followed shortly thereafter by
19 the scandal at Tailhook. These were some very dark days for
20 the Navy. However, they taught me two things: one, the
21 Department is resilient; and two, it all starts with
22 culture.

23 I have learned this repeatedly in my career.
24 Successful organizations have a strong culture which always
25 starts with leadership and, as I witnessed following the

1 aforementioned events of the early 1900s, a proud heritage
2 of service and pride which the Department emphasized then
3 for inspiration and affirmation and, if confirmed, will
4 again.

5 While I recognize the challenges for all they are, I am
6 ready. I have learned across myriad roles, through military
7 service, as an executive in the private sector, a
8 congressional staffer, and now as a diplomat, I have been
9 preparing my entire life for this moment, always guided by
10 honor, courage, and commitment.

11 I have many people to thank like my mentors, Admiral
12 Tom Lynch and Admiral Steve Chadwick. But I would not be
13 here if not for my mother Sylvia who is 87 and watching me
14 this morning who taught that to work hard, you can
15 accomplish anything in America.

16 Finally and most especially, the continued love and
17 support of my beautiful and dear wife Melissa and my
18 wonderful children, Grace and Harrison, who have sacrificed
19 so much for me to serve, but also they have sacrificed for
20 our nation. God blessed me by bringing each of them into my
21 life.

22 Thank you, Mr. Chairman, Mr. Ranking Member, and
23 members of the committee. I look forward to answering your
24 questions.

25 [The prepared statement of Ambassador Braithwaite

1 follows:]

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1 Chairman Inhofe: Thank you, Admiral. It was a
2 beautiful statement.

3 General Brown, you are recognized.
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1 STATEMENT OF GENERAL CHARLES Q. BROWN, JR., USAF, FOR
2 REAPPOINTMENT TO THE GRADE OF GENERAL AND TO BE CHIEF OF
3 STAFF, UNITED STATES AIR FORCE

4 General Brown: Chairman Inhofe, Ranking Member Reed,
5 distinguished members of this committee, I am grateful and
6 deeply humbled by the opportunity to be with you and my
7 fellow nominees this morning. I would like to express my
8 appreciation to this committee for your relentless support
9 and advocacy for our United States Air Force, its airmen,
10 and families.

11 I would like to take a few moments to acknowledge my
12 family who, due to the hearing protocols, could not be with
13 us today but are watching online. First my wife, Sharene,
14 of nearly 31 years who has not only been committed to our
15 family but to the families of airmen, specifically focused
16 on quality education for military children. I am extremely
17 proud of our two sons: our oldest Sean who lives in Tampa
18 and our younger son Ross who lives here in Washington, D.C.,
19 who are both outstanding in their own right. Sharene, Sean,
20 and Ross have been instrumental to my success, and there is
21 no way I would be here today without their sacrifices, love,
22 and support.

23 I would also like to acknowledge my number one fan and
24 most vocal supporter, my mother Kay, and the most
25 influential officer in my career and my commissioning

1 officer, my father Charles, a Vietnam veteran who retired
2 from the United States Army after 30 years of service as a
3 colonel.

4 Finally, I appreciate the unwavering support of my
5 sister Stephanie and the influence of my younger brother
6 Kevin had on me and my family before his passing.

7 I would like to thank President Trump, Secretary Esper,
8 and Secretary Barrett for their confidence and support in
9 nominating me to be the next Air Force Chief of Staff.

10 I cannot thank General Dave and Dawn Goldfein enough as
11 they conclude 37 years of service to our nation. For
12 Sharene and I, it has been an honor to serve with the
13 Goldfeins and we wish them the very best as they start their
14 chapter.

15 Chairman and members of this committee, the 2018
16 National Defense Strategy provides the Department of Defense
17 with clear, actionable, and attainable goals to compete,
18 deter, and win. For the past 11 years, over 7 different
19 assignments, I have served in leadership positions focused
20 on the five challenges, China, Russia, North Korea, Iran,
21 and violent extremists, that are outlined in the National
22 Defense Strategy. If confirmed, I am committed to the Air
23 Force achieving irreversible momentum towards implementation
24 of the National Defense Strategy and an integrated and more
25 lethal joint force. At the top of that list is to work with

1 Secretary Barrett and General Raymond to take the
2 appropriate steps to ensure the success of the United States
3 Space Force.

4 Concurrently, I am committed to realizing the joint
5 warfighting concept that is in development. If confirmed, I
6 look forward to working with the Chairman, the Vice
7 Chairman, and the Joint Chiefs to increase our joint
8 interoperability. Of particular importance will be building
9 the digital foundation to support joint all domain command
10 and control, or JADC2, enabling the joint force, our allies,
11 and our partners to connect, communicate, and integrate our
12 collective efforts across all domains.

13 To compete, deter, and win, we will need to generate
14 combat power faster than our adversaries. If confirmed, I
15 am an advocate for early and constant collaboration between
16 operators, acquisition professionals, and industry partners
17 to unleash innovation and spiral development so that the
18 warfighter has access to the most capable and state-of-the-
19 art assets sooner than later.

20 I expect there will be tough decisions regarding legacy
21 programs and future modernization. If confirmed, I will
22 continue carefully considered risk assessments balancing the
23 Air Force's support to current combatant command
24 requirements while investing in capabilities to prepare us
25 for future competition, conflicts, and challenges.

1 Finally, I am and I will remain committed to the well-
2 being of our airmen and families. It is an imperative to
3 provide our airmen and families the quality of service, the
4 quality of life, and the environment where all can reach
5 their full potential.

6 It is truly an honor to be nominated to serve as the
7 next Air Force Chief of Staff. If confirmed, I look forward
8 to working with this committee and the Congress to organize,
9 train, and equip our Air Force to ensure the security of our
10 national interests. Once again, thank you for this
11 opportunity, and I look forward to your questions.

12 [The prepared statement of General Brown follows:]

1 Chairman Inhofe: Thank you, General Brown.

2 We will now hear from Dr. James Anderson. You are
3 recognized.

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1 STATEMENT OF HON. JAMES H. ANDERSON TO BE DEPUTY UNDER
2 SECRETARY OF DEFENSE FOR POLICY

3 Dr. Anderson: Chairman Inhofe, Ranking Member Reed,
4 and distinguished members of the committee, it is an honor
5 to be here today.

6 I am thankful for the confidence that President Trump
7 and Secretary Esper have placed in me as the nominee for
8 Deputy Under Secretary of Defense for Policy.

9 I would not be here today without the support of
10 family, friends, and mentors who have helped me throughout
11 my career.

12 My parents, Barbara and Michael Anderson, instilled in
13 me the value of hard work, honesty, and respect for others.
14 My sister Winnifred and her wonderful family continue to
15 provide much love and support.

16 My children, James and Olivia, inspire me every day.
17 Watching them grow and mature is the best part of being a
18 parent.

19 Most of all, I wish to thank my wife, Emily Anderson,
20 who is watching these proceedings from a quiet little hamlet
21 we call home in northern Virginia. She knows well the
22 sacrifices Pentagon positions demand, to include the before-
23 dawn departures and the after-dusk returns. Her love and
24 support make everything worthwhile.

25 My professional experience has helped prepare me for

1 this opportunity. Since my confirmation as Assistant
2 Secretary of Defense for Strategy, Plans, and Capabilities
3 in August 2018, I have worked to implement our National
4 Defense Strategy. If confirmed as Deputy Under Secretary of
5 Defense for Policy, I will continue these efforts in a new
6 role.

7 I am now in my second Pentagon tour, having served in
8 the Office of the Secretary of Defense from 2001 to 2009,
9 working mostly Middle East issues in International Security
10 Affairs.

11 My professional experience has taught me the value of
12 asking hard questions and the importance of seeking
13 practical solutions. I have taught national security topics
14 at several civilian and military educational institutions,
15 to include the George C. Marshall Center for European
16 Security Studies in Germany. Living overseas and working at
17 this jewel of an institution reinforced the importance of
18 working with allies and partners.

19 Earlier in my career, I served 3 years on active duty
20 as a Marine Corps officer in the late 1980s, an experience
21 that imprinted upon me the importance of teamwork and esprit
22 de corps. The opportunity to work alongside dedicated
23 professionals in defense of our great country inspired me
24 then, just as it does now.

25 The current Covid-19 crisis has brought about many new

1 challenges for the Department. The Policy team in the
2 Pentagon, working with its partners in the building and
3 across the interagency, has risen to the occasion and
4 continues to provide the Secretary of Defense with timely,
5 top quality advice and support. I am privileged to be part
6 of this team.

7 The Department of Defense issued its National Defense
8 Strategy in January 2018 and it remains our north star. The
9 document clearly outlines priorities to ensure our nation's
10 competitive advantage amid the exacting demands of long-term
11 strategic competition.

12 If confirmed, I will do my level best to help implement
13 this strategy in a cost-effective and timely manner. The
14 men and women in uniform, as well as their civilian
15 counterparts who serve the Department, deserve no less from
16 their senior leaders.

17 I look forward to your questions.

18 [The prepared statement of Dr. Anderson follows:]
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1 Chairman Inhofe: Thank you very much.

2 Now we will start off where we ended momentarily.

3 Senator Reed and I feel a sense we are going to be confining
4 questions to 5 minutes if we are going to have a second
5 round of questioning, if that is all right with our
6 witnesses.

7 So I will start off again with you, Ambassador
8 Braithwaite. It has been very controversial. And just very
9 briefly when you think about the fact that the budget that
10 has been submitted will be to support a 300-ship Navy -- and
11 I think most people agree it needs to be bigger than that.
12 We hear about 355. Very briefly, what size, do you think,
13 of a Navy we ought to have?

14 Ambassador Braithwaite: Sir, it needs to be minimally
15 355 ships. Hopefully, we build beyond that.

16 Chairman Inhofe: That is a good brief answer. I
17 appreciate that.

18 [Laughter.]

19 Chairman Inhofe: I will not ask why because I agree
20 with you.

21 General Brown, you brought this up and I really
22 appreciate the fact that you were talking about the NDS.
23 This is the plan that we have been following now since it
24 came out and that is 3 years ago. So General Goldfein was
25 committed to that. I would like to have you make a further

1 comment even though you have already made one about this and
2 your commitment to following this as your pattern.

3 General Brown: Senator Inhofe, Chairman, I am actually
4 very committed to the National Defense Strategy. In my
5 current position as the Pacific Air Forces Commander, it has
6 been a lot of focus because four of the five challenges in
7 the National Defense Strategy are in our region.

8 Chairman Inhofe: I appreciate it very much.

9 Dr. Anderson, I have talked to you about this before.
10 This is something that I have been concerned about. In
11 fact, we went through all those years without having an
12 AFRICOM. It was kind of the forgotten continent, and now we
13 see that those things that we were guessing that were going
14 to be happening there are happening or have already
15 happened.

16 We are looking right now at what China and Russia is
17 doing in that continent. In fact, China -- that is the
18 first time that they have actually started a major
19 installation someplace other than their own city limits.
20 And so we know what is happening there.

21 I would like to have you say, in this remaining time
22 that I have, your thoughts about the role of AFRICOM and
23 what your intentions are and your feelings are concerning
24 that continent and its problems.

25 Dr. Anderson: Thank you, Senator.

1 AFRICOM, as you noted, was established a few years ago,
2 I believe over a decade ago, and plays an important role in
3 our National Defense Strategy. It is complicated, of
4 course, by the intrusion of the PRC and also to an extent
5 the Russian Federation on the continent. And those moves by
6 the Chinese take a variety of different forms, to include
7 establishing a military base, its first overseas military
8 base, in Djibouti. So we are watching that very carefully
9 as well as a lot of their efforts elsewhere on the
10 continent, to include all the sort of predatory economic
11 things that they are doing trying to insert their workers
12 there and exploit local economies and make economies
13 dependent upon them economically and financially. So we are
14 vigilant and we are watching very closely what our
15 competitors are doing on the continent. Of course, Russia
16 is very involved in the Libyan conflict, and it is a very
17 unfortunate situation there.

18 So in terms of the Department of Defense is looking
19 very closely at all its combatant commands, to include
20 AFRICOM, to ensure that we have the right mix of forces, the
21 right posture throughout the continent. And under Secretary
22 Esper's leadership, we are doing exactly that. And this is
23 an effort at right-sizing our forces there. There have been
24 some press reports that we are cutting and running, that we
25 are abandoning Africa, and those are flatly false. We are

1 looking hard at right-sizing and making those decisions.
2 One decision that Secretary Esper has made is to allocate
3 the SFAB, Security Force Assistance Brigade, to AFRICOM
4 which we think is a good example of getting the right forces
5 into theater.

6 Chairman Inhofe: Well, yes, you are right that they
7 came, and there has to be an examination, a constant
8 examination, on the placement of troops around the world.
9 It happened that Senator Rounds and I were in Africa when it
10 was rumored that the decision had been made by the
11 administration to reduce there. And obviously, that was not
12 accurate. In fact, our Secretary actually came forth and he
13 said that is a place where we cannot do that. So my
14 question to you is, do you agree with the Secretary on the
15 continent of Africa?

16 Dr. Anderson: Yes. I agree with Secretary Esper. He
17 is taking a hard look at this. He has not made any final
18 decisions, but I would expect those will be forthcoming.

19 Another part of this effort is we are working closely
20 with allies and partners, and we certainly encourage our
21 European allies, for example, to assume a greater role on
22 the African continent because they certainly have interests
23 there as well.

