## Stenographic Transcript Before the

## COMMITTEE ON ARMED SERVICES

## **UNITED STATES SENATE**

HEARING TO CONDUCT A CONFIRMATION HEARING ON THE EXPECTED NOMINATION OF: HONORABLE DAVID L. NORQUIST TO BE DEPUTY SECRETARY OF DEFENSE

Wednesday, July 24, 2019

Washington, D.C.

ALDERSON COURT REPORTING
1111 14TH STREET NW
SUITE 1050
WASHINGTON, D.C. 20005
(202) 289-2260
www.aldersonreporting.com

1	HEARING TO CONDUCT A CONFIRMATION HEARING ON
2	THE EXPECTED NOMINATION OF:
3	HONORABLE DAVID L. NORQUIST
4	TO BE DEPUTY SECRETARY OF DEFENSE
5	
6	Wednesday, July 24, 2019
7	
8	U.S. Senate
9	Committee on Armed Services
10	Washington, D.C.
11	
12	The committee met, pursuant to notice, at 10:02 a.m. in
13	Room SD-G50, Dirksen Senate Office Building, Hon. James M.
14	Inhofe, chairman of the committee, presiding.
15	Committee Members Present: Senators Inhofe
16	[presiding], Wicker, Fischer, Cotton, Rounds, Ernst, Tillis,
17	Sullivan, Perdue, McSally, Scott, Blackburn, Hawley, Reed,
18	Shaheen, Blumenthal, Hirono, Kaine, King, Heinrich, Peters,
19	Manchin, Duckworth, and Jones.
20	
21	
22	
23	
24	
25	

- 1 OPENING STATEMENT OF HON. JAMES M. INHOFE, U.S.
- 2 SENATOR FROM OKLAHOMA
- 3 Chairman Inhofe: The meeting will come to order.
- 4 The committee meets today to consider the nomination of
- 5 David Norquist to be Deputy Secretary of Defense. Thank you
- 6 for being here today. We also welcome any of your friends
- 7 who are here. You can introduce those at the proper time
- 8 when you are recognized for an opening statement.
- 9 In the meantime, we have the eight questions that have
- 10 to be answered. Please answer these in an audible way if
- 11 you would.
- 12 Have you adhered to the applicable laws and regulations
- 13 governing conflicts of interest?
- 14 Mr. Norquist: Yes.
- 15 Chairman Inhofe: Have you assumed any duties or taken
- 16 any actions that would appear to presume the outcome of the
- 17 confirmation process?
- 18 Mr. Norquist: No.
- 19 Chairman Inhofe: Exercising our legislative oversight
- 20 responsibility makes it important that this committee, its
- 21 subcommittees, and other appropriate committees of Congress
- 22 receive testimony, briefings, reports, records, and other
- 23 information from the executive branch on a timely basis. Do
- 24 you agree, if confirmed, to appear and testify before this
- 25 committee when requested?

- 1 Mr. Norquist: Yes.
- 2 Chairman Inhofe: Do you agree to provide records,
- 3 documents, electronic communications in a timely manner when
- 4 requested by this committee, its subcommittees, or other
- 5 appropriate committees of Congress and to consult with the
- 6 requestor regarding the basis of any good faith delay or
- 7 denial in providing such records?
- 8 Mr. Norquist: Yes.
- 9 Chairman Inhofe: Will you ensure that your staff
- 10 complies with deadlines established by the committee and
- 11 production of reports, records, and other information,
- including timely responding to hearing questions for the
- 13 record?
- 14 Mr. Norquist: Yes.
- 15 Chairman Inhofe: And will you cooperate in providing
- 16 witnesses and briefers in response to congressional
- 17 requests?
- 18 Mr. Norquist: Yes, Mr. Chairman.
- 19 Chairman Inhofe: And will those witnesses and briefers
- 20 be protected from reprisal for the testimony or briefings?
- 21 Mr. Norquist: Yes.
- 22 Chairman Inhofe: Thank you.
- 23 First of all, let me take the opportunity to commend
- 24 the President for reaching a bipartisan budget deal.
- 25 Without one, all the work that we do here would be pretty

- 1 much wasted, and I am sure you will have a lot to say about
- 2 that during your remarks in responding to questions.
- 3 Senator Reed and I, along with members of this
- 4 committee, believe that we need confirmed leaders to guide
- 5 the Department of Defense through the times of challenge and
- 6 opportunity. The Senate just confirmed the Defense
- 7 Secretary yesterday, Secretary Esper, but there are still 18
- 8 vacant civilian positions that require action.
- 9 Mr. Norquist, you have been nominated to be the Deputy
- 10 Secretary of Defense where you will be a key player for many
- 11 critical decisions at DOD from management issues to key
- 12 policy questions. And I am sure you are up to the task.
- 13 I should not say what I am about to say because I have
- 14 never done this before, but I am probably the wrong one to
- 15 be chairing this hearing because I have already decided, and
- 16 I have strong feelings about you. In fact, I remember
- 17 telling the President a long time ago it does not matter who
- 18 ends of being Secretary of Defense so long as you have
- 19 Norquist.
- 20 Anyway, the Department has gone through several major
- 21 institutional changes in an effort to reform how DOD does
- 22 business. This includes elevating the chief management
- 23 officer, the chief information officer, acquisition reform,
- 24 including the splitting of AT&L, which you will have to be
- 25 advising us of and one that you personally know very well,

- 1 and that is the auditing, actually auditing DOD after all
- 2 these years. That is a novel thought. These changes are
- 3 meant to make the Department do its job better, but these
- 4 reforms are far from being fully implemented. If you are
- 5 confirmed, it will be your job to implement these reforms so
- 6 that they meet congressional intent, making the Department
- 7 more efficient and effective.
- 8 At the same time, you will be the key player in
- 9 critical policy decisions. Your predecessor focused,
- 10 rightly so, on the NDS. That is this report. We keep
- 11 reminding people that it is one of the better things we did
- 12 around here.
- 13 And today we find ourselves in a new and different
- 14 moment in American security. The American people can no
- 15 longer take our military superiority for granted. China and
- 16 Russia have passed us in a lot of key areas we have
- 17 discussed in this table, as well as you and I in my office.
- 18 Hard work remains. We need urgent change of a
- 19 significant scale, and that requires hard choices about
- 20 threat priorities, critical defense investments, and how the
- 21 Department itself is going to operate. This requires a
- 22 strong Deputy Secretary of Defense who understands the
- 23 gravity of the situation, and I believe you are it.
- 24 Senator Reed?

- 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 join you in welcoming Secretary Norquist, and we look
- 5 forward to his testimony. While Secretary Norquist's family
- 6 could not be here this morning, I want to acknowledge his
- 7 wife Stephanie and their children for their support of the
- 8 nominee throughout his career.
- 9 Secretary Norquist, you have been performing the duties
- of the Deputy Secretary of Defense for nearly 7 months after
- 11 having been confirmed as the Under Secretary of Defense,
- 12 Comptroller. As the Comptroller, you were the primary
- 13 advisor to the Secretary of Defense on all budget and
- 14 financial matters.
- 15 Prior to your recent service in the Trump
- 16 administration, you had extensive federal financial
- 17 management experience in the private sector, the Department
- 18 of Defense, and Congress. Mr. Norquist, if confirmed as the
- 19 next Deputy Secretary of Defense, your background and
- 20 expertise should serve you well, as it has in your job at
- 21 the moment.
- 22 The Deputy Secretary of Defense is critical to our
- 23 national security and the role is complementary to the
- 24 Secretary of Defense. While the Secretary of Defense is
- 25 often focused on external priorities that impact our global

- 1 standing, such as establishing defense policy and
- 2 maintaining alliances and partnerships, the Deputy is
- 3 responsible for the internal management of the Department,
- 4 to include implementing policy decisions and ensuring the
- 5 Pentagon runs effectively.
- 6 Furthermore, the Deputy is often assigned a broad
- 7 spectrum of responsibilities by the Secretary of Defense
- 8 that requires strong management skills. When administering
- 9 an agency as large and diverse as the Department of Defense,
- 10 that is no easy feat.
- One of the most difficult decisions the Deputy
- 12 Secretary of Defense must adjudicate is the allocation of
- 13 budget resources. As the Department implements the National
- 14 Defense Strategy, or NDS, it is vitally important that
- 15 senior leaders consider the multitude of current and future
- 16 challenges facing our nation when determining how to
- 17 allocate resources for the development of weapons platforms
- 18 and cutting edge technologies. This should be a
- 19 straightforward endeavor. However, in practice it is
- 20 frequently complicated by two major factors: service
- 21 parochialism, and over the past decade, the Budget Control
- 22 Act.
- 23 During the annual budget review process, each military
- 24 service is responsible for resourcing its programs of record
- 25 and ensuring that they meet mission requirements. The