24 Chairman Inhofe: That is good.

25 Senator Reed?

1 Senator Reed: Well, thank you very much, Mr. Chairman.

2 Ambassador, you have made it very clear in your opening
3 statement that the Navy chain of command is in disarray.
4 Nothing illustrates that more than the Roosevelt situation.
5 When an acting Secretary of the Navy is calling directly a
6 carrier commander and trying to work out problems with him,
7 something is wrong. When that carrier commander's immediate
8 superior is several staterooms down the hall and there is no
9 apparent communication, something is wrong.

10 It goes to trust, as you alluded to. It goes to the
11 culture of the Navy. It goes to reliance on the chain of
12 command by civilian authorities, of getting advice and
13 supporting them, et cetera. And it is also I think in your
14 position keeping your eyes and the Navy's eyes focused on
15 the threat and the force, the fleets at sea and all the
16 force, and not being distracted by some of the things that
17 happen here in Washington.

18 But what specific steps are you going to take to
19 correct the situation? Because without a functioning chain
20 of command, without a culture of trust and confidence, the
21 platforms are irrelevant.

22 Ambassador Braithwaite: Senator, I would agree with
23 you, and I thank you for the question.

24 As I learned over the course of my career, again in
25 both the public and private sector, culture trumps

1 everything. As Mr. Drucker, a famous entrepreneur, says,
2 culture eats strategy for breakfast.

3 So culture is the one thing that creates for an
4 organization a sense of belonging, a sense of good order and
5 discipline. It is my number one priority, if I am
6 confirmed, to restore the appropriate culture in the United
7 States Navy. Culture exists. I will not say it is broken.
8 I think it has been tarnished. I think the events over the
9 last several years have helped see that occur, and if I am
10 confirmed, I will make sure that I get at that, again
11 predicated on good order and discipline, empowering people
12 to understand their responsibilities along that chain of
13 command, as you and I both talked about yesterday, as well
14 as setting the tone here from the very highest level. I
15 think it is contingent upon leadership first to establish
16 that and then hold those who are responsible throughout the
17 chain for the same.

18 Senator Reed: Well, thank you, Mr. Ambassador. I
19 think this dialogue will continue many, many months forward.

20 General Brown, one of the big issues that will face you
21 going forward is the issue of sustainment costs. We buy
22 very expensive platforms, but those expenses sometimes pale
23 in comparison to sustaining the equipment. Do you have any
24 sense of what you are going to do to tackle this problem?
25 And first of all, do you recognize this is a serious issue?

1 General Brown: Senator, I do recognize this is a
2 serious issue. If confirmed, I think the key part for me is
3 to be working very closely with our industry partners on how
4 we bring down sustainment costs, at the same time, we work
5 internally inside the Air Force to address some of our
6 processes to ensure that we are able to manage the cost
7 because we cannot just modernize and not sustain. We have
8 got to be able to do both to implement the National Defense
9 Strategy.

10 Senator Reed: Thank you.

11 And, Dr. Anderson, we signed an agreement on February
12 29th with respect to Afghanistan. The situation has changed
13 dramatically. First, could you comment on how these changes
14 might have affected the goal of the agreement, which was the
15 eventual departure of U.S. forces and some type of
16 reconciliation, and also comment on the fact that implicit
17 in the agreement is our continued support of Afghan Security
18 Forces to the tune of billions of dollars a year? Is that
19 likely if we no longer have troops on the ground? So your
20 comments briefly. I am sorry.

21 Dr. Anderson: So since the 29th of February, we have
22 seen frankly mixed results in terms of Taliban compliance to
23 the agreement. They have refrained from attacking U.S. and
24 coalition troops. They have refrained from attacking major
25 urban centers. But they have been attacking robustly and at

1 an unfortunate level, at an unprecedented level our Afghan
2 partners. And this is greatly concerning to us.

3 We will continue to proceed to our level of 8,600
4 within 135 days, which is approximately mid-July, but the
5 Department has made it very clear that beyond that,
6 reductions will be conditions-based. So we will look very
7 closely as the situation unfolds.

8 In this context, assuming conditions allow further
9 drawdown, we remain committed to our Afghan partners. They
10 have paid a heavy price -- the Afghan National Defense
11 Security Forces. They have, in fact, been doing most of the
12 fighting since 2015, and we have been supporting them in our
13 train, advise, and assist role.

14 So it is my view that going forward in Afghanistan, we
15 absolutely need to continue to maintain a level of
16 commitment in terms of our assistance to them so that they
17 can continue to help defend their country.

18 Senator Reed: Thank you.

19 Thank you, Mr. Chairman.

20 Chairman Inhofe: Thank you, Senator.

21 Senator Fischer?

22 Senator Fischer: Thank you, Mr. Chairman.

23 General Brown, the Air Force is responsible for two of
24 the three legs of our nuclear triad, and it is carrying out
25 a number of programs that are vital to modernization of the

1 deterrent such as the B-21, the GBSD, the long-range
2 standoff weapon, as well as our nuclear command and control
3 and communications architecture.

4 Sir, do you believe that these programs and the overall
5 modernization of our nuclear deterrent is necessary?

6 General Brown: Senator, most definitely.

7 Senator Fischer: We often hear calls of disarmament,
8 and this committee has also heard several of our last
9 STRATCOM commanders testify that there is no margin left in
10 our schedule for recapitalization. Is it your
11 understanding, General, that further delay is not an option
12 and that these programs must proceed on schedule if we are
13 going to continue to be able to field an effective
14 deterrent?

15 General Brown: Senator, I am in complete agreement.

16 Senator Fischer: I understand the Air Force is
17 considering awarding the GBSD contract early. I know the
18 lack of margin in that program is particularly concerning,
19 and Congress has pushed the Department to find ways to
20 accelerate it in order to ease the burden on the schedule.
21 If the Air Force determines that it is a viable option, I
22 certainly want to express my support for that, sir.

23 Yesterday we had a good conversation about the future
24 of the Air Force and the need to adapt in the face of the
25 growing challenges that are posed by our adversaries.

1 Given those threats, do you believe the Air Force is
2 currently large enough to accomplish the missions required
3 by the National Defense Strategy?

4 General Brown: To an extent. I mean, in the immediate
5 term, I think we are, but we still got to be able to grow to
6 the 386. That is the goal. Anything less than 386 incurs
7 risk. And so our ability to actually get capability into
8 the hands of the warfighter faster, to be able to move
9 faster so we can compete against our adversaries are
10 important aspects to help us with the National Defense
11 Strategy.

12 Senator Fischer: You and I talked about that, being
13 able to balance the capability along with the capacity that
14 is needed as well. And when you look at the new platforms
15 and the new technologies that will be coming, that are here
16 now, and that will be coming and how critical the use of
17 those platforms are for us in meeting that challenge, can
18 you elaborate a little bit more on that and maybe get into
19 how we establish a balance between manned and unmanned?

20 General Brown: Sure. Some of the things I think about
21 is even as you look at trying to get to 386 or working
22 towards 386, if we do not achieve 386, we may be a little
23 bit smaller than 386, but we will be more capable. So
24 effectively you are getting closer to 386. And with that,
25 it is not just the manned platforms, it is also how we do

1 manned/unmanned teaming. And the XQ-58 Valkyrie is one of
2 those systems that we can team up with particularly some of
3 our 5th gen capability to increase our range, to increase
4 our awareness, to increase our strike capability. And so
5 those are the kinds of things we are working on inside of
6 the Air Force.

7 Senator Fischer: Do you also work with our allies in
8 this regard as well? I mean, it is very important to work
9 within your branch to work within our government. How do
10 you feel about working with our allies?

11 General Brown: Actually that is one of my joys. I
12 spend a lot of time -- as a matter of fact, most of my time
13 as a general officer I have spent overseas, and I have a
14 pretty good band of relationships with our partners. So a
15 constant dialogue is important with those that we share
16 interests and values with.

17 Senator Fischer: And how do you see yourself working,
18 if you are confirmed, within the system to be able to make
19 sure that any new platforms are incorporated and are
20 incorporated in a wise manner but also in a manner that it
21 does not take forever?

22 General Brown: Senator, that is one of the things I am
23 really focused on. Having been a warfighter for the past
24 number of years here in these key positions is how do we
25 actually speed that process. And we cannot let perfect be

1 the enemy of good enough. That is why I believe in spiral
2 development and being able to get something into the hands
3 of our warfighters versus nothing in the hands of our
4 warfighter 8 to 10 years down the road.

5 Senator Fischer: Thank you, General. Thank you to the
6 other two gentlemen as well.

7 Thank you, Mr. Chairman.

8 Chairman Inhofe: Senator Shaheen?

9 Senator Shaheen: Congratulations, gentlemen. Thank
10 you for your willingness to consider serving at this
11 challenging time in our history.

12 General Brown, I want to begin with you. I had the
13 opportunity to speak with General Goldfein earlier this
14 week. As you are probably aware, the 157th air refueling
15 wing at Pease National Guard Base in New Hampshire is the
16 first National Guard to receive the new KC-46 tanker. I had
17 the opportunity to be there when the first tanker arrived.
18 And so I follow this issue very closely.

19 General Goldfein seemed optimistic that the agreement
20 that had been reached with Boeing would provide a path
21 forward to fix the remote vision system and some of the
22 other problems with the tanker. But clearly we are still
23 several years away from having tankers that are going to do
24 the refueling that we want them to do.

25 So can you tell us how, if confirmed, you would keep

1 that program on track and ensure that it is ready to go as
2 soon as possible to do its air refueling mission?

3 General Brown: Senator, I think one of the key roles I
4 have is to, one, work with our acquisition professionals to
5 move it forward but also with our partner Boeing. There is
6 a new CEO. Having talked to General Goldfein, that CEO is
7 pretty serious about delivering that capability. So for me
8 personally, building a relationship with the CEO of Boeing
9 so we can have frank dialogue particularly if it gets off
10 track, but the goal is to keep it on track and get it into
11 the hands as quickly as possible.

12 Senator Shaheen: Well, thank you. I was pleased to
13 hear that the new CEO at Boeing seems more committed to
14 fixing this than previously.

15 Ambassador Braithwaite, our nation's four public
16 shipyards handle our aircraft carriers, our submarines.
17 They are really the backbone of our naval power, and we need
18 to modernize these shipyards and increase the dry dock
19 capacity. I am a supporter of the Navy's shipyard
20 infrastructure optimization plan, which was released in
21 February of 2008. I wonder if you could tell me if you have
22 had the opportunity to review the plan, and if so, can you
23 share your thoughts on the importance of investing in the
24 Navy's public shipyard infrastructure?

25 Ambassador Braithwaite: Yes, Senator, thank you very

1 much. I have spent some time up at the shipyard there in
2 Portsmouth and have always been impressed by the patriotism
3 and the commitment to our national security that the
4 employees exhibit every day.

5 Maintenance is one of those things that has never been
6 the thing that the Navy has very focused on. It is always
7 more interested in building new ships and new airplanes,
8 much like any other situation where deferred maintenance
9 becomes something that you get to later. Having served at
10 the Philadelphia shipyard before they closed that, that
11 taught me that lesson very up close and personal.

12 And it becomes a double-edged sword because not only do
13 you defer the amount of resources required to upgrade the
14 ships, but you also defer the requirements to upgrade the
15 actual shipyard.

16 I have had a chance to look at the SIOP. I agree with
17 it over the 20-year period. I will look to make that a
18 priority as we look forward because, as I shared with
19 Senator King, whenever you have any vessel, ship, aircraft
20 tied to a pier not doing its job out at the tip of the
21 spear, that is a waste to the taxpayers. And as a good
22 steward, I think we have an obligation to make sure that
23 those ships and aircraft and submarines are out doing their
24 jobs.

25 Senator Shaheen: Well, thank you, and I am pleased to

1 hear that you have visited the shipyard. We hope you will
2 come back. I am sure you know that in New Hampshire we take
3 part ownership of that shipyard just as Maine does. So
4 Senator King is not the only one who is following this issue
5 very closely. Sorry, Angus.

6 Let me also -- because you mentioned the importance of
7 the employees at the shipyard. Clearly their effectiveness
8 is the reason that that shipyard is considered the most
9 productive in the country. I had an opportunity to talk to
10 several of the workers there about their concerns with the
11 Covid-19 pandemic. And as you are probably aware, there are
12 a number of people there who have tested positive. We lost
13 a shipyard worker. And they are very concerned about having
14 the right personal protective equipment, the masks that they
15 really need when they are working in close quarters in the
16 yard, and if that cannot be provided, that hazard pay be
17 considered for those people who are working in those
18 dangerous circumstances.

19 Can you commit to me that you will look into this and
20 see if we can ensure that the people who are working on our
21 subs have the protective equipment that they need to do
22 their jobs?

23 Ambassador Braithwaite: Senator, absolutely. I can
24 tell you that one of the most impressive things that I have
25 learned in the last few weeks is working with Assistant

1 Secretary Geurts who has explained to me the patriotism that
2 these workers have displayed each and every day. They have
3 gone into harm's way and continue to ensure that our ships
4 are ready and deployable, and that speaks a lot about their
5 character. So I think it is incumbent upon me, if I am
6 confirmed, to ensure as the senior leader in the Department
7 that they get the equipment and the safety gear that they
8 would need in order to be able to do that job.

9 Senator Shaheen: Thank you very much.

10 Thank you, Mr. Chairman.

11 Chairman Inhofe: Thank you.

12 Senator Rounds?

13 Senator Rounds: Thank you, Mr. Chairman.

14 Gentlemen, thank you all for your service to our
15 country.

16 General Brown, I enjoyed our phone call yesterday, and
17 I thank you for your acceptance of my invitation that, if
18 you are confirmed, to visit Ellsworth Air Force Base.

19 Following up on our discussion, I appreciate your
20 sharing with the committee the perspectives you shared with
21 me regarding two programs. First, could you explain the
22 importance of not allowing a capability gap for the bomber
23 force as the legacy fleet continues to age while we wait for
24 the B-21 to come online? And secondly, could you give us
25 your perspective on what we need to do to assure that the

1 full buy of F-35's is made to be able to avoid the situation
2 that we had years ago when we dramatically reduced the buy
3 of the F-22 fighters?

4 General Brown: Thank you, Senator.

5 First, on the B-21 and our bombers, the key part is
6 getting the B-21 delivered and delivered on time, at the
7 same time maintaining the capability we have with our
8 current bomber force. I do not want to get to a point where
9 we have a fork in the road where we have to make a tough
10 call. And so if we can keep all those on track so we do not
11 have any gaps, that is an important aspect to me.

12 For the F-35, the key part -- and it was mentioned a
13 little bit earlier -- is sustainment costs and the cost per
14 flying hour. I know General Goldfein has met with the
15 various contractors and has commitments working with the
16 Joint Program Office to bring those costs down. By bringing
17 those costs down, it makes it more affordable to actually
18 buy the F-35 buy that we intend to have, and we can provide
19 the capability we require for the Air Force.

20 Senator Rounds: Thank you.

21 General Brown, also I was kind of surprised. I was not
22 aware that the Air Force -- unlike the Army and the Navy,
23 the Air Force budget contains a significant pass-through
24 element where funding is passed through the Air Force on its
25 way to other DOD agencies that then execute it. I also

1 understand that the Air Force exercises no control over and
2 receives no benefit from this funding. In fact, in the
3 fiscal year 2020 budget that we are executing right now, the
4 Department of the Navy budget top line is about \$206
5 billion. The Department of the Army's top line is \$177
6 billion, and the Department of the Air Force's top line is
7 \$205 billion. However, once you discount the pass-through
8 in the Air Force budget, the Air Force's true top line
9 budget is about \$166 billion, the lowest of the three
10 military departments. Basically about 3.2 percent of the
11 Army's is passed through, and about 1 percent of the Navy's
12 budget, as I understand it, is passed through.

13 I would like your perspective on this particular
14 practice and anything that you would like to comment on.

15 General Brown: Senator, I am aware of the pass-through
16 as contained in the Air Force budget. I am very
17 transparent, and I like transparency. And so I think it is
18 nice to be able to be reflective of the budget the Air Force
19 is actually responsible for. So, if confirmed, I am happy
20 to look into that aspect of our budget and then work with
21 the various entities to address.

22 Senator Rounds: Thank you.

23 Ambassador Braithwaite, in looking back over yesterday,
24 we had a very good phone conversation, and I appreciated
25 that. As you know, similar to what you will probably hear

1 from Senator King and from what you just heard from Senator
2 Shaheen, I do have a concern. Even though I do not have any
3 of those depots in my home State of South Dakota, I think it
4 is very important that we talk about the ability to handle a
5 355-ship Navy with the appropriate depot capabilities.

6 My concern is that while we have seen some improvements
7 in some areas of maintenance in the Navy -- in fact, I
8 congratulate the Navy on their F/A-18's. They brought those
9 up to an 80 percent capability rate right now. When we talk
10 about the nuclear attack submarines that we have got, we
11 have now got four of them that are waiting for dry dock.
12 The USS Boise may very well have been in dry dock waiting
13 for a refueling for perhaps 7 to 8 years. You have got
14 three more behind it waiting as well.

15 I would like your perspective on what we do with regard
16 to depot maintenance and with regard to accelerating and
17 getting that piece of property that the taxpayers paid for
18 back into operational condition in a more timely fashion.

19 Ambassador Braithwaite: Thank you, Senator, and I did
20 enjoy our conversation yesterday.

21 I did look into the USS Boise which is not only
22 unfortunate but, sir, is unacceptable. I understand that
23 the Department took a turn and is looking into how they
24 might work with some other private yards to assist.

25 But I believe, as we discussed yesterday, when you look

1 at all the priorities and you assess those, just like we do
2 around our kitchen tables with our families of the
3 requirements that we have, we have to balance shipbuilding,
4 maintenance, education, training, everything across the
5 board. I look forward to the opportunity have that
6 opportunity, if confirmed, to look into this.

7 Maintenance has always been something that has been
8 deferred that I have experienced in my Navy career. As a
9 pilot, there were oftentimes -- many times that aircraft
10 were not available and we ended up being on the flight
11 schedule and then removed from the flight schedule.

12 I did get some good news, though, that the rates are
13 moving upwards, as you indicate, especially for our surface
14 platforms. We were at a 20 percent completion rate 2 years
15 ago up to 40 percent, on its way to 70 percent this year
16 before Covid-19. So I salute again Assistant Secretary
17 Geurts on his efforts. I believe what he has put in place
18 and the team that he has led is moving in the right
19 direction, and I will ensure that I remain vigilant so that
20 we get to where we do not have these ships in the queue and
21 we get them back out to the tip of the spear, Senator.

22 Senator Rounds: Thank you.

23 Thank you, Mr. Chairman.

24 Chairman Inhofe: Thank you.

25 Senator Blumenthal?

1 Senator Blumenthal: Thank you, Mr. Chairman.

2 Thank you to each of our nominees for your service to
3 our country.

4 Admiral Braithwaite, I think you are absolutely correct
5 about the need for focus on culture in these very choppy
6 waters, as you correctly describe them. And I welcome your
7 commitment to changing the culture and eliminating any
8 possible perception on the part of our sailors that there is
9 a culture of retaliation against reporting instances of
10 questionable judgment or, for example, infection on any of
11 our ships with Covid-19. And I believe you stated that very
12 forthrightly yesterday in our conversation.

13 I also welcome your offer to come back to Groton --
14 Ambassador Braithwaite: Yes, sir.

15 Senator Blumenthal: -- where you have spent time in
16 the past and your commitment stated yesterday -- and I would
17 like you to reaffirm it now -- that you believe that we
18 ought to be constructing two submarines a year so as to
19 reach the required level that we maintain and enhance our
20 predominance in the underwater domain.

21 Ambassador Braithwaite: Yes, sir, Senator. As we
22 discussed yesterday, as a naval aviator who spent a lot of
23 time hunting submarines, Soviet submarines, I worked very
24 closely with our subsurface force. Their professionalism is
25 beyond reproach. And they are extremely important to our

1 national security.

2 I believe we should work towards 66 boats, as you and I
3 discussed, and I will be a big advocate for that.

4 Senator Blumenthal: And for the construction hopefully
5 of that second submarine in fiscal year 2021 because it is
6 right now on the unfunded priorities list.

7 Ambassador Braithwaite: Yes, sir.

8 Senator Blumenthal: But I welcome your commitment to
9 making sure it is built at Electric Boat and also the
10 sensitivity that you have demonstrated and the commitment to
11 our workforce there because they are as vital as our men and
12 women in uniform. They enable us to have the ability to
13 make sure that our men and women in uniform do not have a
14 fair fight, that they have that predominance in undersea
15 warfare and, in that connection, making sure that
16 maintenance of the USS Hartford and the USS John Warner is
17 potentially available for work so as to maintain the
18 stability of that workforce at Groton.

19 Ambassador Braithwaite: Yes, sir. I believe that the
20 industrial base is the fragile part of the equation towards
21 national security, and we need to ensure there is stability.
22 Again, I saw this living for 3 years at the Navy shipyard in
23 Philadelphia. Without that, the workforce begins to not be
24 as capable. But also understanding the demands to ensure
25 that we can get the ships out and back to the tip of the

1 spear.

2 Senator Blumenthal: The situation in Groton, as in
3 many manufacturing sites and spaces in the United States
4 right now, can be very perilous. I have talked to many,
5 many of the workers there who sometimes feel threatened
6 because of inadequate personal protective equipment but also
7 because of the need for better staging and siting of
8 workers, which is very difficult to do in building
9 submarines because the level of precision and skill is so
10 demanding.

11 So I would like your commitment that you will encourage
12 Electric Boat and require them, in fact, to meet the best
13 standards of safety and, in fact, encourage OSHA and other
14 agencies responsible for safety to set emergency standards,
15 where necessary, to protect workers in those situations.

16 Ambassador Braithwaite: Senator, this comes back to
17 something that I believe is at the core of any relationship,
18 whether between you and me or anybody. Trust is so
19 important. So I look forward to the opportunity, if
20 confirmed, to reestablish that trust inside the Navy up and
21 down the chain of command, but also the trust we have with
22 the private yards and the leadership and the workers at the
23 public yards as well. So, again, if confirmed, I will work
24 with the leadership at Electric Boat and all the private
25 contractors to ensure that we establish that trust.

1 Senator Blumenthal: Finally, on the issue of trust,
2 which is critical, I welcomed your commitment yesterday to
3 follow the recommendations of the ongoing investigation
4 regarding Captain Crozier's removal and to return him to
5 command if that is the appropriate recommendation from the
6 investigation that is now underway. I have recommended an
7 Inspector General investigation, which may follow if
8 necessary. But thank you for your commitment in that regard
9 as well.

10 Ambassador Braithwaite: I look forward to the
11 investigation, and I believe that Chairman Milley was
12 correct. I believe in, as we discussed yesterday, that
13 whenever you are confronted with a challenge like this, it
14 is best to pause, consider all the facts, and then make the
15 right decision. I learned that in flight school as a young
16 naval aviator that whenever any bell or whistle went off in
17 your cockpit, the most important thing to do was sit on your
18 hands for 2 seconds. And my Marine instructor made sure I
19 did that because then you can assess the problem correctly
20 before shutting down the wrong system.

21 Senator Blumenthal: Thank you very much. I look
22 forward to supporting your nomination. Thank you.

23 Ambassador Braithwaite: Thank you, Senator.

24 Senator Blumenthal: Thank you, Mr. Chairman.

25 Chairman Inhofe: Thank you.

1 Senator Ernst?

2 Senator Ernst: Thank you, gentlemen, very much for
3 being with us today. We appreciate your time and your
4 commitment, and I want to give a special shout-out to your
5 families as well. We wish they could be here with you. I
6 know they are with you in spirit.

7 Ambassador Braithwaite, thank you. We had a great
8 conversation yesterday. And given maybe another day, we
9 could have solved many of the world's problems. But I do
10 appreciate your time and attention to a number of very
11 important issues and regions.

12 Part of the discussion that I found very fascinating
13 was your perspective not only as a naval officer but also as
14 an Ambassador now. And serving in Norway and the close
15 proximity to Russia, you have been able to see up close
16 Russia's intentions in that region. And you went on to
17 describe the posturing of Russia, as well as we talked about
18 INDOPACOM with China and comparing what Russia is doing
19 compared with China and where they would like to see
20 themselves positioned globally. If you could share that
21 discussion using your perspective as a naval officer and an
22 Ambassador and where you think we need to be positioning as
23 a Navy in regards to Russia and then in regards to China.

24 Ambassador Braithwaite: Thank you for that question,
25 Senator, and especially for your time yesterday. I enjoyed

1 our conversation as well.

2 I have spent a lot of time in the Arctic both as a U.S.
3 Ambassador, as well as a naval officer, and I have come to
4 appreciate that part of the world for the importance and
5 especially as it emerges is becoming more important to
6 everybody. And most people in America do not realize
7 because we do not see that here within the continental
8 United States, although Senator Sullivan sees it a little
9 bit up in Alaska. But the Chinese and the Russians are
10 everywhere, especially the Chinese. You would be alarmed at
11 the amount of Chinese activity off the coast of Norway in
12 the high north. And we need to be vigilant to that. We
13 need to understand why.

14 My old boss, General Mattis, who I had the great
15 fortune to work for at Joint Forces Command when I was a
16 young Navy captain -- he and I spoke just a couple of years
17 ago about this. Russia's hope is to be relevant again on
18 the world stage, where we all believe or all come to
19 understand that China wants to be dominant on that same
20 world stage. And they have really pressed hard upon Norway
21 to be part of that calculus.

22 If you look at the northern sea route between Kirkenes,
23 the most northern city in Norway, coming across the top of
24 Russia, it could reduce the amount of commerce moved out of
25 China to European markets by half. China has launched a

1 charm campaign to try to win Norway over after, in 2010,
2 forcing them or trying to force them to withdraw the Nobel
3 Peace Prize to a Chinese dissident by the name of Liu Xiabo.
4 The Norwegians are proud people, independent people. They
5 stood up against the Chinese and they suffered for that
6 economically.

7 But China now recognizes the importance of Kirkenes,
8 securing a western terminus on the northern sea route, and
9 they are up there and trying to, again, win over the people
10 of northern Norway.

11 The United States Navy, as you and I discussed,
12 Senator, is at the vanguard of that. It provides some of
13 the only capabilities to be able to do power projection in
14 that part of the world. We are there. We currently have
15 three destroyers that are sailing along with both the United
16 Kingdom Navy, as well as the Royal Norwegian Navy, to ensure
17 that that power project exists, and deterrence is part of
18 the calculus for those of us in NATO. And I think we need
19 to continue to do that. We continue to need to be vigilant.
20 We continue to be present, and that requires an adequate
21 size Navy to be there.

22 Senator Ernst: Very good. I appreciate that.

23 And, General Brown, just very briefly as I only have
24 about a minute remaining. The Air Force does provide very
25 valuable support to our ground forces. Those of us that

1 were ground pounders really do appreciate your cover. But
2 our ground force commanders and the JTACs are fully
3 integrated with our air crews to provide precision fires,
4 especially our SOF, which is a community that I have close
5 ties to.