- 1 Deputy, on the other hand, is responsible for conducting a
- 2 more holistic review of the budget. Specifically, the
- 3 Deputy should scrutinize investments across the services to
- 4 ensure that they meet the intent of the NDS and that these
- 5 programs are affordable in meeting performance metrics. If
- 6 confirmed, it is likely that you will have to determine
- 7 whether or not a specific military investment championed by
- 8 a service aligns with the overarching priorities of the
- 9 Department's Secretary.
- 10 Mr. Norquist, having performed the duties of the Deputy
- 11 for the past several months, I hope you will provide this
- 12 committee with your thoughts on how you intend to manage
- 13 this process, if you are confirmed.
- 14 Compounding the problems of allocating budget resources
- 15 is that the Department must currently at this time adhere to
- 16 the funding levels imposed by the Budget Control Act, but I
- join the chairman in recognizing the pending agreement,
- 18 which is quite a bit of progress.
- 19 While the competition for resources within the
- 20 Department is not a new phenomenon, it has been exacerbated
- 21 by the BCA spending caps over the last several years. And
- 22 again, I am pleased to join the chairman in recognizing that
- 23 the Department and the administration have reached a
- 24 tentative budget agreement. It is a critical aspect of
- 25 defense operations going forward.

- 1 However, I believe that in order for the National
- 2 Defense Strategy to be successful, we must make sure that
- 3 the non-defense spending accounts are not short-changed in
- 4 order to increase spending for our military. As the
- 5 National Defense Strategy Commission, which was tasked by
- 6 Congress to review the NDS, stated, comprehensive solutions
- 7 to these comprehensive challenges will require a whole-of-
- 8 government and even whole-of-nation cooperation, extending
- 9 far beyond DOD. Trade policies, science, technology,
- 10 engineering, and math education, diplomatic statecraft, and
- 11 other non-military tools will be critical. So will adequate
- 12 support and funding for those elements of American power.
- In addition to these issues, if you are confirmed, you
- 14 must also address the multiple civilian vacancies within the
- 15 Department. As I stated during Secretary Esper's hearing,
- 16 every member of this committee wants to ensure that high
- 17 caliber candidates serve in the Department, and we will
- 18 continue to fully evaluate and expeditiously consider
- 19 nominees for these positions.
- 20 Secretary Norquist, we face many challenges that will
- 21 require strong leadership and the ability to make tough
- 22 decisions. I am very confident you can make those tough
- 23 decisions.
- 24 Thank you, Mr. Chairman.
- 25 Chairman Inhofe: Thank you, Senator Reed.

Т	secretary norquist, you are recognized for an opening
2	statement. It does not have to be too long because we have
3	a lot of questions and we are going to try to keep this
4	meeting continued. So you are recognized at this time.
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

- 1 STATEMENT OF HON. DAVID L. NORQUIST, TO BE DEPUTY
- 2 SECRETARY OF DEFENSE
- 3 Mr. Norquist: Thank you. Chairman Inhofe, Ranking
- 4 Member Reed, and members of this committee, it is an honor
- 5 to appear before you today as President Trump's nominee to
- 6 be Deputy Secretary of Defense. I am humbled by the
- 7 confidence that the President has shown in recommending me,
- 8 and I thank this committee for its consideration of my
- 9 nomination.
- 10 My family would be here today but this week is our
- 11 annual family reunion. So instead, they are watching with
- 12 their aunts, uncles, and cousins in California. Even in
- 13 their absence, I would like to express my appreciation to my
- 14 wife Stephanie for her love, her dedication to our family,
- 15 and her willingness to support me in this endeavor, as well
- 16 my children, Warren, Elise, and Vivian. They are a constant
- 17 reminder that the decisions we make today determine the
- 18 America our families will live in tomorrow.
- 19 I would also like to express my appreciation for the
- 20 men and women in uniform, the civilian workforce, and their
- 21 families. We spend a lot of time talking about budgets,
- 22 weapon systems, technologies, and doctrine, but our most
- 23 important asset is our people. When the rubber meets the
- 24 road, it all comes down to the individual men and women
- 25 serving this nation, their bravery, courage,

- 1 professionalism, sense of duty, and selflessness.
- 2 Everything we do is about them and ensuring they have what
- 3 they need to prevail.
- 4 I began my career as a federal civil servant, a GS-9
- 5 program/budget analyst working for the Department of the
- 6 Army. Over the past 30 years, I have worked at multiple
- 7 levels of the national security establishment: at a field
- 8 site overseas, at a major command, at Army headquarters, on
- 9 the staff of the House Appropriations Committee,
- 10 Subcommittee on Defense, at the Department of Homeland
- 11 Security as Chief Financial Officer, and three times within
- 12 the Pentagon, including my current position as Under
- 13 Secretary of Defense, Comptroller. Each of these positions
- 14 had a common thread: protecting this nation's security
- 15 while safeguarding the taxpayers' money. It is a profound
- 16 responsibility, but I believe in this mission passionately.
- 17 When I sat before you 2 years ago for my confirmation
- 18 hearing for Under Secretary of Defense, Comptroller, I made
- 19 two pledges, should I be confirmed. First, I promised that
- 20 after years of sequestration that undermined the readiness
- 21 of our military and delayed its modernization, I would work
- 22 within the administration and with Congress to support
- 23 robust defense budgets that fully supported our Department's
- 24 mission. Second, I pledged that after 24 years, the
- 25 Department would finally conduct a comprehensive financial

- 1 statement audit.
- Over the last 2 years, in close partnership with
- 3 Congress and this committee, the administration has proposed
- 4 and Congress has supported robust defense budgets, and on
- 5 November 15th, 2018, the Department of Defense completed its
- 6 first-ever department-wide, full scope financial statement
- 7 audit. This is a start, but there is more work to be done.
- 8 The role of the Deputy Secretary of Defense is to
- 9 support the Secretary in implementing his vision. Secretary
- 10 Esper, like Secretaries Mattis and Shanahan before him, has
- 11 made it clear that his vision is the National Defense
- 12 Strategy and that under his leadership, the Department will
- 13 remain laser focused on implementing it.
- 14 Should I be confirmed as Deputy Secretary of Defense, I
- 15 will work tirelessly with you to implement the NDS's three
- 16 lines of effort: restoring readiness and modernizing key
- 17 capabilities to build a more lethal force, strengthening
- 18 alliances and attracting new partners, and reforming the
- 19 Department for greater performance, accountability and
- 20 affordability.
- These are challenging times, from the continuing threat
- 22 of terrorism and the provocative actions of rogue states,
- 23 such as Iran and North Korea, to the return of great power
- 24 competition. In addition, we now have two new warfighting
- 25 domains, cyber and space, for which to build capabilities

Τ	and doctrine and new technologies such as artificial
2	intelligence, hypersonics, and lasers which promise to drive
3	new concepts in ways of fighting.
4	These dynamics create challenges and opportunities for
5	us. But the last few years have demonstrated how much can
6	be achieved with a clear vision and strong bipartisan
7	support.
8	I thank this committee for its consideration of my
9	nomination, and I look forward to answering your questions.
10	[The prepared statement of Mr. Norquist follows:]
11	
12	
13	
14	
15	
16	
17	
18	
19	
20	
21	
22	
23	
24	
25	

- 1 Chairman Inhofe: Thank you, Secretary Norquist.
- 2 First of all, one of my priorities as chairman of this
- 3 committee and I think of the whole committee -- it goes
- 4 without saying. We talked about this over and over again --
- 5 is to use this as the blueprint, what this is all about what
- 6 we have been doing. In fact, it was your predecessor, the
- 7 former Deputy Secretary Shanahan, who played a leading role
- 8 in putting this together.
- 9 Now, I think you put it best, and this is your quote
- 10 that you took out of this document in describing the
- 11 position that you will be occupying. That is, quote, the
- 12 Deputy frames critical decisions for the Secretary of
- 13 Defense on future programs and capabilities.
- 14 Now, in crafting the Department's fiscal year 2021
- 15 budget request, you will have to make recommendations as to
- 16 tradeoffs between competition, competing credibilities,
- 17 competing capabilities. What you do to view these
- 18 capabilities, there is a capability gap between us and China
- 19 and Russia. I would like to have you address this and what
- 20 you plan to do to correct this gap.
- 21 Mr. Norquist: Certainly, Mr. Chairman.
- I think the key areas where the gap is most noticeable
- 23 is in certain new technologies like hypersonics, artificial
- 24 intelligence, and cyber threats. And so one of the
- 25 challenges that is facing the Department is, even as we