6 As the Air Force focuses on developing their 5th
7 generation platforms and fighting in a near-peer contested
8 environment rather than the uncontested environment that
9 they are very used to right now, what will that training
10 look like for that next generation of pilots and crews, and
11 how are you going to work with our ground forces to
12 incorporate their needs as you are doing that?

13 General Brown: Part of the work we have to do with the
14 rest of the joint team is understand their scheme and
15 maneuver, how we work our joint warfighting concept, and how
16 we work together. One of the key aspects that we are able
17 to do as an Air Force is to provide some of the command and
18 control aspects to support, and with that is the advanced
19 battle management system and how we are able to connect to
20 various sensors and sheers. So the key part for me is to
21 understand for our sister services what is their highest
22 priority so we can work together on that versus us going our
23 own way. That to me is the most important thing I can do,
24 is actually understand what they need to do, what mission
25 sets they have, and how I am able to support and vice versa.

1 Senator Ernst: Very good. And SOCOM Commander General
2 Clark is very appreciative of the work he has been able to
3 do with General Goldfein and the transition of some of those
4 platforms to SOCOM. We hope that that great relationship
5 continues. Thank you very much.

6 General Brown: Thank you.

7 Chairman Inhofe: Thank you.

8 Senator King?

9 Senator King: Thank you, Mr. Chair.

10 First to allay any confusion that may have been sowed
11 by the comments of my distinguished colleague from New
12 Hampshire, the Portsmouth Naval Shipyard is in Maine. I
13 just want to clear that up.

14 [Laughter.]

15 Senator King: Ambassador Braithwaite, you and I talked
16 about the DDG being the workhorse of the Navy, an important
17 ship, a mature design. We are in the middle of a multiyear
18 right now, 2018-2022. I hope you will give serious
19 consideration to a second multiyear starting in 2023 for two
20 reasons. One, it is a significant taxpayer savings when we
21 buy in bulk, as you were. And also, it helps to ensure the
22 stability of the industrial base. Will you commit to giving
23 serious consideration to that possibility?

24 Ambassador Braithwaite: Absolutely, Senator. As you
25 and I discussed, the DDG-51, the greyhound of the fleet,

1 truly is the backbone and something we have relied upon as
2 the Department for the power projection that that platform
3 provides. And as a former group purchasing executive, I
4 could not agree with you in a group buy approach. That is
5 great for the people of America and being good stewards to
6 the taxpayers, Senator.

7 Senator King: Thank you. I appreciate that.

8 As we are in the midst of this crisis, the Navy has
9 deemed both its public and private shipyards essential in
10 terms of continuing their work.

11 On the other hand, two points. One is necessarily
12 there have been delays and contract delays because of the
13 interruption in the work called by the illness. I hope you
14 will work Secretary Geurts and Secretary Lord on flexibility
15 in the contracts and, indeed, perhaps additional funding in
16 order to compensate the yards for working around this
17 difficult situation.

18 Ambassador Braithwaite: Senator, I believe we have all
19 learned a lot through this crisis, and we have a lot more to
20 learn. If confirmed, I will work very closely with
21 Secretary Geurts to ensure that we have the resources placed
22 appropriately. God forbid if we were ever to encounter
23 anything like this again.

24 Senator King: And flexibility in terms of deadlines.

25 Ambassador Braithwaite: Yes, sir. The impact has not

1 been as great as what I was originally concerned. I
2 understand we are at about 80 percent, and we will build
3 back from that.

4 Senator King: Thank you.

5 The other piece of that is because the Navy has deemed
6 these facilities essential, it has meant that their workers,
7 mostly civilians, have gone to work and had to, and I hope
8 that you will work with both the public yard officials but
9 also the companies involved with the private yards to be
10 sure that they have the capability to keep their workers
11 safe under these circumstances and the flexibility in terms
12 of production schedules and such in order to facilitate safe
13 workplaces for these patriotic Americans that are going to
14 work every day to keep our country safe.

15 Ambassador Braithwaite: I think if we have learned
16 anything in this, Senator, we have learned the fact that
17 there are patriots in every sector of this country. As a
18 health care executive, seeing what health care people have
19 done and how they have stepped up and put their lives at
20 risk to serve others, and it is the same with the shipyard
21 workers who have done the same. Many of us able to
22 quarantine ourselves. They have not been. And they have
23 continued to be out there on the front lines and have
24 demonstrated, like our men and women in uniform do every day
25 of their patriotism and their commitment to our national

1 security. That is something that I hold very sacred
2 responsibility, if I am confirmed, is to ensure for their
3 safety as well. So whether it is a public yard as in
4 Portsmouth or the private yard in Bath, as you and I
5 discussed, I will look to support those efforts, Senator.

6 Senator King: Thank you. I really appreciate that.
7 That is very important to the men and women that work at
8 those yards.

9 General Brown, quickly. I think one thing I hope you
10 will not lose focus on is the execution of the B-21
11 contract. As you know, we have had a rocky road in recent
12 decades with major procurement contracts. This one seems to
13 be on track, and I think it has been worked very hard and
14 very well by the Air Force and by the contractor. I hope
15 that you will commit to paying close attention to the
16 progress of that so that we do not have to come back here
17 and talk about massive overruns and delays or any overruns
18 and delays.

19 General Brown: Senator, that is exactly my goal, if
20 confirmed, is to ensure that that stays on track.

21 Senator King: Finally, a quick question. You and I
22 talked about this. Again, I think attention needs to be
23 paid to the potential gap in tanker capacity. We can have
24 all the airplanes in the world, but if they cannot be
25 refueled to get to mission, we have got a failure of ability

1 to project power. General Lyons, as you know, has projected
2 a gap, if you will, in terms of tanker capacity over the
3 next 5 to 10 years. I hope that also will be a focus of
4 your attention. I consider that an urgent matter.

5 General Brown: Yes, Senator, it will be.

6 Senator King: Thank you.

7 Thank you, Mr. Chairman.

8 Chairman Inhofe: Thank you.

9 Senator Cramer?

10 Senator Cramer: Thank you, Mr. Chairman.

11 And thank you, gentlemen, for your service and for
12 being here today. And my best to your families as well. We
13 look forward to seeing and meeting all of them at some
14 point. But we are proud of you and I know they are.

15 General Brown, I wanted to visit with you a little.
16 First of all, thank you for the conversation yesterday and I
17 appreciate the consistency of your answers today. I
18 especially appreciate your commitment to Senator Fischer
19 relating to the nuclear fleet keeping modernization on
20 track, on time, particularly the GBSD, also to Senator
21 Rounds relating to the bombers. As you know, we have both
22 of those at Minot Air Force Base. In fact, General Goldfein
23 will be in Minot next week. So we know it is among not only
24 our highest priorities, but the highest priorities as per
25 the National Defense Strategy.

1 One of the things that also that I was pleased about
2 was your answer to Senator Rounds relating to the pass-
3 through. And I would like you to know and Senator Rounds
4 and the rest of the committee to know that I am working with
5 the committee staff on separating that \$39 billion or so
6 from the Air Force budget. I just think it is so important,
7 as per your commitment to transparency, that we as a
8 government are transparent not only to policymakers but to
9 the public as we try to gain their trust, and to the degree
10 we need to protect too many of the details of that budget,
11 that certainly can be put somewhere in DOD other than in the
12 Air Force. So I hope we can get that done this year. And I
13 appreciate your commitment to transparency.

14 With that, one of the things that you and I talked
15 about yesterday that impressed me coming from you was -- and
16 it was you who initiated the point about the relationship
17 with the academia community as well as the Air Force. And
18 of course, in Grand Forks we have a wonderful relationship
19 with the University of North Dakota School of Aerospace
20 Sciences there at the Odegard School, flight school, as well
21 as the UAS program, as well as space, and would love to get
22 you up there as soon as possible to show you all of that.
23 When the time is right, we can do it in a safe manner. And
24 would love to get your commitment to that as soon as
25 practicable.

1 General Brown: Yes, Senator.

2 Senator Cramer: And with that, I would like to also
3 visit and get your input on something that somebody else
4 brought up earlier related to the northern tier and to the
5 Arctic. So when we think of the Arctic and we think of
6 proximity, with all due respect to the Navy, proximity to
7 those important adversaries, we also think of the importance
8 of the northern tier bases. I would love your input on how
9 you might see an Arctic mission that involves northern tier
10 Air Force bases.

11 General Brown: Well, the northern tier Air Force
12 bases, the ability to deter. You know, I watch day to day
13 because of the forces that I have stationed in Alaska in
14 support of NORTHCOM/NORAD and the activities they do against
15 the Russians. At the same as I look at the Arctic, I also
16 look at the Antarctic. It was in the INDOPACOM area of
17 responsibility. You are starting to see competition there.
18 And so the key aspect for me is how do we use and have a
19 good understanding of what is going on in the Arctic and how
20 we use our northern tier bases to compete, deter, and
21 ideally win, if required.

22 Senator Cramer: Very good.

23 I have nothing further. Thank you, Mr. Chairman.

24 Chairman Inhofe: Thank you.

25 Senator Kaine?

1 Senator Kaine: Thank you, Mr. Chair.

2 And to the nominees, this is as strong a panel of
3 nominees for positions as we have had before us, and I plan
4 to support all of you.

5 Admiral Braithwaite, I appreciated our conversation the
6 other day, and I want to ask you a question.

7 It just strikes me as unusual. You talked in your
8 opening statement about the choppy waters that the Navy is
9 in from a leadership standpoint. This strikes me as
10 unusual.

11 The Secretary of the Navy, Secretary Spencer, somebody
12 who I had a high regard for was essentially relieved in the
13 middle of a personnel battle. Military discipline was being
14 carried out against a Navy SEAL based upon other sailors
15 coming forward with allegations about that individual, which
16 is extremely difficult to do. The President decided to
17 intervene in that military justice process. The Secretary
18 of the Navy then, trying to maintain some harmony in the
19 ranks, started to work with the White House to try to work
20 that out. He was eventually relieved of the position. But
21 he was involved in a personnel matter deep within the
22 organization, one that was very, very important.

23 The acting Secretary of the Navy was recently relieved
24 for involving himself in an individual personnel matter.

25 Captain Crozier was doing what he thought he needed to do to

1 keep folks on the Roosevelt safe. There was an ongoing
2 investigation into the situation on the Roosevelt, but
3 acting Secretary Modly sort of predetermined the
4 investigation and made the decision on his own apparently
5 without the agreement of CNO Gilday to terminate Captain
6 Crozier from his leadership of the Roosevelt.

7 These two incidents back to back with the last
8 Secretary and the acting made me sort of rethink the whole
9 question of what is the civilian secretary's responsibility.
10 What should it be with respect to personnel matters? That a
11 civilian secretary would have policy responsibility broadly
12 for personnel within the Navy is obvious. We would want a
13 civilian secretary to take that role seriously, and you have
14 the background to do it.

15 But it struck me that these two instances were civilian
16 secretaries being involved in personnel decisions in ways
17 that I found a little bit unusual. I have only been on the
18 committee for 7 years and perhaps it has been more common.

19 But should you be confirmed, what do you think your
20 responsibilities are with respect to personnel matters?
21 Because if were in the ranks as a sailor, the notion of a
22 political appointee being directly engaged in individual
23 personnel actions for people sort of far down the chain of
24 command -- I would be concerned about that. How will you
25 approach this issue, should you be confirmed?

1 Ambassador Braithwaite: Senator, as you and I
2 discussed yesterday, I have had the great good fortune to
3 have served under some great Secretaries of the Navy. John
4 Lehman comes to mind. He is a mentor to me. I spoke just
5 the other night with Senator Warner also from your State. I
6 had two conversations with him in fact in the last couple
7 days.

8 Good order and discipline starts with the chain of
9 command. That has been sacrosanct to military forces since
10 the beginning of time. And if I am confirmed, I will ensure
11 that that is understood from the Secretary's office all the
12 way to the smallest vessel in the United States Navy and the
13 United States Marine Corps. I believe that our commanders,
14 the CEOs of the ships and commands are vested with the
15 responsibility to be accountable, as well as to lead those
16 who serve under their leadership. And I believe they should
17 be empowered to do such.

18 Again, I have lived my entire life believing in the
19 chain of command, believing in ensuring the chain of command
20 is informed both up and down, and making sure that people
21 have trust and confidence in that chain of command.

22 Senator Kaine: Can I ask you, Ambassador Braithwaite,
23 in the chain of command, do you see yourself as Secretary
24 sort of intervening in personnel decisions that are fairly
25 distant down the chain of command?

1 Ambassador Braithwaite: No, Senator. No, no. No, I
2 do not. I believe that the men and women in uniform at all
3 ranks should have the opportunity and should have
4 established the ability to ensure that they are making the
5 decisions to lead their men and women appropriately.

6 Senator Kaine: Thank you very much.

7 Thank you, Mr. Chair.

8 Senator Reed [presiding]: On behalf of Chairman
9 Inhofe, let me recognize Senator Hawley.

10 Senator Hawley: Thank you, Mr. Chairman.

11 Thanks to each of you for being here. Congratulations
12 on your nomination.

13 Let me see if I can cover a fair amount of ground here
14 in a short amount of time.

15 Dr. Anderson, I enjoyed speaking with you the other
16 day, yesterday. I cannot remember. The days all run
17 together. Recently.

18 Let me ask you this. The National Defense Strategy has
19 said that the Indo-Pacific is our priority theater. The
20 current Secretary has said that the Indo-Pacific --
21 Secretary of Defense, that is -- is our priority theater.
22 Do you agree with those assessments?

23 Dr. Anderson: Yes, Senator, I do.

24 Senator Hawley: Can you give us a sense of why?

25 Dr. Anderson: So in the context of reviewing our

1 strategy, which came out in 2018, we looked at changing
2 circumstances over the last decade-plus while we were very
3 committed and focused on fighting violent extremism, and
4 during that time, our competitors, the PRC and the Russian
5 Federation, took full advantage of our focus elsewhere. And
6 they have done a variety of things in both their respective
7 theaters to strengthen their position and put our position
8 at greater risk. So looking at those trends, based upon
9 that assessment, that is how we came to prioritizing the
10 National Defense Strategy.

11 Senator Hawley: Let us talk a little bit about some of
12 the difficult strategic choices that have to be made in
13 order to prioritize the Indo-Pacific particularly as it
14 relates to CENTCOM. Do you think that we have an effective
15 deterrent strategy currently against Iran? And how can we
16 improve that strategy without sending more forces to the
17 region?

18 Dr. Anderson: So I think we have established
19 deterrence, at least in a conventional sense, against Iran.
20 I am very concerned, however, about their continued backing
21 of Shia militia groups who have acted and may well act again
22 in the future with some degree of difficulties in terms of
23 attributing. But we do hold Tehran responsible, and we are
24 hopeful that they, in fact, get the message going forward
25 that we are committed to our allies and partners in the

1 Middle East. We are going to protect our forces, and we are
2 going to do all the things that we said we have done.

3 Senator Hawley: Can we do that without sending more
4 forces to the region?

5 Dr. Anderson: I believe we can.

6 Senator Hawley: Let me ask you about another
7 flashpoint there. The Taliban are undermining a peace deal
8 in Afghanistan. If that deal collapses, when do you think
9 we should withdraw our remaining troops from the region?

10 Dr. Anderson: So I am kind of leery of talking to
11 hypotheticals. I mean, as I mentioned earlier, we are going
12 to reassess all the conditions going forward. I would hope
13 that the deal would not collapse. They have shown a
14 commitment to at least part of it so far, and hopefully they
15 will honor the remaining portions. If they do not, then we
16 will reassess and we will do what we need to do.

17 Senator Hawley: What I am driving at and what you and
18 I discussed, Dr. Anderson -- I appreciated our conversation
19 -- is this tension between our commitments in CENTCOM and
20 our security needs in CENTCOM and our pacing theater in
21 INDOPACOM. And these are difficult -- there are no easy
22 answers here. Certainly I do not have any easy answers.
23 But this is going to be your job, finding and recommending
24 answers. And I want to underscore that it seems to me vital
25 in this time in the midst of this Covid-19 crisis and its

1 direct relationship with China as the whole world is seeing
2 the malign intent of the Chinese Communist Party and the
3 geostrategic danger of China. To me, it is more imperative
4 than ever that we find ways to focus on INDOPACOM, on the
5 PRC as our pacing theater and as our pacing threat, and make
6 hard choices in order to do so because the truth is we
7 simply cannot do it all. We are not going to spend \$2
8 trillion on defense. We simply cannot do it all. We have
9 to make hard choices, and that is going to be part of your
10 job. So I will be counting on you to do it.

11 Just another point on this. I have advocated, as you
12 know -- and we talked about it -- for a Pacific deterrence
13 initiative that would address the requirements set out in
14 the INDOPACOM 1253 report. I think the European Defense
15 Initiative has seen great success. I would like to see us
16 do something similar in INDOPACOM. If INDOPACOM is our
17 priority theater, then why would we not embrace a similar
18 deterrence initiative there as we have in EUCOM?

19 Dr. Anderson: So the independent assessment provided
20 by INDOPACOM has been delivered to Congress, and we owe you
21 a briefing, both OSD and the joint staff, and we are
22 prepared to do that. I agree with you that the European
23 Defense Initiative has been successful, and there is a case
24 to be made for considering a similar arrangement in the
25 Indo-Pacific theater. And if confirmed, I certainly pledge,

1 commit to taking a look at that.

2 Senator Hawley: Thank you very much.

3 General, Ambassador, I do not want you to feel left
4 out. I will have some questions for the record for you.
5 Thank you for being here. Thank you all for your service.

6 And thank you, Mr. Chairman.

7 Chairman Inhofe [presiding]: Thank you.

8 Senator Heinrich?

9 Senator Heinrich: General Brown, I want to start by
10 saying I was really encouraged to see the Air Force select
11 Holloman Air Force Base in New Mexico as the preferred
12 location for basing an F-16 training squadron that has been
13 temporarily stationed at that installation since 2017. And
14 should you be confirmed, I certainly look forward to working
15 with you to address the Air Force's pilot shortfall and
16 would suggest that the Air Force continue to look to New
17 Mexico to solve its most pressing training, testing, and
18 technological challenges. Obviously, that is not a
19 question. It is a statement. But I think you understand.

20 And with regard to my first question for you, General,
21 you provided answers in advance to policy questions for the
22 committee ahead of today's hearing, and one of those
23 questions asked specifically which capabilities the Air
24 Force needs to develop to meet future challenges to create a
25 third offset, as many people have said. And you listed

1 artificial intelligence, machine learning, hypersonics, and
2 directed energy among your top priorities. I could not
3 agree more with those particular priorities.

4 Should you be confirmed, how exactly would you press
5 the Air Force to more rapidly develop, test, and most
6 importantly, field these critical capabilities?

7 General Brown: Senator, one of the ways I would look
8 to do this is how we engage outside of the Air Force in some
9 cases because when I think about the things I do on a day-
10 to-day basis when I search the Internet and watch how -- and
11 look at something, and then the next page, it shows up.
12 There is that capability that is out there and it is not
13 always resident inside of the Department of Defense. So it
14 is how we work with academia, how we work with industry.
15 And that is some of the things the Air Force is already
16 doing. I just think we need to do more of it and to take
17 advantage of all the capability we have within our nation.

18 Senator Heinrich: I want to ask you a little bit as
19 well about the Space Rapid Capabilities Office which, as you
20 know, is charged with developing low-cost, rapid reaction
21 payloads to maintain the United States' critical advantage
22 in space.

23 Last March before this committee, General Goldfein
24 agreed emphatically that Space RCO was something that is
25 working and should continue to act as an independent agency,

1 just as it was designed to do when Congress established that
2 office in 2018. Do you agree that Space RCO should remain
3 an independent agency?

4 General Brown: In some aspects, Senator. I would kind
5 of defer to General Raymond since it is under the Space
6 Force. But the Air Force also has a rapid capability
7 office. And so the good part about a rapid capabilities
8 office it actually is somewhat separated from the
9 bureaucracy of the bigger machine to be able to move a bit
10 faster.

11 Senator Heinrich: Quite a bit faster actually. And
12 that is the point is that innovation is, in large part,
13 dependent on that independence.

14 In your most recent command of the Pacific Air Forces,
15 you have been responsible for delivering air, space, and
16 cyberspace capabilities to counter threats in the Indo-
17 Pacific. What are your general takeaways of the Chinese
18 capability and development with respect to hypersonics and
19 directed energy?

20 General Brown: Not as much on directed energy, but on
21 hypersonics, I know they are making advancements in
22 hypersonics just watching kind of the day-to-day intel and
23 open source information.

24 Senator Heinrich: Are you confident that we are
25 developing and testing and fielding our capabilities fast

1 enough to meet that threat?

2 General Brown: No, Senator. I think we can go faster.
3 I think there are areas we can go faster. We have got to
4 put our foot forward on some of these, and we are going to
5 fail on some of these, but we are going to learn when we
6 fail as we go forward.

7 Senator Heinrich: I look forward to working with you
8 on that.

9 General Brown: Thank you, Senator.

10 Senator Heinrich: Thank you.

11 Chairman Inhofe: Thank you.

12 Senator Wicker?

13 Senator Wicker: Thank you very much.

14 Well, let me start with General Brown. You are an Air
15 Force ROTC graduate. Are you not?

16 General Brown: That is correct.

17 Senator Wicker: Congratulations.

18 General Brown: Thank you.

19 Senator Wicker: Some Air Force ROTC graduates had less
20 stellar careers than yours, but I am glad to see a fellow
21 ROTC here reach the Chief of Staff of the Air Force.

22 Where did you do your pilot training? I did not see
23 that in the bio.

24 General Brown: Williams Air Force Base in Arizona.

25 Senator Wicker: Great, great. You know, we train

1 pilots in Mississippi also.

2 General Brown: I have been to the base there in
3 Mississippi.

4 Senator Wicker: We do not need to have any fewer
5 training bases, do you think?

6 General Brown: No, Senator.

7 Senator Wicker: All right. Good, good.

8 Well, look, glad to have you, and I want to be a real
9 friend.

10 Let me move on to Ambassador Braithwaite. Thank you
11 for what you said about 355 ships, and I think you said that
12 is the minimum.

13 Ambassador Braithwaite: Yes, sir.

14 Senator Wicker: You know, what we want to do is take
15 this requirement that comes from the generals and the
16 admirals and rely on the folks out there that tell us what
17 the requirement is.

18 There is word that there is another requirement maybe
19 on some tables in the Pentagon that just have not been
20 published or have not been supplied to us, and that the
21 number would be substantially more than 355. What do you
22 know about that, Ambassador?

23 Ambassador Braithwaite: Senator, I understand that OSD
24 is looking into a comprehensive plan. If confirmed -- I
25 have not had any insight into that, but if confirmed, I look

1 to a role as being the chief advocate to build a fleet of
2 greater than 355 ships.

3 Senator Wicker: Well, we need to build a fleet that
4 the top military brass, admirals and generals, that are
5 tasked with keeping our country safe tell us is needed, the
6 minimum requirement that is needed. And I think that is
7 what we have done. And we have got great leadership on the
8 committee as a chair and ranking member who feel the same.

9 And you know, we have got a little bit of a dip, and I
10 say this about shipbuilding and also, General, about
11 aircraft manufacturing. We got a little bit of a dip coming
12 from OMB, and a lot of it is a function of the budget that
13 we had to all agree to to get a 2-year deal.

14 The way I calculate it and also talking to the
15 Secretary of Defense, an extra \$20 billion would restore the
16 curve and get us about where we need to be combining
17 shipbuilding and aircraft manufacturing. I would just say
18 to my colleagues and anyone listening our economy has been
19 in the tank, and we have done some things in this Congress
20 that were necessary to get us over the hump and we found a
21 way to appropriate the money and borrow the money and say we
22 need to do it. In terms of the \$3 trillion we have spent on
23 our economy, it strikes me it is a relative bargain to try
24 to come up with \$20 billion, only \$20 billion, to get us
25 back where we need to be to where the top military leaders

1 in our country tell us will keep us safe. So I would just
2 say that I think the collective leadership in this town and
3 in this building ought to help us come up with that.

4 Now, there is also, Ambassador Braithwaite, getting
5 more out of your money. And I asked Secretary Geurts about
6 block buys and a strategy to acquire more amphibious ships
7 in the most cost effective manner. Do you agree with
8 Secretary Geurts when he says that block buys are a great
9 strategy, and will you continue to support amphibious ship
10 procurement as Secretary, Ambassador Braithwaite?

11 Ambassador Braithwaite: Yes, sir, I do. As Senator
12 King and I discussed the same thing, a block buy, group
13 purchasing, I am a group purchasing health care executive.
14 A block buy is a good deal.

15 Senator Wicker: Thank you very much.

16 I think this is a mighty impressive panel, Mr.
17 Chairman.

18 Chairman Inhofe: Yes, and I certainly agree.

19 Senator Hirono?

20 Senator Hirono: A special aloha to General Brown who
21 currently serves as Commander Pacific Air Force.

22 I ask the following two questions of every nominee who
23 comes before any of the committees on which I sit, so I will
24 ask them. And I would like the responses starting from the
25 Ambassador.

1 Since you became a legal adult, have you ever made
2 unwanted requests for sexual favors or committed any verbal
3 or physical harassment or assault of a sexual nature?

4 Ambassador Braithwaite: No, Senator, I have not.

5 Senator Hirono: Dr. Anderson?

6 Dr. Anderson: No, Senator.

7 General Brown: No, Senator.

8 Senator Hirono: Have you ever faced discipline or
9 entered into a settlement related to this kind of conduct?

10 Ambassador Braithwaite: No, Senator.

11 Dr. Anderson: No, Senator.

12 General Brown: No, Senator.

13 Senator Hirono: A question for the Ambassador. The
14 Red Hill bulk fuel tank facility in Hawaii is a strategic
15 military asset consisting of 20 underground storage tanks,
16 each holding 12.5 million gallons of fuel. This
17 installation is in the order of the Hoover Dam. This
18 facility is positioned above a large aquifer that supplies
19 drinking water to many families on Oahu. The fuel tank leak
20 that occurred in 2014 threatened the local drinking water
21 supply and resulted in an administrative order of consent
22 between the Navy, the Environmental Protection Agency, and
23 the Hawaii Department of Health. Although the Navy has
24 performed tank upgrades and increased groundwater
25 monitoring, concerns in the community remain.

1 Can I get your commitment that if you are confirmed,
2 you will work with me to make sure that the safety of Red
3 Hill is a priority so that the local community's drinking
4 water is protected and the military may continue to use this
5 resource?

6 Ambassador Braithwaite: Senator, I lived in Waipahu,
7 Waimea, and Barbers Point. And I have been past the Red
8 Hill facility many times. I understand the importance to
9 the people of Hawaii and to you, and I pledge my commitment
10 to work with you to mitigate this and correct it.