- 1 maintain readiness and the right force structure size, is to
- 2 ensure that we are investing in those cutting edge
- 3 technologies that not only are just advances to warfare but
- 4 may change dramatically the way warfare is fought, which
- 5 requires an emphasis on experimentation and study so we are
- 6 positioned to win the next war, not just the last one.
- 7 Chairman Inhofe: The Defense Strategy Commission,
- 8 which was a bipartisan commission -- there were 12 experts,
- 9 12 Democrats, 12 Republicans, all of them recognized as
- 10 experts. They put all this together and did a good job.
- 11 It states, quote, DOD lacks the analytical ability,
- 12 expertise, and processes to link objectives to operational
- 13 concepts to programs and resources. The commission
- 14 recommended that the DOD -- and this is a quote from that --
- 15 must rebuild decision support capability to ensure that the
- 16 Secretary and the Deputy Secretary can make hard decisions
- 17 grounded in serious analysis, particularly as they consider
- 18 warfighting return on investments.
- 19 Now, do you agree with this finding of recommendations
- 20 and how do you plan to address these concerns?
- 21 Mr. Norquist: I do share their concerns. And in fact,
- 22 when we submitted the 2020 budget, we added \$32 million
- 23 precisely to address the challenges and analytical
- 24 capabilities. When you look at what we are trying to do
- 25 with new warfighting doctrine, new technologies, that puts a

- 1 premium on the analytical capability to test, experiment,
- 2 and study those to make sure we are making the right
- 3 investments.
- 4 Chairman Inhofe: Yes, that is good.
- 5 And then lastly, a lot of people do not understand why
- 6 it is significant that we have a 2-year budget. Would you
- 7 describe that in your own words?
- 8 Mr. Norquist: So absolutely. First, the agreement
- 9 does right by the men and women in uniform, and it is more
- 10 than the level of funding. The challenges that are created
- 11 when you have CRs, threats of sequestration, the
- 12 instability -- this agreement puts us in the possibility of
- 13 avoiding a CR, avoiding sequestration, and having 2 years of
- 14 planning. So if you think of a unit that is preparing to do
- 15 training, they do not know how much money they have for the
- 16 year under a CR. So they potentially cut back training with
- 17 the understanding that maybe they will get more money or
- 18 less next year, but they will never get October back. So
- 19 whatever training they missed is a permanent loss.
- 20 There are similar disruptions -- and I can dive in
- 21 further if others want to talk about it -- to depots,
- 22 equipment, retraining. But it is incredibly valuable to the
- 23 men and women of the military and to our future capabilities
- 24 to be able to have this stability.
- 25 Chairman Inhofe: Agreed.

- 1 Senator Reed?
- Senator Reed: Thank you very much, Mr. Chairman.
- 3 Again, Mr. Secretary, thank you.
- 4 As we discussed yesterday in my office, the Department
- 5 has made very little progress implementing section 911 of
- 6 the 2017 NDAA. This is the key provision in the committee
- 7 reforms to Goldwater-Nichols, and it requires the Department
- 8 to create cross-functional teams that could harness and
- 9 integrate the expertise across the Department's functional
- 10 organizations. And if you are confirmed, can I have your
- 11 commitment that you will ensure the Department implements,
- as it should, the statutory requirements of section 911?
- 13 Mr. Norquist: Absolutely.
- 14 Senator Reed: Thank you.
- 15 And could you give us an update as soon as possible,
- 16 perhaps even this week, about the status of the
- 17 organizational strategy that was required by section 911?
- 18 Mr. Norquist: I would be happy to do so.
- 19 Senator Reed: Thank you, Mr. Secretary.
- 20 We have referred -- both the chairman and I -- multiple
- 21 times to the National Defense Strategy. And at the core, it
- 22 recognizes that Russia and China are employing all of the
- 23 nation's strategies to compete across all dimensions of
- 24 power. And I am concerned that we have done a lot with
- 25 respect to high-end military capabilities and deterrence

- 1 without equal attention and resources to integrating other
- 2 elements of national power that stretch across many
- 3 departments outside of the Department of Defense.
- 4 What recommendation would you have so that you could be
- 5 the catalyst for this whole-of-government approach?
- 6 Mr. Norquist: So I think there are a couple of things.
- 7 One is we have to recognize that if we are successful in
- 8 deterring the high-end fight that we aim to do, our
- 9 adversaries will go into the gray zone. And the gray zone
- 10 is partially the military, but it is the State Department,
- 11 it is AID, and other areas. And being able to work
- 12 collectively with our other agencies as a whole-of-
- 13 government approach to identify where we are vulnerable,
- 14 whether cyber or others, where we can cooperate with
- 15 partners and formal allies, that requires working across.
- 16 And so I met with previous Deputy Secretaries of
- 17 Defense and asked them what some of their advice would be,
- 18 and one of them is regular meetings with your counterparts,
- 19 your counterparts at the State Department, as well as your
- 20 counterparts at places like Veterans Affairs because there
- 21 is a number of other operations. And so should I be
- 22 confirmed, that would be one of the things I would put in
- 23 place, that regular communication to help us build joint
- 24 strategies.
- 25 Senator Reed: Very good.

- 1 And I think you make an excellent point is that when we
- 2 have an edge at the high performance level of conflict, our
- 3 adversaries will go down in the area where asymmetrically
- 4 they have advantages. So we have to build a capability, as
- 5 you suggest. And I think the idea of meeting on a regular
- 6 basis with this agenda is a very positive one.
- 7 We have a situation here, as has been pointed out by
- 8 both the chairman and many others, of our overmatch in areas
- 9 a decade ago was very clear. That overmatch has diminished.
- 10 And you mentioned specific areas, hypersonics, AI, et
- 11 cetera. Are there specific investments in research that you
- 12 could advise us about today?
- 13 Mr. Norquist: Sure. There is a number of them. In
- 14 fact, the budget that was submitted -- the biggest increase
- 15 was in R&D across a range of technologies. On cyber, there
- 16 is both the offensive and the defensive because we have to
- 17 protect not just our business systems but our weapon
- 18 systems, the defense industrial base, and then with Homeland
- 19 Security, the critical infrastructure. And then you have to
- 20 look at the missile ranges and the technologies both
- 21 defensive, as well as increasing our ability to work in what
- 22 we call the anti-access/area denial environment that the
- 23 Chinese are building along the first island chain.
- 24 We have research technologies going on with
- 25 hypersonics, with lasers, and artificial intelligence. The

- 1 artificial intelligence one I think is different than the
- 2 others in that its potential benefit is less clear. You
- 3 know what you are going to get when you field a hypersonic
- 4 missile. Artificial intelligence has an opportunity to
- 5 change a lot about how we use UAVs and other items. And
- 6 that one -- it puts an emphasis on the analytical skills, on
- 7 the researching, and on the prototyping.
- 8 Senator Reed: And this I think raises the obvious
- 9 question that we have to extend our cooperation outside
- 10 military laboratories and military contractors into academic
- 11 institutions because that appears to be where the cutting
- 12 edge work is being done on a lot of these topics. Is that
- 13 correct?
- 14 Mr. Norquist: Correct. This is one of those areas
- 15 where you see the private sector, the universities, and
- 16 others have a lot of information, and one of things I talked
- 17 about with some of the Senators in preparation for this is
- 18 when we strengthen our cybersecurity defense, we have to be
- 19 careful we are not building a barrier to entry to small
- 20 business firms. We have to ensure how to let them protect
- 21 their data and still participate with the Department.
- 22 Senator Reed: And as a final point -- my time is
- 23 diminishing, so this might be just for the comment. One of
- 24 the problems we have too -- and you alluded to it -- to
- 25 protection is that a major contractor has the resources

- 1 typically to do elaborate protections. When you get down to
- 2 the small business in most of our communities that are
- 3 providing significant quantities of material to defense
- 4 contractors, they do not have that capacity. So I would
- 5 like you to consider how we can collectively, working with
- 6 the contractors, provide end-to-end cyber protections.
- 7 Thank you, Mr. Chairman.
- 8 Mr. Norquist: Absolutely, Senator.
- 9 Chairman Inhofe: Senator Ernst?
- 10 Senator Ernst: Thank you, Mr. Chair.
- 11 And, Mr. Norquist, thank you very much for being with
- 12 us today. It was great to sit with you and visit last week
- 13 about a number of issues and concerns.
- 14 But first, I want to say thank you so much for working
- 15 on the DOD audit. That was important to a number of us, and
- 16 I am glad that we were able to get that started and, of
- 17 course, see some great results coming out of that with your
- 18 continued attention to the various findings. So thank you
- 19 for that.
- I would like to begin by addressing a DOD Inspector
- 21 General report. It had stated that DOD has been paying out
- 22 hundreds of millions of dollars in unearned bonuses or
- 23 incentive fees to various contractors. This does include
- 24 \$10.6 million that was awarded to a contractor that failed
- 25 to provide necessary parts that DOD was purchasing for F-35

- 1 fighter jets. And it is creating a life and safety concern
- 2 for our airmen. And I think we all agree that that is
- 3 unacceptable.
- 4 So I have introduced a bill that would prohibit paying
- 5 award fees and bonuses to those contractors whose projects
- 6 are behind schedule and over budget or whose performance is
- 7 deemed unsatisfactory by the DOD.
- 8 So would you work with me to end this practice that is
- 9 really short-changing our taxpayers and, of course, putting
- 10 our soldiers, sailors, airmen, and marines at risk?
- 11 Mr. Norquist: Absolutely, Senator.
- 12 Senator Ernst: And I appreciate that. Again, knowing
- 13 your background and what you have had the previous
- 14 experience in, I expected that answer. So thank you for
- 15 that. I appreciate it.
- 16 One of the other cost saving areas that we have looked
- 17 at for DOD centers on distribution centers. And the
- 18 Pentagon has repeatedly -- they have repeatedly asked
- 19 Congress for the authority to streamline its distribution
- 20 centers. Right now, there are more than 250 of those. And
- 21 the GAO says that this would save DOD more than \$525 million
- 22 over 5 years by reducing unnecessary overlap and duplication
- 23 and more efficiently using the distribution centers.
- 24 So DOD had developed an initiative to reduce the number
- 25 of distribution centers, but unfortunately, it was stopped

- 1 in 2014 before it was ever implemented.
- 2 So what we would like to do is further that initiative,
- 3 and we would like to see some of those distribution centers
- 4 closed down or streamlined.
- 5 Can you also identify a few specific areas where DOD
- 6 could make better use of the half a billion dollars that we
- 7 currently spend on those distribution centers?
- 8 Mr. Norquist: Absolutely, Senator.
- 9 When you do things like eliminate the extra
- 10 distribution centers, you are not spending the money on the
- 11 back end, the infrastructure. It allows you to invest
- 12 either in additional readiness and training, getting units
- 13 up to speed, get yourself a larger supply of spare parts to
- 14 keep maintenance so your planes are flying, or to put the
- 15 money to the new technologies we have talked about preparing
- 16 for the next generation. But it is much more valuable to
- 17 have it in that area than to have it paying for distribution
- 18 centers that are only half full or not otherwise optimal.
- 19 Senator Ernst: Absolutely unnecessary. So thank you.
- 20 I think we have seen with the recent budget proposal that
- 21 DOD certainly would appreciate finding those cost savings
- 22 and using them in other areas.
- 23 So one of the other bills that I have introduced is
- 24 what we are calling our Billion Dollar Boondoggle Act, and
- 25 it would require that every department, including DOD,

- 1 disclose to taxpayers ongoing projects that are \$1 billion
- 2 or more over budget or 5 years or more behind on scheduled
- 3 completion. So, of course, we would eliminate sensitive
- 4 information. Anything that is related to national security
- 5 would be exempt. But the Pentagon already reports some of
- 6 this information to the congressional defense committees, as
- 7 required by Nunn-McCurdy.
- 8 But do you see any reason why the DOD should not make
- 9 this information required to be disclosed by my bill
- 10 available to our taxpayers?
- 11 Mr. Norquist: Senator, none that comes to mind. I
- 12 would be very happy to work with you on this issue, should I
- 13 be confirmed. I believe that driving those types of issues
- 14 to the forefront so we can address them is essential to
- 15 effective management.
- Senator Ernst: Can you think of any programs that
- 17 might exist out there right now that are a billion dollars
- 18 over budget or 5 years behind schedule?
- 19 Mr. Norquist: None come to mind that are 5 years
- 20 behind schedule, but the ones that are over generally are
- 21 either driven by requirements or by some other delays. But
- there may be some that fall into that category, and I would
- 23 be happy to work with you.
- 24 Senator Ernst: Thank you. And certainly we would love
- 25 to disclose that information. If there are valid reasons,

- 1 we need to know that and understand that, but we also need
- 2 to be accountable to our taxpayers. So thank you so much,
- 3 Mr. Secretary, and I look forward to your confirmation.
- 4 Mr. Norquist: Thank you, Senator.
- 5 Chairman Inhofe: Senator Shaheen?
- 6 Senator Shaheen: Thank you, Mr. Chairman.
- 7 And thank you, Secretary Norquist, for your willingness
- 8 to be considered for this critical post at this difficult
- 9 time in world events.
- 10 I appreciated your willingness to come and sit down
- 11 with me yesterday. And one of the things that we discussed
- 12 was the challenge that our military installations are facing
- 13 from PFAS contamination. It is affecting, as I am sure you
- 14 are aware, over 400 military installations. And I was very
- 15 pleased to see that one of the first things Secretary Esper
- 16 did yesterday was to create a commission to address PFAS
- 17 contamination. A task force I think is what he called it.
- 18 And he noted that the key areas of focus for the task force
- 19 are health aspects, cleanup standards and performance,
- 20 science-supported standards for exposure and cleanup,
- 21 interagency coordination, public-Congress perceptions of
- 22 DOD's efforts, and finally finding and funding an effective
- 23 substitute fire fighting foam without PFAS.
- 24 I wonder if you could share with us how quickly DOD is
- 25 hoping to accelerate research into finding a fluorine-free

- 1 foam to substitute for PFAS.
- 2 Mr. Norquist: So, first of all, just want to tell you
- 3 I know that Secretary Esper is a very strong leader in this
- 4 issue. I fully support both the initiative he has
- 5 described, as well as the priorities put on it.
- 6 I think one of the points you make is the sooner we can
- 7 get off of the existing system, the better. We can do
- 8 things to contain it. But you really just want to replace
- 9 it. And so we will continue to look at what are the
- 10 alternative paths for research. Are we putting enough money
- 11 against it? Are we pursuing enough different solutions?
- 12 And should I be confirmed, that is one of the things I would
- 13 work with the task force.
- 14 Senator Shaheen: Thank you.
- 15 And do you have any sense of what the timetable is for
- 16 trying to expedite research to find that new foam?
- 17 Mr. Norquist: I do not have that at this time,
- 18 Senator.
- 19 Senator Shaheen: I hope that when you are confirmed
- 20 and you get into your new position that you will be able to
- 21 share with the committee what that timetable might be. I
- 22 think that would be very helpful to know.
- 23 One of the other things that we discussed and you
- 24 confirmed in your opening statement was the importance of
- 25 cyber efforts to protect the country both defensively and

- 1 offensively. And I appreciated your quick response to my
- 2 questions about the efforts to remove Kaspersky software
- 3 from the Federal Government and also from those companies
- 4 that do business with the government.
- 5 One of the things you pointed out in that response was
- 6 that there are a number of additional classified steps that
- 7 DOD has taken. I look forward to having an opportunity to
- 8 be briefed on those classified steps.
- 9 You also said that the Defense Intelligence Agency is
- 10 developing a list of malign cyber actors, and you expect to
- 11 be able to share that list with Congress by mid-August of
- 12 this year. Can you confirm that that is the case?
- 13 Mr. Norquist: That is my understanding. Correct,
- 14 Senator.
- 15 Senator Shaheen: Thank you.
- 16 The other thing that we talked about was the Women,
- 17 Peace, and Security Act and the importance of having women
- 18 at the table in conflict situations, especially with respect
- 19 to Afghanistan and what we are seeing in Afghanistan.
- 20 Can you confirm that you will do everything you can to
- 21 work to ensure that that happens as we are looking at
- 22 further peace negotiations in Afghanistan?
- 23 Mr. Norquist: Correct, Senator. We are working with
- 24 Ambassador Khalilzad as he does the negotiations. But you
- 25 point out that is not just a side issue. It is a central