11 Senator Hirono: Thank you very much.

12 You have been asked a number of questions from a number
13 of my colleagues, specifically Senator Shaheen and King
14 about the importance of the shipyard modernization. And of
15 course, one of the four public shipyards is in Hawaii.

16 And also thank you for your commitment to make sure
17 that the health and safety of the workers there, many of
18 whom are civilians, are protected during this pandemic.

19 Now, the current layout at the Pearl Harbor Shipyard is
20 inefficient and must be updated. Pearl Harbor is slated for
21 a new dry dock and a new dry dock production facility in the
22 next several years. Funding this critical program will
23 require a significant portion of the Navy's budget.

24 Does the Navy's fiscal year 2021 budget contain or
25 continue funding for shipyard modernization plans so that it

1 will be implemented on time?

2 Ambassador Braithwaite: Senator, from what I
3 understand, the SIOP does include that over a 20-year
4 period. I am not sure of the particulars of that, but I
5 understand the importance of the Pearl Harbor Shipyard and
6 its importance geographically. So I look to work with the
7 Department of the Navy, if confirmed, as we can prioritize
8 those requirements.

9 Senator Hirono: I would certainly like to work closely
10 with you because there have already been some setting aside
11 of some funding that was supposed to go for our dry dock
12 production facility to make the shipyard much more
13 efficient, and that has already been set aside in
14 anticipation of a new dry dock and a production facility
15 that is close to the dry dock so that it makes more sense.
16 So I would want to continue to work with you.

17 Ambassador Braithwaite: Yes, Senator.

18 Senator Hirono: Well, I would like to work with you
19 because I have not started yet.

20 [Laughter.]

21 Senator Hirono: For Dr. Anderson, for over 3 years,
22 Congress has directed the Department to urgently deploy the
23 homeland defense radar Hawaii. This administration's own
24 missile defense review released in 2019, as well as its
25 budget request for fiscal year 2017 through 2020, the

1 INDOPACOM commander and missile defense experts of the
2 Missile Defense Agency have all previously stated that this
3 radar is critical for the defense of Hawaii against North
4 Korea's advancing long-range missile capabilities.

5 Dr. Anderson, if confirmed, will you continue to
6 support the Missile Defense Agency's recommendation to build
7 the homeland defense radar Hawaii consistent with the 2019
8 missile defense review and its recommendations?

9 Dr. Anderson: Yes, Senator. I commit to that.

10 Senator Hirono: Mr. Chairman, I have a few other
11 questions that I will submit for the record, and I thank all
12 of you for being here once again.

13 Chairman Inhofe: Thank you very much.

14 As we had stated in the beginning, we are going to have
15 a second round, and I will recognize Senator Sullivan now
16 for his first round. Now Senator Sullivan is presiding.
17 Thank you.

18 Senator Sullivan [presiding]: Thank you, Mr. Chairman.

19 And gentlemen, I want to thank you for our meetings in
20 the last couple days and also your very exceptional service,
21 decades of service to our nation for all three of you. So I
22 appreciate that. And I want to thank your families, even
23 though they could not be here.

24 I want to begin with my opening question that I ask all
25 nominees, which is will you commit to coming to the great

1 State of Alaska with me to see what Billy Mitchell, the
2 father of the U.S. Air Force, called the most strategic
3 place in the world. Can I get a commitment from each of you
4 to do that? Even though I know you have all been there
5 before, this is a new commitment as part of your new job.
6 Ambassador?

7 Ambassador Braithwaite: Senator, as we discussed
8 yesterday, I look forward to going back to Adak with you.

9 Senator Sullivan: Excellent.

10 Dr. Anderson: Yes, Senator.

11 Senator Sullivan: General?

12 General Brown: Yes, Senator.

13 Senator Sullivan: Thank you.

14 This committee mandated a few years back the National
15 Defense Strategy Commission report, which was co-chaired by
16 former Under Secretary Eric Edelman and Admiral Gary
17 Roughead. One of the findings and recommendations of that
18 report was that it was important to reverse what they
19 called, quote, an unhealthy trend whereby civilians, both in
20 the Pentagon and importantly here in the Congress, were,
21 quote, less and less involved in critical military decisions
22 like basing decisions and the allocating of forces across
23 theaters.

24 For that reason, this committee has weighed in on a
25 number of important basing decisions such as the OCONUS

1 basing decision of the KC-46. And, General Brown, I want to
2 talk at length with you about that as we did in my office
3 the other day.

4 In the NDAA in 2017 and 2018, this committee and the
5 Congress put forward the kind of characteristics they
6 believed were important when looking at the OCONUS KC-46
7 basing decision. And in a hearing in 2018, I ran through a
8 number of these characteristics mandated by Congress with
9 Secretary Wilson and General Goldfein. I would like to see
10 if your views line up with theirs.

11 One of the things, again mandated by the Congress,
12 important to look at having the KC-46 located near not just
13 one but several COCOMs if possible. General Goldfein
14 thought that was important. Do you agree with that,
15 General?

16 General Brown: I do, Senator.

17 Senator Sullivan: The other again characteristics
18 mandated by Congress, near outstanding training facilities,
19 especially for 5th gen fighters, and training with joint and
20 international partners. Secretary Wilson and General
21 Goldfein said absolutely. Do you agree with that?

22 General Brown: I agree.

23 Senator Sullivan: The third area was being near
24 facilities that have large airspace for training, large
25 runways, hangars, air crews, maintenance, and very large

1 fuel storage and distribution capabilities. Again, the
2 current Chief of Staff and Secretary of the Air Force said
3 that was important. Do you agree with that?

4 General Brown: I do.

5 Senator Sullivan: And then in a hearing we had twice
6 now, I asked the Secretary of Defense, particularly given
7 the National Defense Strategy with regard to our Russia,
8 China, North Korea challenges, if you collocated KC-46's
9 that were collocated with 100 5th generation fighters,
10 F-22's and F-35's in Alaska, which is what we are going to
11 have in the next year, what kind of message would that send
12 to our adversaries in the NDS, China, Russia, North Korea,
13 Iran? The Secretary of Defense has twice now stated the
14 message that would be sent was that would give the message
15 to our potential adversaries that the United States has
16 extreme strategic reach. Do you agree with that, General?

17 General Brown: I do, Senator.

18 Senator Sullivan: Senator King mentioned an issue that
19 just came up in a hearing just a couple months ago. General
20 Lyons mentioned in his posture statement that the air
21 refueling fleet is TRANSCOM's most stressed capability and
22 number one readiness concern, and it continues to underpin
23 the joint force's ability to deploy an immediate force
24 across all NDS mission areas and that is critical.

25 Based on Senator King's mention of this being an urgent

1 matter, what General Lyons said recently to this committee,
2 do you agree that it makes sense, as General Goldfein had
3 said, to bed down KC-46 OCONUS decision tankers, our most
4 limited and stressed resource, in a location that allows
5 them to be responsible to multiple threats in multiple
6 combatant commands?

7 General Brown: Senator, I agree that we should base
8 the KC-46 in the places that give us the most flexibility.

9 Senator Sullivan: How about multiple combatant
10 commands being able to -- does that allow the most
11 flexibility?

12 General Brown: Senator, that is one of the areas that
13 we would look at to give the most reach and as you described
14 it in our conversation earlier this week.

15 Senator Sullivan: Okay. I am going to continue this
16 line of questioning, but I see my time is up. Well, let me
17 just ask one final one related to that.

18 Senator King: You are in charge.

19 Senator Sullivan: I am in charge. I guess I can do
20 this.

21 [Laughter.]

22 Senator Sullivan: Does it make sense kind of on the
23 flip side to have OCONUS KC-46's in a location that is
24 focused only on one combatant command and will be vulnerable
25 soon to long-range precision weapons from our adversaries in

1 the INDOPACOM region?

2 General Brown: Senator, it probably does not because
3 it increases the risk to the fleet.

4 Senator Sullivan: Thank you.

5 Senator Jones, I believe you are next.

6 Senator Jones: Thank you, Mr. Chairman.

7 And thank you all of our witnesses today for your
8 service and your willingness to serve. I very much
9 appreciate this.

10 I am probably going to make a couple statements. I
11 have a couple of quick questions. So I will issue some
12 questions for the record. For instance, Secretary Anderson,
13 I know that you have had an interest in missile defense.
14 Obviously, that is very important to the State of Alabama at
15 Redstone Arsenal. So I am likely to follow up with you on a
16 number of topics that way.

17 One of the things I have done on this committee is also
18 pay particular attention to the men and women in uniform and
19 not just our increase in the nuclear triad or modernizing
20 our military capabilities. General Brown, I will say it is
21 an honor to be part of your confirmation hearing as the
22 first African American chief of any branch. Being able to
23 provide an example for other minorities, for women I think
24 is incredibly important. I have had a special interest in
25 support of the Air Force Junior ROTC program to encourage

1 minorities and women, and we have got some language in the
2 NDAA last year to spread that across other branches. And so
3 I look forward to hearing more from you at an appropriate
4 time concerning a concern that I have got about under-
5 representation of minorities and women in more senior ranks
6 in the Air Force. I think that is something that I am sure,
7 without you having to verbalize it, you are committed to
8 work on. So thank you for that.

9 Ambassador Braithwaite, we had a great talk a couple
10 days ago. Thank you for that. I very much appreciated
11 that.

12 The first thing I would like to mention -- I am really
13 kind of compelled to state on behalf of my State -- I was
14 really disappointed with the Navy's decision on the next
15 generation frigate contract, which I believe the Navy
16 overlooked some really obvious choices and that is Austal
17 USA down in Mobile, Alabama. They have consistently proven
18 a record of top quality, highly capable ships that came in
19 on budget and on time for the Navy. And we look forward to
20 getting more information.

21 I must say that having spent a couple years in this
22 city, one can become quite cynical as we approach elections,
23 and it is a concern of mine based on what happened with
24 Huntsville last year when the Space Command decision was
25 reopened after Huntsville was one of the finalists on that,

1 that we now have that frigate contract going to a State that
2 is clearly a battleground State for the upcoming election.
3 And I am not making allegations, but as a lawyer, it just
4 raises my sensitivity somewhat when I see that happen and
5 overlooking a company like Austal who has come in and done
6 so well with their contracts.

7 But the other thing I want to mention -- and,
8 Ambassador, you and I talked about this. And this really
9 will be for both you and General Anderson. Over the last 10
10 years, we have seen a number of shootings at military bases:
11 Fort Hood, 14 dead in 2009; in 2013, there were 12 dead at
12 the Naval Shipyard; again a shooting in 2014 at Fort Hood;
13 in Chattanooga in 2015. And last year in December of 2019,
14 there was a shooting that killed three people in Pensacola,
15 including one of my constituents, Caleb Watson, who was
16 killed in a terrorist attack at the Naval Air Station there.

17 Caleb was the officer on deck that morning. He was one
18 of the first people the shooter encountered. And although
19 he was shot five times, he managed to make his way out to
20 flag down first responders and give an accurate description
21 of the shooter. Tragically Caleb died of his wounds in the
22 hospital. I know that Senators Scott and Perdue also lost
23 young men from their home States in that awful incident.

24 I know that the number of killings on military bases
25 does not seem like a lot considering the number of shootings

1 that we have had across the country in the last decade or 20
2 years of so, especially with the number of deaths in this
3 pandemic. But for our men and women who volunteer to serve
4 and to put their lives on the line in the service of their
5 country, they should not have to die needlessly.

6 I have met with Caleb's father and brother, and I made
7 a commitment to work with them to try to get to the bottom
8 of what happened. I think there are a number of instances
9 that could have saved Caleb's life and perhaps others.

10 The GAO issued a report in 2015 concerning
11 recommendations on military bases. And I am not quite sure
12 that any of that has been followed at this point. We have
13 not seen any follow-up.

14 So my simple question. I would like to get a little
15 bit more to the bottom of this, but I have just a simple
16 question for both you, Ambassador Braithwaite and General
17 Anderson. Are you committed to looking at those reports,
18 looking at those recommendations to try to see if there are
19 things we can feasibly do to prevent the needless killing of
20 men and women in service not only of the military but also
21 the potential civilians that are on these bases as well?
22 Let us look at that GAO report, try to implement those
23 things, and work with our office to try to see what we can
24 do to better protect our men and women. Ambassador
25 Braithwaite?

1 Ambassador Braithwaite: Absolutely, Senator. As you
2 and I discussed, I was stationed at NAS Pensacola. And that
3 incident came a little closer to me because one of my
4 shipmates in the Navy -- his son was training there, as we
5 discussed, and was in that building and literally just left
6 minutes before the shooting.

7 Anybody who goes aboard any military installation has
8 to show an ID card, and it always gives you a sense of
9 security when you do that, whether you come into this
10 building or you come into the Pentagon or any of our
11 military facilities around the world.

12 So I pledge to you, Senator, that I will look into
13 this. I understand that some parts of the report are
14 classified, and in follow-up to our discussion the other
15 day, if I am confirmed, I look forward to looking at those
16 reports and ensuring that we have the processes in place to
17 protect the men and women both in uniform and out who are
18 aboard those bases.

19 Senator Jones: Great. Thank you.

20 General Anderson? Do I have a commitment from you?

21 Dr. Anderson: You do have my commitment.

22 Senator Jones: Thank you.

23 Finally, Mr. Chairman, I know my time is out, but I
24 would like to recommend to the committee, to the chairman
25 and ranking member, that we possibly conduct a hearing on

1 this at some point to look into the safety of our military
2 men and women and civilians on these bases so that these
3 tragedies do not happen again. So thank you. Thank you,
4 Mr. Chairman.