- 1 issue, particularly with the challenges that the Taliban has
- 2 brought when they were previously in control.
- 3 Senator Shaheen: Thank you.
- 4 You point out the importance of ensuring that women are
- 5 protected in any future situation in Afghanistan. I had a
- 6 chance to visit there in April and heard directly from the
- 7 women of Afghanistan their concerns about what might happen
- 8 in any future peace negotiations and that they would be
- 9 excluded from the ability to maintain the rights that they
- 10 currently have under the Afghan constitution that was
- 11 brought in after the fall of the Taliban. So as you say,
- 12 this is a critical issue to whatever happens there, and I
- 13 appreciate your commitment to that.
- 14 Thank you, Mr. Chairman.
- 15 Chairman Inhofe: Senator Tillis?
- 16 Senator Tillis: Thank you, Mr. Chairman.
- 17 I know in the chair's opening comments, he said that he
- 18 almost did not need to be here because he planned on
- 19 supporting your nomination, as do I. But I do have a couple
- 20 of questions for you.
- One really relates to how you are using analytics to
- 22 better manage and reform or, I should say, transform the
- 23 Department.
- 24 Mr. Norquist: So one of the issues that we have been
- 25 able to benefit from with the audit is in order to be able

- 1 to meet the audit, we have to have a much greater level of
- 2 accuracy of the data. And so we have been developing data
- 3 analytic tools that will let us to see not just summaries
- 4 and totals, but individual transactions. And that was one
- 5 of the biggest transitions from that. That gives us
- 6 additional information as we are managing and looking at
- 7 maintenance issues, spare parts, supplies. You combine that
- 8 with some artificial intelligence ability to do analysis,
- 9 and we are seeing them make greater uses with regard to the
- 10 maintenance levels of the F-18, and we are looking to do
- 11 that across readiness and logistics as well.
- 12 Senator Tillis: That is great. I would like to learn
- 13 more about that after your confirmation. Maybe I could come
- 14 pay you a visit and get more of a detailed briefing on it.
- 15 That is in my wheelhouse.
- 16 I also want to talk more about just general reforms.
- 17 We had Secretary Esper here and the work that he was doing
- 18 when he was in charge of the Army. But can you tell me a
- 19 little bit about progress you have made on certain reforms
- 20 since you have been in the current role and what you think
- 21 the priorities are moving forward?
- 22 Mr. Norquist: Sure. So there is a number of reforms
- 23 and they start from things as simple as simply scrubbing
- 24 budgets. And so you go through line by line, by contracts.
- 25 We did that called the SSRB. That ended up with pulling out

- 1 \$470 million where we said we do not need this. We can move
- 2 on. Renegotiating contracts. There was a large contract
- 3 for Tricare. It did not change the performance, but it
- 4 changed who got to keep certain fees. That added a \$600
- 5 million benefit.
- 6 You take that all the way down to small stuff. You
- 7 look at the warehouses for DLA where they shifted to print
- 8 on demand. We had a warehouse that had 130 million physical
- 9 maps in case we needed them, and that took up 180,000 square
- 10 feet. Well, we can now shift to print on demand. That
- 11 freed up that square footage to be used for other purposes.
- 12 You have those.
- 13 And then you have some of the larger ones. You have
- 14 the health care transformation, the MTFs that the Congress
- 15 directed. You have the migration of the background
- 16 investigations coming over to DOD. We have drawn the
- 17 backlog there by 260,000 cases down. But as you talked
- 18 about data analytics, being able to use that to do
- 19 continuous monitoring, so instead of waiting 5 years and
- 20 then having somebody do gumshoe searches over some these
- 21 past reviews, we can track over the course if there is an
- 22 issue with finances, an issue with the police or others that
- 23 allow us to act more promptly and then clear cases more
- 24 quickly that are low risk.
- 25 So a lot of interesting and useful stuff to go on, but

- 1 a lot more to be done.
- Senator Tillis: Yes. Going back to that point that
- 3 you used about print on demand, some people, when they are
- 4 looking at all the big rocks -- they would not take time to
- 5 turn over these little rocks. In combination, they result
- 6 in a lot of efficiency and a lot of savings. So I really
- 7 commend you for looking across the spectrum and going after
- 8 the quick hits as you can find them.
- 9 The last question I have for you relates to the NDS and
- 10 any advice as we move through the appropriations process.
- 11 It looks like we are going to have a deal that at least gets
- 12 us into the discussion of appropriations. Any comments you
- 13 would have on priorities with respect to appropriations?
- Mr. Norquist: So I think with regard to the
- 15 appropriation process, first, we appreciate the ability and
- 16 the opportunity to have the bills enacted on time. When
- 17 that happened last year, that was tremendously helpful.
- 18 We want to protect readiness. We want to make sure we
- 19 take care of the men and women and then looking at those
- 20 future investments that position us not for the fight of
- 21 today but the fight of the future. Those research areas --
- 22 they are often not the largest dollar amounts, but they are
- 23 the critical ones in terms of laying the groundwork for the
- 24 future.
- 25 Senator Tillis: Thank you very much. I look forward

- 1 to supporting your nomination.
- 2 Mr. Norquist: Thank you, Senator.
- 3 Chairman Inhofe: Senator Manchin?
- 4 Thank you, Mr. Chairman.
- 5 Thank you, Secretary Norquist, first of all, for your
- 6 willingness to serve and your record of serving I appreciate
- 7 very much, and also your priorities with your family. I
- 8 think they should have stayed also, and I appreciate that
- 9 very much.
- 10 You and I talked briefly. You were a busy person
- 11 yesterday. You met with quite a few of us. And I had a
- 12 nice visit, and I appreciate that very much.
- 13 And we talked a little bit about this. Explain to the
- 14 American people and especially I need to explain to the
- 15 people back in West Virginia, one of the most patriotic
- 16 States in the nation, but still yet, they have fiscal
- 17 responsibilities and they have fiscal concerns and
- 18 questions. And we talked about the only threats that we
- 19 face as a nation, existential threats, is from two
- 20 countries, China and Russia.
- 21 So when you look to the Stockholm International Peace
- 22 Research Institute, the following are the defense
- 23 expenditures that they have. I think they are a year old or
- 24 so. But the U.S. spent \$649 billion. We are over \$730
- 25 billion this year I think, in that neighborhood. China was

- 1 at \$250 billion. We were at 2.3 percent of GDP. China was
- 2 at 1.9 percent of their GDP. And then Russia spent \$61
- 3 billion. If you put Russia and China together, they are not
- 4 quite half of what we spend totally.
- 5 So if you look at how we explained our bang for our
- 6 buck -- and I guess you might want to explain also -- you
- 7 and I talked about all the contractors we have. We have
- 8 more contractors in the Department of Defense working with
- 9 or for the Department of Defense than we do have men and
- 10 women in uniform. We want to explain that. And it does not
- 11 look like it is cost effective. And I have a hard time
- 12 understanding it.
- 13 And when you look at the personnel, the United States--
- 14 we have 1.3 million active, 816 in reserve. Aircraft -- and
- 15 you look all the way down the line. China has 2.2 million
- 16 active, 510 in reserve, and Russia has 1 million active, 2.5
- 17 million in reserve.
- 18 So when we look at all of the things that are changing
- 19 and how do we assess China's threat to us and also how do we
- 20 assess Russia's threat short-term and long-term.
- 21 Mr. Norquist: So I think when you look at China and
- 22 Russia short-term and long-term, you are looking at two
- 23 countries headed in very different directions, and therefore
- 24 they have very different approaches. The Russian economy is
- 25 struggling, and so therefore they are more likely to be

- 1 aggressive or provocative in the near term as they see a
- 2 darker long term. The Chinese are in a very different
- 3 position. The Chinese generally have a more optimistic view
- 4 of where they are going. Their economy is close to the size
- of ours, if not headed in that direction. There are some
- 6 demographic issues they will face. But they can afford to
- 7 be more patient. But it also means that the investments
- 8 they make now -- while their numbers for defense are lower,
- 9 they are increasing at a much faster rate as they anticipate
- 10 what is coming in the future.
- So I think the challenges we face in each of those
- 12 countries is very different. One is predominantly a land-
- 13 based conflict, should it occur, and the deterrence is
- 14 heavily based around ground forces, and the other is a
- 15 Pacific sea-based environment requiring a very different mix
- 16 of capabilities to effectively deter.
- 17 Senator Manchin: Do you want to maybe go into the
- 18 money that we are spending? China is coming on quick as far
- 19 as matching us equipment-wise. Aircraft, we have 2.3
- 20 thousand aircraft, 2.8 thousand attack, 2.3 fighters, and
- 21 1.2 transport, 5.8 thousand helicopters. We have 6.2
- 22 thousand tanks. And ships we have 24 carriers, 68
- 23 submarines, 68 destroyers, and 22 frigates.
- 24 China has 1.2 thousand fighters, 1.6 thousand attack,
- 25 193 transports, and 1 thousand helicopters. Tanks -- they

- 1 have 13,000 tanks. And you look at ships. They have one
- 2 carrier but 76 submarines, 33 destroyers and 52 frigates.
- 3 They are doing all this on a budget of \$250 billion versus
- 4 our \$700 billion.
- 5 Mr. Norquist: So there are a couple of factors at play
- 6 here, all of which are important.
- 7 One of the first ones is there is a difference in what
- 8 is called purchasing power parity in economics, which is
- 9 when you look at the cost of the goods, the labor prices,
- 10 what you can buy is different in each area. That affects it
- in some areas. We, for example, have a volunteer force. We
- 12 think it is better to have a volunteer force and we pay the
- 13 cost of it.
- 14 The other is the nature of warfare, which is, as we saw
- 15 an example in Desert Shield, Desert Storm, the force with
- 16 the slightly better technology, the slightly better
- 17 equipment often has a very lopsided victory. And so where
- 18 other countries often engage in volumes of lower quality, we
- 19 buy the more expensive, but the one that is likely to
- 20 prevail. The risk here with China is whether you can
- 21 maintain that technology edge over time, and if you cannot,
- 22 that is a very difficult place to be.
- 23 Senator Manchin: One final thing very quickly. We
- 24 have our guard and our reserve who have a lot of expertise,
- 25 a lot of skill sets, but we are still spending a tremendous

- 1 amount on contractors, which I believe we already have them
- 2 on the payroll with our guard and our reserves. It does not
- 3 make sense why we are not using that more effectively and
- 4 efficiently cost-wise.
- 5 Mr. Norquist: So, Senator, you and I talked about one
- 6 particular example, which is cybersecurity. And one of the
- 7 opportunities we have is even though it is challenging to
- 8 retain them in government, with somebody in the guard or
- 9 reserve, they are already in the private sector. They are
- 10 already using that skill on a day-to-day job. We are taking
- 11 advantage of that, and we need to be able to look at ways to
- 12 do more of that.
- 13 Senator Manchin: Thank you very much, sir. I look
- 14 forward to voting for you.
- 15 Mr. Norquist: Thank you, Senator.
- 16 Chairman Inhofe: Senator Rounds?
- 17 Senator Rounds: Thank you, Mr. Chairman.
- 18 First, Secretary Norquist, I want to thank you and your
- 19 family for your career and your service to our country and
- 20 everything that you have been doing over the last 2 years.
- 21 I think you made a difference.
- 22 I want to talk a little bit about the efficiencies and
- 23 the challenges we have in the acquisitions process and, in
- 24 particular, some things that as a nation we should expect
- 25 our armed forces to be pretty good at. And that is a

- 1 December of 2018 GAO report outlined how the DOD shortages
- 2 in skilled personnel delayed depot maintenance on critical
- 3 weapon systems. This not just one particular branch of
- 4 government, but I am going to give you just a couple of
- 5 examples.
- 6 The USS Boise, which is a nuclear attack submarine, sat
- 7 at dry dock -- actually sat at port waiting to get into dry
- 8 dock. It is going to have been out of service for 6 years
- 9 before it is operational again. We have got three more
- 10 nuclear attack submarines that are in a similar type
- 11 position today waiting for the ability to actually get in
- 12 and to be put back into operational service.
- 13 It is not just the Navy, even though another example
- 14 would be the F/A-18 and the Hornets that we have got right
- 15 now that started out at probably less than 40 percent
- 16 actually being mission-capable. My understanding is we have
- 17 made some progress, closing in on perhaps the high 60s, but
- 18 nonetheless, expectation is over 80 percent mission-capable.
- 19 But they are old aircraft.
- 20 At the same time, we have got n F-35, which is a brand
- 21 new aircraft. It is state-of-the-art, critical long-term
- 22 and should be in the force between now and perhaps the year
- 23 2040. And yet, today we are finding that even with this
- 24 brand new aircraft, we have got issues. Just as an example,
- 25 another GAO report found that from May to November in 2018

- 1 once again -- so this is up-to-date or fairly up-to-date --
- 2 the F-35 aircraft were unable to fly nearly 30 percent of
- 3 the time due to spare parts shortages, coupled with a repair
- 4 backlog of 4,300 parts. The long-term planning that we have
- 5 laid out have an expectation of 80 percent mission-capable.
- 6 What are we going to do, and how do we cut through what
- 7 clearly is a problem in just the very basics of being able
- 8 to repair the equipment we have already got on hand
- 9 regardless of its age, but to get spare parts and to be able
- 10 to, in a reasonable fashion, make repairs on the equipment
- 11 we have got and to get the personnel in place that have the
- 12 competencies to do so?
- 13 Mr. Norquist: So, Senator, I think there are four
- 14 things that really have to come together, and every one of
- 15 them helps drives the solution.
- 16 First of all, as we talked about, is the stability with
- 17 the budget. In many of those cases where we had the moment
- 18 of sequestration or CR, a ship missed its availability going
- 19 into depot. And then once that happened, it was no longer
- 20 in line and for it to move in, another ship got bumped. And
- 21 that starts to cascade. Frequent deployments can have a
- 22 similar disruptive effect. So the stability of bringing the
- 23 budget on time, being able to know that we get the ships,
- 24 that is helpful.
- 25 But then you still got the issue of spare parts. Are

- 1 you buying the right ones? Are you getting them out of
- 2 production? One of the things we are looking at is the use
- 3 of artificial intelligence to be able to do better
- 4 predictions on what we need. In some cases, we are either
- 5 dealing with very old aircraft and a diminishing supply.
- 6 And we see the risk we have sometimes with vendors where the
- 7 cost of those parts can go up dramatically. So being able
- 8 to either maintain the rights to those licenses, to be able
- 9 to do it with 3D printing, with those types of things to be
- 10 able to solve those, those are all pieces of it.
- One of the things you talked about is people. The Air
- 12 Force was short 4,000 maintainers. They have recruited
- 13 them, but now those are 4,000 maintainers with 1 to 2 years
- 14 of experience. A few years from now, they will have 5 to 7,
- 15 and we will be in a much stronger place.
- 16 So part of this is when you turn around from a deep cut
- 17 in the budget, there is some time it takes to fix. But this
- is a multi-level problem, and we have to attack every single
- 19 element of it to be successful.
- 20 Senator Rounds: And this is what I want to get into
- 21 for just the remaining that I have got.
- 22 You have got a GBSD, which we have proposed that we
- 23 will implement that will replace the Minuteman III. Can you
- 24 talk about how serious it is that we keep the GBSD, the
- 25 replacement for the Minuteman III, a critical part of the

- 1 triad, absolutely on target with regard to the NDAA
- 2 direction and also the appropriations process here and what
- 3 the implications are to the triad if we do not stay on an
- 4 appropriate timeline? We are not just talking about F-22's
- 5 here. We are talking about a significant part of the
- 6 nuclear triad. Could you share a little bit with us on
- 7 that?
- 8 Mr. Norquist: The nuclear triad is the foundation of
- 9 our security. When we do things internally in the building
- 10 on the budget, the answer is you will fully fund this before
- 11 you submit us the rest of your budget.
- Our concern is that previous decisions over many
- 13 administrations delayed action on these, and we have run out
- 14 of time. We have run out of the ability to push things a
- 15 year or to stretch out. For every leg of the triad, we need
- 16 to be very persistent about staying on schedule, keeping the
- 17 right funding levels. And so I would encourage folks to
- 18 remember this is the foundation, and when we are trying to
- 19 deter people towards the gray zone, the first thing is you
- 20 want to be able to be clear that you an have an effective
- 21 nuclear deterrent.
- 22 So I think it is a foundational item. It is very
- 23 important that we have it fully funded and be able to move
- 24 forward with what has held the peace for so many years.
- 25 Senator Rounds: Thank you.

- 1 Thank you, Mr. Chairman.
- 2 Senator Reed [presiding]: On behalf of Chairman
- 3 Inhofe, let me recognize Senator Duckworth.
- 4 Senator Duckworth: Thank you, Mr. Chairman.
- 5 Mr. Norquist, welcome.
- 6 The DEPSECDEF is essentially the Department's chief
- 7 operating officer, and I would like to be reassured that you
- 8 will be able to perform that very critical role in making
- 9 sure the trains run on time specifically in terms of
- 10 strengthening our transportation and logistics systems. I
- 11 think it is a foundational step for us in terms of great
- 12 power competition.
- Do I have your commitment that, if confirmed, you will
- 14 make sure that OSC aggressively and continually pushes each
- 15 service branch to prioritize logistics planning and
- 16 infrastructure investments by forcing leadership to
- 17 demonstrate in detail how they would actually project and
- 18 sustain power in real world conditions or contested
- 19 environments?
- 20 Mr. Norquist: Absolutely.
- 21 Senator Duckworth: Thank you for that response.
- 22 Could you also elaborate on how Congress could enhance
- 23 the capabilities and capacity of TRANSCOM or adjust
- 24 infrastructure investment levels in general to help the
- 25 Department achieve this goal?