5 Senator Sullivan: Thank you.

6 On behalf of the chairman, Senator Duckworth.

7 Senator Duckworth: Thank you.

8 Ambassador Braithwaite, our nation's first commander in
9 chief wisely observed that discipline is the soul of an
10 army. As a former commander, I learned that good order and
11 discipline is the north star that ensures we always fight
12 with honor. It is how our United States military became the
13 greatest fighting force that the world has ever seen while
14 adhering to the laws of war and rejecting wanton conduct and
15 reckless violence that is harmful to its mission.

16 Good order and discipline is truly the soul of the
17 United States military, and that soul is now threatened by a
18 commander in chief who glorifies torture, betrays American
19 allies, and celebrates war criminals and despots. Generals,
20 admirals, successful business executives all have proven
21 incapable of withstanding the erratic demands of a petulant
22 President who normalizes war crimes by offering degrading
23 characterizations of our honorable service members such as
24 this disgraceful quote from President Trump, and I quote.
25 We train our boys to be killing machines, then prosecute

1 them when they kill.

2 By their inaction, top leaders have enabled this
3 commander in chief who threatens to transform the U.S. armed
4 forces into an undisciplined, brutal fighting force devoted
5 to supporting one man unaccountable to the chain of command
6 and dismissive of the laws of war and constitutional
7 principles. This is a danger to the professionalism of our
8 great military. It is one thing to take the fight to enemy
9 and to rain down destruction upon them, but it is dangerous
10 and beneath the professional standards of our military to
11 conduct itself as if it is the personal force of a want-to-
12 be despot.

13 There have been glimmers of leadership within the
14 administration. Former Secretary of the Navy, Richard
15 Spencer, used one of his last official acts to inform
16 President Trump that -- and I quote -- I cannot in good
17 conscience obey an order that I believe violates the sacred
18 oath I took in the presence of my family, my flag, and my
19 faith to support and defend the Constitution of the United
20 States. Secretary Spencer demonstrated leadership in not
21 only sacrificing his position of power in defense of good
22 order and discipline, but equally important, confidently
23 speaking the truth to power to inform the American people of
24 the dangers posed by the current commander in chief.

25 Mr. Ambassador, do you believe that our men and women

1 in uniform are just -- and I quote -- killing machines? Do
2 you believe something more is required of them and that
3 there are good reasons for that requirement?

4 Ambassador Braithwaite: Senator, I had an opportunity
5 to talk about good order and discipline a little while ago
6 and like you shared that experience in uniform and
7 understand the importance of it. I believe the men and
8 women who serve in uniform of our nation are patriots first
9 and foremost. They demonstrate that every day. They go
10 into harm's way as you and I both did. And we have a sacred
11 commitment to ensure that they have the resources they need,
12 and we ensure we protect their interests.

13 Senator Duckworth: Do you believe that the law of war
14 is fundamental to good order and discipline?

15 Ambassador Braithwaite: Excuse me?

16 Senator Duckworth: Do you believe that the law of war
17 is fundamental to good order and discipline going back to
18 our days as cadets when we learned about the law of war and
19 professionalism in the military? Do you think that that is
20 fundamental to good order and discipline in our military?

21 Ambassador Braithwaite: Yes.

22 Senator Duckworth: Thank you.

23 Do you affirm the importance of respectful treatment of
24 the enemy dead, one of the oldest rules of the law of war?

25 Ambassador Braithwaite: Yes, of course.

1 Senator Duckworth: Thank you.

2 Senator Duckworth: Do you think that taking a photo
3 with a corpse of an ISIS fighter and then texting the image
4 to friends is respectful treatment of an enemy dead?

5 Ambassador Braithwaite: No, Senator, I do not.

6 Senator Duckworth: If confirmed, how will you react to
7 service members who violate the law of war with dishonorable
8 behavior such as that?

9 Ambassador Braithwaite: Anybody exhibiting
10 dishonorable behavior will be held accountable if I am
11 confirmed.

12 Senator Duckworth: How?

13 Ambassador Braithwaite: Ensuring good order and
14 discipline and the chain of command is followed and ensuring
15 that we uphold those sacred truths that you have just
16 explained to us.

17 Senator Duckworth: And use of the UCMJ?

18 Ambassador Braithwaite: Absolutely.

19 Senator Duckworth: Thank you.

20 Do you believe that public statements made on social
21 media by active duty service members can negatively impact
22 good order and discipline?

23 Ambassador Braithwaite: I have some very strong
24 feelings about social media. Social media can influence
25 anything at any time, and people need to be mindful of that

1 no matter what they comment, when they comment. If you will
2 look, Senator, I do not participate a lot on social media
3 for that very reason. And when I served as the Vice Chief
4 of Information in the United States Navy, I advised many
5 senior officers to do the same. There is a means and a
6 medium to be able to communicate through that, but there is
7 also a lot of misuse of it.

8 Senator Duckworth: Thank you.

9 So recognizing that certain behavior on social media
10 can have very real impacts on good order and discipline, do
11 you think that those service members who violate standards
12 of conduct on social media should be held accountable for
13 their actions?

14 Ambassador Braithwaite: Yes, I do.

15 Senator Duckworth: How would you react if, under your
16 watch as SECNAV, an active duty service member publicly
17 called the leadership of his or her service and other
18 commanders -- and I quote -- a bunch of morons, as Eddie
19 Gallagher did on cable news last year?

20 Ambassador Braithwaite: If they were still in the
21 uniform of our nation and they were responsible for their
22 actions under the UCMJ, they would be held accountable
23 appropriately I would hope, first and foremost, by their
24 direct commanding officers, again following good order and
25 discipline and the chain of command that you and I both

1 served under.

2 Senator Duckworth: Thank you.

3 How can an average American trust that service members
4 will uphold military values if the leaders of the Department
5 fail to act when those very values come under attack? We
6 had this discussion, and this is about reinstalling culture
7 and those values --

8 Ambassador Braithwaite: Yes.

9 Senator Duckworth: -- in the Navy. And you are ready
10 to do that.

11 Ambassador Braithwaite: Well, so you and I talked
12 about that earlier. It starts with trust up and down the
13 chain of command. You and I know that you cannot just tell
14 a young sailor, soldier, marine, or airman to go into harm's
15 way unless you have their trust. You gain their trust by
16 the demonstration of being forthright in the way that you
17 communicate to them and ensure that you again uphold good
18 order and discipline through the chain of command. I, if I
19 am confirmed, will ensure that we build back trust both up
20 and down the chain, that we look to reestablish a strong
21 culture based upon that trust and that comes with strong
22 leadership and understanding the responsibility and the
23 accountability of what being a leader means.

24 Senator Duckworth: And are you willing, should it come
25 to it, to resign your position if in your good conscience an

1 order from the President violates the sacred oath you took
2 in the presence of your family, your flag, and your faith,
3 as you have from 1980 onwards?

4 Ambassador Braithwaite: Again, I have been asked this
5 question, and I have repeatedly stated that like you I
6 raised my hand, I took the oath of office, and committed to
7 uphold the Constitution of the United States. And I will
8 continue to do that. I will continue to follow the lawful
9 orders of all those appointed over me, as both you and I did
10 when we were in uniform at all ranks.

11 Senator Duckworth: Thank you.

12 Mr. Chairman, I am over time, but I do have a question
13 for Dr. Anderson I would like to submit for the record that
14 has to do with INDOPACOM and its importance to the NDS and
15 our nation's security in the future.

16 Senator Sullivan: Without objection.

17 Senator Duckworth: Thank you.

18 Senator Sullivan: We are going to go to round two
19 unless Senator McSally is ready. Are you ready to go?
20 Okay. Senator McSally?

21 Senator McSally: Thank you. I appreciate it. I have
22 been watching from my office, social distancing virtually.

23 It is good to see you all. Congratulations on your
24 nominations.

25 General Brown, I want to talk about the A-10 Warthog.

1 I am sure that is no surprise to you.

2 You may be aware that we put some requirements in
3 previous NDAA's. Specifically, look, we need 5th generation
4 fighters. I love the F-35. We need our airmen to be able
5 to having air superiority, which we have made it look easy
6 for so long. But you need the Ferrari and the pickup truck.
7 And even in high-end warfare, we need the ability to protect
8 the men and women on the ground with capabilities that are
9 unmatched like the A-10 Warthog. So it was good to see in
10 your testimony that you did talk about the importance of
11 having that 4th generation and keeping them into the future,
12 including the A-10.

13 We put some requirements because of previous concerns
14 of just getting rid of it altogether, that there needed to
15 be a fly-off competition between the F-35 and the A-10, that
16 there needed to be the full operation, test, and evaluation
17 report of the F-35 and then another assessment following
18 that, all happening in series before any planning or
19 anything could happen related to retiring one more A-10.

20 Are you aware of the requirements that we have had in
21 the NDAA in the past related to this?

22 General Brown: I am somewhat aware. In my
23 preparation, I have been made aware of it in a little more
24 detail.

25 Senator McSally: Okay, great.

1 I was concerned that the proposal for this next year's
2 budget included phasing out some number of the A-10's
3 without any regard to those requirements we had in there
4 where we clearly said you cannot plan to retire one more
5 A-10 until these things have happened. And these things
6 have not happened yet. So we are in ongoing discussions
7 with your leadership and, should you be confirmed, this is
8 something we are going to be engaging with you on.

9 So can you just talk to me about your views on this
10 issue, where the A-10 stands in the future of our Air Force,
11 how long with its upgrades and the new capabilities that it
12 has -- how long do you think it will be in the inventory,
13 how important a niche capability like that is to protect men
14 and women on the ground who are often in very complex and
15 moving fire fights where we already have air superiority but
16 we still need to have the best capabilities overhead to keep
17 them alive?

18 General Brown: Well, I do believe the A-10 will be
19 around for a number of years. The challenge I think we will
20 run into, as we are seeing not only with the A-10 but as you
21 saw with the B-1, that in order to maintain that fleet and
22 make it affordable, at some point we are going to have to
23 take some that are probably not doing as well and move them
24 aside. So one, we can maintain the fleet but also invest in
25 the future. So we have got to be able to do both, you know,

1 maintain the 4th gen into the next 15-20 years, at the same
2 time modernize with that 5th gen capability as well.

3 Senator McSally: So is it your perspective the A-10
4 with its modernization would be around into the 2040s still
5 operating at some number, which we will continue to talk
6 about?

7 General Brown: I cannot say specifically whether it is
8 2040, but I know it is going to be probably for the next
9 probably 10 to 15 years at least, particularly as you start
10 investing in replacement of the wings. You are not going to
11 make a big investment if you are not going to keep it. That
12 is kind of where I think the Air Force is headed.

13 Senator McSally: Great. So, look, if previous efforts
14 had their way, all of them would be in the bone yard right
15 now. So we were able to stop that from happening. So I
16 think there is a broad agreement we need the capability.

17 Now there is a discussion about the capacity, and right
18 now there are 281 in the fleet. There are nine operational
19 squadrons, five active duty, four guard and reserve. And so
20 we are going to have follow-on conversations about this,
21 what is the right capacity and what is the right mix,
22 active, guard, and reserve, in order to keep this niche
23 capability not just for combat search -- it is not just for
24 close air support but also for combat search and rescue,
25 which is an often overlooked mission that the Sandy fleet

1 runs when we have Americans that need to be rescued that are
2 in enemy territory.

3 So I look forward to continuing this conversation with
4 you. Just know I was concerned about seeing efforts to draw
5 it down before the requirements we put in law were met, and
6 this is going to be an ongoing conversation we will have,
7 should you be confirmed.

8 General Brown: Senator, if confirmed, I look forward
9 to the conversation.

10 Senator McSally: Great. Thanks.

11 Ambassador, I would like to ask you about do you see
12 China taking advantage of Covid-19 in their aggression in
13 the South China Sea and other places and, you know,
14 specifically with the lack of a presence of our carrier.
15 And what is your observation about what China is doing in
16 that region? I mean, it appears to me they are taking
17 advantage and trying to continue with increased aggressions
18 because of coronavirus. But what is your perspective on
19 that?

20 Ambassador Braithwaite: So, thank you, Senator. And I
21 would agree with you. I think they have tried to flex their
22 muscle and see what they can achieve there.

23 I do know that currently the United States Navy has
24 over 90 ships that are deployed at sea that are Covid-free.
25 I also know that there are contingencies in place to meet

1 requirements for carrier strike group combatant commander
2 needs, including the Roosevelt itself, which is on the other
3 side of the Covid curve.

4 So if anybody underestimates the intent of the United
5 States and its concerns over national security, including
6 the People's Republic of China, I think they will grossly
7 underestimate our capabilities.

8 Senator McSally: Great. Thank you. I am over my
9 time. I appreciate it.

10 Ambassador Braithwaite: Yes, Senator. Thank you.

11 Senator Sullivan: On behalf of the chairman, Senator
12 Reed?

13 Senator Reed: Thank you very much, Mr. Chairman.

14 And let me direct the same question to both Ambassador
15 Braithwaite and Dr. Anderson.

16 In your response to the chairman's standard questions,
17 including providing all pertinent information -- all
18 information upon a request from the committee, you said
19 unequivocally, yes, you would. Yet, in your written
20 prehearing questions, there were some qualifications. I
21 want to make it very clear that the "yes" is unequivocal and
22 that you will respond to every committee request dutifully
23 and diligently. Is that accurate, Mr. Ambassador?