- 1 Mr. Norquist: So I think when you look at the
- 2 resources that TRANSCOM provides, we always want to have an
- 3 away fight, which means we need airlift and sealift and
- 4 those capabilities to get there. Making sure we have those
- 5 at the right level and making sure that TRANSCOM has the
- 6 resources to deploy them is essential. I know there are
- 7 different studies done on a regular basis to look at this.
- 8 But it is one of the areas where you have to be able to meet
- 9 that. And in a high-end fight, you also have to do that
- 10 with the expectation there is going to be some level of
- 11 attrition. We are used to deploying forces overseas and
- 12 being certain that they will arrive at their destination.
- 13 World War II, that was not the case. We have to be prepared
- 14 for a future conflict where there are submarines and other
- 15 things out there. And so you have to have enough lift to be
- 16 able to accomplish that.
- 17 Senator Duckworth: Thank you.
- 18 Last week, you and I discussed the subject of
- 19 authorizations for use of military force, including the
- 20 limits on the legal authority provided under the 2001 and
- 21 2002 AUMFs. Do you believe that the 2001 and 2002 AUMFs
- 22 provide legal authority for the United States armed forces
- 23 to execute a preemptive military strike against Iran?
- 24 Mr. Norquist: So I agree with Secretary Esper when he
- 25 answered this question before. 2001 is aimed at

- 1 counterterrorism. My understanding is it does not apply to
- 2 Iran.
- 3 Senator Duckworth: What about 2002?
- 4 Mr. Norquist: The 2002 I think is specific to Iraq.
- 5 Senator Duckworth: Okay. Thank you.
- 6 I do not think there is anybody on this committee who
- 7 would question the authority of the United States armed
- 8 forces to take immediate action in response to a direct
- 9 military attack. However, I do have questions about the
- 10 limitations surrounding this principle.
- In your view, if a proxy force of Iran launched an
- 12 attacked that targeted our military personnel, military
- 13 platforms, or harmed an American, whether in uniform or a
- 14 civilian, would such an attack provide the Department with
- 15 legal authority to wage war against Iran without
- 16 congressional action without limits on duration and without
- 17 limits on scope and scale? And we are talking about proxy
- 18 forces.
- 19 Mr. Norquist: So, Senator, I do not want to signal to
- 20 others about how much damage they can do. But generally, we
- 21 have rules that require a proportionate response. So I
- 22 would be happy to meet with you offline if you need more
- 23 clarification on that. But I believe under Article 2, the
- 24 requirement relates to proportionate response.
- 25 Senator Duckworth: Okay. I would appreciate that.

- 1 Thank you.
- 2 As you know, the Army has been working to prioritize
- 3 rapid innovation by standing up the new Army Futures
- 4 Command, and I want to make sure that we are also adequately
- 5 protecting our long-term manufacturing and innovation needs.
- 6 If confirmed, will you commit to taking concrete steps to
- 7 encourage the services to be thinking about ways that they
- 8 can use our existing manufacturing and innovation resources,
- 9 American based resources? It would include, for example,
- 10 the great talent at Rock Island Army Arsenal and the
- 11 groundbreaking research being conducted at Fermilab and
- 12 Argonne.
- 13 Mr. Norquist: Absolutely, Senator.
- 14 Senator Duckworth: Thank you.
- 15 As the Department's CFO, you ushered the Department
- 16 through its first audit, and I congratulate you on that. I
- 17 say that it is successful even if it was not passing because
- 18 I think we can agree that without a baseline of some sort of
- 19 reliable data, it is almost impossible to do the
- 20 sophisticated analytics we need in order to eventually get
- 21 to a clean audit.
- 22 When you and I sat down last week, a couple of areas we
- 23 highlighted that would benefit from more focus were IT
- 24 security and oversight of contractors. What are some of
- 25 your major takeaways from the first audit, and if confirmed,

- 1 what lessons will you expect to incorporate into your new
- 2 position of essentially the Department's chief operating
- 3 officer?
- 4 Mr. Norquist: So we found in the audit that the
- 5 primary issues showed up in three areas. One is IT,
- 6 business systems IT security, password changes, those types
- 7 of things. The second was the accuracy of real property,
- 8 and the third is inventory. And in inventory, one of the
- 9 areas that was a particular challenge was inventory held by
- 10 contractors.
- 11 And so in each one of these, the value of the audit is
- 12 it comes back every year. So not only will we have people
- 13 executing corrective action plans to close this, each year
- 14 we will get a report card on how we are doing. And we have
- 15 set up tools that allow us to track that, to report back to
- 16 Congress, across the organizations in Defense, who is able
- 17 to close what findings and what are the areas there is
- 18 success on.
- 19 But the value of that to the military to have an
- 20 accurate account of inventory -- one of the cases we had was
- 21 NAS, Naval Air Station, Jacksonville found \$70 million to
- 22 \$80 million worth of parts that people had acquired and put
- 23 on the shelf but were not in the inventory system. So they
- 24 have done things like an amnesty day. Those came out.
- 25 Well, those were in-demand parts. Those are planes and

- 1 ships and things that needed it. So that was quickly
- 2 consumed by the organization and saved the taxpayers that
- 3 money.
- 4 So we want to encourage that. We want to drive more of
- 5 that, but those are the areas that we see as the most
- 6 immediate areas that need attention.
- 7 Senator Duckworth: Thank you, and I look forward to
- 8 supporting you.
- 9 Mr. Norquist: Thank you, Senator.
- 10 Senator Duckworth: I yield back.
- 11 Senator Cotton [presiding]: Senator Blackburn?
- 12 Senator Blackburn: Thank you and welcome. We are glad
- 13 you are here and I appreciate the time that you gave me last
- 14 week to review some things and talk about the audit and then
- to be able to drill down on a couple of issues.
- 16 I want to circle back to something we discussed with 5G
- 17 and looking at foreign production and adoption of advanced
- 18 communication technologies such as 5G wireless networks and
- 19 how this is going to challenge our competitiveness and our
- 20 data security. U.S. data will increasingly flow across
- 21 foreign-produced equipment and foreign-controlled networks,
- 22 raising the risk of foreign access and denial of service.
- 23 And just this month, the Philippines' 5G rollout began.
- 24 It is a Chinese-designed network executed by Chinese
- 25 engineers in the Philippines backed by state-owned China

- 1 Telecom Corporation on hardware supplied by Huawei. The
- 2 Philippines are a vital U.S. security ally in the Indo-
- 3 Pacific from joint exercises and training to stabilization
- 4 in the South China Sea to coordinated humanitarian relief.
- Meanwhile, Huawei's equipment is up and running in the
- 6 5G networks of another regional defense partner, South
- 7 Korea. It is spreading through Europe and the Gulf and is
- 8 the bedrock of Africa's telecom network.
- 9 In your advance policy questionnaire and in our
- 10 discussion, you indicated that next generation information
- 11 communications technology 5G is an area in which DOD plans
- 12 to collaborate with the private sector. And I would like
- 13 for you to expand on that statement. And if you are
- 14 confirmed, how would you prioritize this collaboration?
- 15 Mr. Norquist: So one of the ways, Senator, that we are
- 16 looking to work with the private sector is to give them
- 17 environments where 5G can be established like on a military
- 18 base, at a depot, because part of what they need to do is be
- 19 able to experiment. And often it is hard to get an entire
- 20 city or town to agree to let you put this up. So we can put
- 21 them up on bases, bring in the private sector, and say here
- 22 is what the network has. What can you do with it? How can
- 23 we take advantage of it? How can we develop both military
- 24 and private sector uses of it to experiment and develop?
- 25 Because that is part of what gives the competitive edge in

- 1 that area.
- 2 We are also looking at dynamically sharing spectrum
- 3 which allows to give a competitive edge in 5G as well.
- 4 So those are some of the areas that we are working
- 5 right now with the private sector, and should I be
- 6 confirmed, it would be one of the areas we would continue to
- 7 focus on.
- 8 Senator Blackburn: Well, then go ahead and touch on
- 9 how you would collaborate them with artificial intelligence
- 10 and with hypersonics.
- 11 Mr. Norquist: Sure. So with artificial intelligence,
- 12 there is a number of activities that go on in the private
- 13 sector that have an overlap with the government, such as in
- 14 logistics working with them. JAIC, has a project that they
- 15 are doing -- the Joint Artificial Intelligence Center --
- 16 working with the private sector on disaster relief. How
- 17 quickly can I use video and identify people in a disaster
- 18 area so that I know how to rescue them and using the power
- 19 of artificial intelligence to find that in a video faster
- 20 than a human can. So we are going to continue to use the
- 21 Joint Artificial Intelligence Center to establish more of
- 22 those pilots and experiment and expand the range of areas
- 23 where that cooperation occurs.
- 24 Senator Blackburn: I was just in the Commerce
- 25 Committee, and we were passing out the Broadband Data Act