24 Ambassador Braithwaite: Yes, sir. It is.

25 Senator Reed: Dr. Anderson?

1 Dr. Anderson: Yes, sir. It is.

2 Senator Reed: Thank you very much.

3 Thank you, Mr. Chairman.

4 Senator Sullivan: On behalf of the chairman, Senator
5 King.

6 Senator King: Thank you, Mr. Chairman.

7 First, on behalf of both Senator Sullivan and myself, I
8 want to emphasize the importance of the Arctic as a
9 strategic region. The opening up of the Arctic Ocean is a
10 world historical event. It is the equivalent of the
11 discovery of the Mediterranean Sea. It is an entirely new
12 water body that was unavailable for human use except for the
13 indigenous peoples for all of human history. It is of
14 enormous strategic importance. We have already had
15 testimony about the northern route and trade to Europe.
16 There just are any number of strategic imperatives. And it
17 has not been a serious focus of the United States Government
18 for obvious reasons.

19 The Chinese now have declared themselves a near-Arctic
20 nation. That is like Maine saying it is a near-Caribbean
21 state. But they have done it nevertheless. And I think it
22 indicates their intentions.

23 So not really a question, but I commend to all of you
24 attention which must be paid to this very important
25 strategic region. Ambassador, you know from your work in

1 Norway how important it is and how Russia and China are --
2 of course, Russia has the huge border. Russia and China are
3 both expressing great interest.

4 Ambassador Braithwaite: So you and I, Senator, have
5 had many discussions about this over the years, and I know
6 that you share my concerns for the Arctic and, as you
7 articulate, how it emerges and what an important theater it
8 is. The great news is the United States Navy has been up
9 there for many, many years. You may not see them, but they
10 are up there.

11 Senator King: I have been up here with them.

12 Ambassador Braithwaite: As it begins to become more
13 navigable on the surface, we also need to make sure that our
14 presence is noted. And we have not done that across all
15 U.S. geopolitics. So I know that in my current role as the
16 U.S. Ambassador to Norway, working under the leadership of
17 Secretary Pompeo who has put an emphasis on this, as well as
18 reading the U.S. Navy and the CNO's guidance for Arctic
19 presence into the future, it will be a priority of mine,
20 sir.

21 Senator King: A comment for Ambassador Braithwaite and
22 General Brown. We have talked to both of you about
23 readiness and how many of our airplanes, how many of our
24 ships are ready at any given moment. I would appreciate it
25 if, for the record, you could supply -- and this may take

1 some time to consult with your new staff -- a goal, a
2 target, a hard target, 68 percent or 73 percent or hopefully
3 87 percent, whatever it is. I am great believer in the
4 adage that if you do not have a destination, you never get
5 there. And I would look to both of you to give us a
6 specific destination in terms of overall readiness and
7 readiness of specific platforms. So if you could do that, I
8 would appreciate it.

9 Mr. Anderson, I do not want to leave you out. One of
10 my concerns is that all of our strategic thinking -- and
11 this is a common place that we tend to fight the last war,
12 and yet the next war may well be cyber. And I would like to
13 have your thoughts on the importance of preparation, cyber,
14 cyber deterrence, resilience, the general question because
15 this is where a country like Iran or North Korea that does
16 not have the military capability could still strike at the
17 heart of our country.

18 Dr. Anderson: Thank you, Senator.

19 So the Department takes the cyber domain very seriously
20 for all the reasons you mentioned. It is a domain of
21 increasing importance where we have been devoting, with
22 congressional bipartisan support, additional resources or
23 cyber mission teams. For example, we have General Nakasone
24 who is leading Cyber Command, and with assertive leadership,
25 we have issued cyber strategies, and we are defending

1 forward. That is an important new approach. We are no
2 longer on our heels when it comes to malign cyber activity
3 by our competitors and our adversaries. So I would say that
4 with defending forward and persistent engagement with the
5 authorities we now have and the resources, we are on a good
6 trajectory, but we are also not at all complacent.

7 I would also say that your leadership with the Project
8 Solarium has been very helpful on several levels helping to
9 make a somewhat esoteric topic more digestible to the public
10 at large. And I also know that Project Solarium, which a
11 couple people of my colleagues in Policy, were able to
12 participate in.

13 Senator King: David Norquist and Ken Rampano made
14 invaluable contributions.

15 Dr. Anderson: Thank you. And I know there are a
16 number of recommendations. So I look forward to, if
17 confirmed, looking at those recommendations and seeing what
18 more needs to be done.

19 Senator King: Thank you. I appreciate it.

20 Thank you, Mr. Chairman.

21 Senator Sullivan: Well, gentlemen, I am going to
22 finish up with a few more questions and then we will finish
23 up this hearing.

24 General Brown, with regard to the OCONUS basing of the
25 KC-46, I have outlined a lot of what others have said, the

1 Secretary of Defense, General Goldfein, Secretary Wilson,
2 this committee, the Congress. As you probably know -- you
3 may know -- there are other senior military members who have
4 made comments both in private meetings and publicly about
5 this, one saying it is a no-brainer where this OCONUS
6 decision should be. As you know, this is an important
7 matter for me. So I have one final question for you.

8 If General Billy Mitchell were still alive and he were
9 making the OCONUS decision on where to base the KC-46, where
10 do you think he would base the aircraft? And you can just
11 give me a one-word answer.

12 Senator King: Was this before or after his court
13 martial?

14 [Laughter.]

15 Senator Sullivan: No. He was reinstated after he got
16 court martialled. That was a Senator McCain question.

17 Senator King: I am channeling.

18 [Laughter.]

19 General Brown: Senator, I think Billy Mitchell would
20 say Alaska.

21 Senator Sullivan: Okay. He would. And he is the
22 father of the Air Force, a very strategic thinker. Correct?

23 General Brown: That is correct.

24 Senator Sullivan: Thank you.

25 I do want to switch topics now here with regard to the

1 Arctic, and I appreciate my good friend, Senator King, and
2 you already heard others. And I think I have mentioned to
3 all of you there has certainly been an awakening of the
4 strategic importance of the Arctic. Our adversaries are not
5 waiting, as Ambassador Braithwaite, has already mentioned,
6 Russia obviously, but China, others. The great power
7 competition that we now know is upon us is really taking
8 place in that part of the world. We have strategic
9 interests there. We are an Arctic nation because of my
10 great State.

11 Unfortunately, as I have mentioned to all of you, the
12 Pentagon has really been probably the last agency in town to
13 realize this. And this committee has stepped up in a
14 bipartisan way over the last several years, whether
15 mandating a DOD Arctic strategy, authorizing the building of
16 six polar class icebreakers. We have two right now. One is
17 broken, and the Russians have -- the last count I had -- 54,
18 including nuclear and significant capabilities with regard
19 to weaponized icebreakers.

20 But it is starting to change even at the Pentagon. I
21 would say, General Brown, certainly Secretary Barrett,
22 General Goldfein are understanding these issues. Secretary
23 Spencer was a real advocate and understood this.

24 So can I get the commitment of each of you to work with
25 this committee on these important strategic Arctic issues,

1 which again the Pentagon has been slow to, but we think are
2 important? Can I get a yes from each of you?

3 Ambassador Braithwaite: Yes, Senator.

4 Dr. Anderson: Yes, Senator.

5 General Brown: Yes, Senator.

6 Senator Sullivan: Let me just ask kind of a more
7 specific issue.

8 Ambassador, we talked significantly about the
9 importance of a strategic Arctic port. As you know, the
10 nearest DOD strategic seaport with regard to our interest in
11 the Arctic and the Bering Strait where all this increased
12 shipping traffic is happening is the Port of Anchorage.
13 Alaska is a big State. That is 1,500 miles away from the
14 Arctic Circle. We have nothing else that can handle a
15 destroyer, an icebreaker. Secretary Spencer was a vocal
16 advocate for the need of a strategic Arctic port.

17 If confirmed, can I get your commitment to also be a
18 strong advocate for a need for a strategic Arctic port that
19 can handle a destroyer or an icebreaker?

20 Ambassador Braithwaite: Yes, sir.

21 Senator Sullivan: Dr. Anderson, how about you? This
22 is an important issue. As you know, it has been a bit of an
23 issue again where the Pentagon seems to be the last one to
24 recognize the importance of this. Can I get your
25 commitment, if confirmed, to be a strong advocate within the

1 building? Because the problem is at the top level, the
2 generals, the secretaries get it, we get it, and yet somehow
3 in the middle of that big building, it stops these
4 initiatives which are important to protect our nation's
5 strategic interests. Can I get your commitment on that
6 issue?

7 Dr. Anderson: Yes, Senator. As you know, I testified
8 before the committee in March. It was a subcommittee. And
9 we talked at length about those requirements, along with
10 General O'Shaughnessy. And he noted there is a fuel
11 requirement up there. So I am going to take a very hard
12 look at this study that is coming out what we owe you. And
13 I commit to working with you on this issue.

14 Senator Sullivan: But you owe us, in my view, not a
15 maybe, not a blow-off like the last time the Pentagon looked
16 at this. You owe us a commitment, and I am expecting that.

17 Dr. Anderson: You have my commitment.

18 Senator Sullivan: By the way, General O'Shaughnessy is
19 another strong advocate.

20 Let me just make another -- you know, the Department of
21 Defense has numerous what are called regional centers. You
22 are probably aware of these. These are centers for
23 strategic studies. We have one in Germany that studies NATO
24 and our national security interests there. We have one in
25 Hawaii, the Daniel Inouye Age Center for Strategic Studies,

1 regional center for the DOD in Hawaii that studies the age
2 of the Pacific. We have the William Perry Center that is
3 hemispheric, Latin America, North and South America. That
4 is here in D.C. The African Center that is also here. The
5 Near East Center that is also here. These are DOD regional
6 centers.

7 There is not one for the Arctic. I think to show the
8 Pentagon's commitment, there should be one. I am going to
9 have language with Senator Murkowski in a bill that we have
10 introduced, along with Senator King, to have one. Can I get
11 your commitment to work with this committee, which again has
12 been leading on the Arctic, to finally have a DOD regional
13 center as it relates to the Arctic, which we will be
14 advocating for in this year's NDAA?

15 Dr. Anderson: Senator, I am a big fan of regional
16 centers, having worked at the Marshall Center in Garmisch,
17 Germany for 3 years. So I know the value added that they
18 provide. So, if confirmed, you have my commitment to
19 working with you on this issue.

20 Senator Sullivan: Do you believe we need a regional
21 center on the Arctic given there is a regional center on
22 literally every other part of the world with the exception
23 of the Arctic?

24 Dr. Anderson: Senator, I need to kind of review the
25 options in terms of what the -- I know at the Marshall

1 Center, for example, they do have some Arctic coverage. I
2 would have to assess whether that is enough or not enough.

3 Senator Sullivan: It is not enough, Dr. Anderson.

4 Dr. Anderson: I think there is a good case to be made
5 for considering an Arctic Center in Alaska.

6 Senator Sullivan: Well, Dr. Anderson, I want to just
7 emphasize with you, to me this is going to be a
8 demonstration of whether the Pentagon finally gets it. I
9 have been in this job for 5 and a half years. It started
10 with the Obama Arctic Strategy, which I held up in a hearing
11 with Ash Carter, Secretary of Defense, and I called it what
12 it was: a joke. It was a joke. It was 13 pages, six of
13 which were pictures. Russia was mentioned once in a
14 footnote. It was a joke.

15 And since that time, we, this committee, had been
16 leading. We need the Pentagon to lead and help us. I will
17 be viewing this, whether the Pentagon supports this regional
18 center or not, as whether you are finally getting serious
19 about this.

20 So can I get your commitment to take a very hard look
21 at this and be on the front foot, not the back foot, the way
22 in which the Pentagon has been on these Arctic issues since
23 I have been here?

24 Dr. Anderson: Yes, Senator. You have my commitment.

25 Senator Sullivan: Let me get one final question.

1 Ambassador, as you and I talked about, there is great
2 training up in Alaska. The JPARC has airspace larger than
3 Florida, ground maneuver space larger than Delaware, and sea
4 operating space larger than Virginia, just one training
5 range in my State. The former Commandant, General Neller,
6 was very interested in about much more aggressive training
7 with the Marine Corps, and I have talked to the CNO about
8 much more air-to-air training and Red Flag at JPARC.

9 Can I get your commitment to take a hard look -- and I
10 have talked about this with General Berger, of course -- for
11 a much more significant presence of the U.S. Navy, U.S.
12 Marines in terms of training, possible UDP deployments up to
13 Alaska to get this outstanding training and then can deploy
14 on ships to different parts of the Arctic and Asia-Pacific?

15 Ambassador Braithwaite: As you and I discussed last
16 night in great detail, Senator, yes, I will.

17 Senator Sullivan: Great.

18 Well, thank you, gentlemen. This has been a very
19 informative hearing.

20 Senator King: Senator, would you consider putting that
21 Arctic Center in Maine? I am worried that with all the
22 suggestions you have made today, Alaska may sink into the
23 Arctic Ocean.

24 [Laughter.]

25 Senator Sullivan: Well, maybe it should be two

1 offices: one in Alaska and one in Maine. We will look hard
2 at both.

3 I do want to echo what so many other Senators,
4 Democrats and Republicans, stated today, which was you are
5 all very well qualified. This is a very serious panel of
6 distinguished public servants. We appreciate that, and we
7 look forward to your continued service for our nation. And
8 we want to thank you again for your decades of service that
9 you have already provided to the United States of America.

10 This hearing is adjourned.

11 [Whereupon, at 11:55 a.m., the hearing was adjourned.]

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