- 1 and the 5G Leadership Act, which we had amended with a
- 2 portion -- or a portion of that bill was amended with my
- 3 Supply Chain Security Act, something that I think is vitally
- 4 important. And we know that DOD partnering with the
- 5 commercial sector is going to be of tremendous importance to
- 6 moving us forward with artificial intelligence, machine
- 7 learning, et cetera.
- Quickly on cyber, we have talked a little bit about
- 9 Russia and China and their engagement in massive cyber
- 10 campaigns and trying to steal trade secrets and proprietary
- 11 information. So just to touch on this with Russia and
- 12 China's aggressiveness and their massive thefts of
- 13 technology in cyberspace and touch on the threat you think
- 14 that presents to our security and our economic prosperity
- 15 equally.
- 16 Mr. Norquist: It is a very serious threat, and it
- 17 works across a range of areas because they can come into the
- 18 critical infrastructure of the private sector. They can go
- 19 after those defense firms in the defense industrial base.
- 20 They can go after government ones either to go in and do
- 21 malicious attacks to disrupt our activities or simply to
- 22 steal technology so they can advance through theft what they
- 23 could not advance through research. That undermines the
- 24 safety and security of our forces in future fights. It
- 25 undermines the copyrighted protected data that vendors

- 1 depend on for their businesses, and losing that proprietary
- 2 information puts their competitive edge at risk as well.
- 3 Senator Blackburn: We look forward to having you move
- 4 through quickly, and I thank you for being here today.
- 5 Mr. Norquist: Thank you, Senator.
- 6 Senator Cotton: Senator King?
- 7 Senator King: Thank you, Mr. Chairman. A meteoric
- 8 rise.
- 9 Secretary Norquist, first, as you know, the last year's
- 10 National Defense Act created the National Cyber Solarium
- 11 Commission, of which you have been a participant. I hope
- 12 you will continue to be engaged in that process because I
- 13 think it is very important to try to develop a coherent
- 14 strategy for this country.
- Mr. Norquist: Absolutely, Senator.
- 16 Senator King: Thank you.
- 17 I want to follow up on some of the questions of Senator
- 18 Rounds about maintenance. And he mentioned -- or I think
- 19 you mentioned 3D printing. Who owns the design? In other
- 20 words, if we buy an airplane and there is a bolt in the
- 21 wing, who owns that? Do we get as a routine matter of our
- 22 contracting the design that we could use? We could have our
- 23 own 3D printers print that part and keep the airplane
- 24 flying.
- 25 Mr. Norquist: So the challenge is you only get what

- 1 you put in the contract, and if at the time you did the
- 2 contract you did not record that, protect that, give
- 3 yourself the rights to it after a certain period of time,
- 4 you run the risk that the vendor decides it is no longer
- 5 profitable to make it, and all of a sudden, it goes into
- 6 misuse --
- 7 Senator King: Do you not believe, as the ascendancy of
- 8 3D printing, this would be a good thing to have in our
- 9 contracts?
- 10 Mr. Norquist: Absolutely. This is one of the areas
- 11 where, should I be confirmed, we would want to work with the
- 12 Congress on ensuring because one of the places we have seen
- 13 our future is with vendors is these parts. We do not have
- 14 the rights to them. No one has the ability to produce them.
- 15 Senator King: We either cannot get them or they are
- 16 unbelievably expensive.
- 17 Mr. Norquist: Correct.
- 18 Senator King: So I would hope that future contracts
- 19 would have as a routine boilerplate provision the rights to
- 20 the design that we are paying a lot of money for.
- 21 Mr. Norquist: We need to make sure that we protect
- 22 those rights for those parts so that later on in life when
- 23 we have a valuable \$100 million piece of equipment, we are
- 24 not tied up over a \$5 bolt because we cannot use it.
- 25 Senator King: Got it. I think that is very important.

- 1 I appreciate that.
- 2 Again, on the question of maintenance -- and this is
- 3 sort of the general question. I think you get this. But
- 4 maintenance, it seems to me, is the low-hanging fruit of
- 5 readiness. If you can have an airplane that is ready 80
- 6 percent of the time instead of 60 percent of the time, you
- 7 save money on procurement. You save time. You save
- 8 readiness. I really think maintenance is an area that
- 9 deserves a really substantial amount of attention. In the
- 10 Navy, the Air Force, the Army, my sense is that we have a
- 11 lot of equipment that is not used and useful right now
- 12 because of failures of the maintenance system.
- 13 Mr. Norquist: So the maintenance is a big challenge.
- 14 It is one of those areas that is less glamorous, but people
- 15 who work in it understand it is essential for everything
- 16 else. Things do not fly, things do not sail without the
- 17 right maintenance. You can focus on the cost line, but the
- 18 amount of time and energy of lost capability is significant
- 19 as well, lost training, lost other things. So ensuring that
- 20 we have the right pipeline of parts, ensuring that things
- 21 are moving through the maintenance in order to be able to
- 22 have the high readiness rates is absolutely essential.
- 23 Senator King: And I think we might have something to
- 24 learn from the private sector here. The commercial airline
- 25 fleet has a very high level of readiness as compared with

- 1 the military. And I just hope that there can be some cross-
- 2 discussions there with the private sector. The same thing
- 3 goes with the commercial shipping compared with the Navy.
- 4 So I commend that to you. I think you realize that. As you
- 5 say, it is unglamorous, but I think there is a lot of money
- 6 to be saved and an increase in the overall level of
- 7 readiness.
- 8 A different topic. The chairman mentioned in his
- 9 opening there are now some 16 -- and I have heard various,
- 10 16, 17, or 18 -- top civilian positions empty in the
- 11 Department of Defense. I hope you will do everything in
- 12 your power, along with newly minted Secretary Esper, to deal
- 13 with that. We need top leadership at the Pentagon.
- 14 Mr. Norquist: Right. Should I be confirmed, with
- 15 Secretary Esper putting the team in place as quickly and as
- 16 early as possible so that you have them for the duration is
- 17 absolutely essential. I know that is high priority, and
- 18 I look forward to, should I be confirmed, working with him
- 19 to make that happen.
- 20 Senator King: I would hope that there would be a
- 21 specific plan, okay, here are these positions, work with the
- 22 White House because it is too important to not have the top
- 23 leadership in place.
- 24 Mr. Norquist: But there is a plan and there is a list
- 25 of the positions and there is a list of the candidates and

- 1 where they are in the process of either getting the
- 2 background investigation, the clearance, the vetting. So
- 3 that is underway. That is something that is routinely --
- 4 there are meetings on that to make sure that keeps moving.
- 5 Senator King: And you could be assured that this
- 6 committee will move with alacrity once the nominations are
- 7 forwarded to us.
- 8 Mr. Norquist: We appreciate the speed with which the
- 9 committee has moved. Secretary Esper's nomination was
- 10 fantastic. Thank you.
- 11 Senator King: That was a modern land speed record I
- 12 think and I think a good decision.
- 13 Just a final comment. You are the father of the audit.
- 14 Do not take your eye off it. You are going to have a lot of
- 15 other responsibilities, but this is one of the most
- 16 important. Again, it is not very glamorous, but one of the
- 17 most important missions that the Department has. It is
- 18 important to us to be able to reassure our citizens, our
- 19 constituents, people of Maine in my case, that we are paying
- 20 attention to where the money is going and that we have a
- 21 handle on it. So please do not lose focus on the audit. As
- 22 I say, you have other responsibilities, but be sure there is
- 23 somebody that you have directly working with you who is
- 24 following that closely. It would be too easy to let it
- 25 slide.

- 1 Mr. Norquist: Senator, you have my assurance
- 2 absolutely. The Deputy is the chief operating officer.
- 3 They are the user of the types of things that come out of
- 4 the audit. But I should say in fairness the amount of
- 5 people who were involved in the audit, the congressional
- 6 support -- I am happy to be called the father, but there is
- 7 a whole lot of other parents in this community driving that
- 8 process and a lot of good people in the Department who have
- 9 been able to make those changes possible. And I appreciate
- 10 their work.
- 11 Senator King: Success has many fathers. Failure is
- 12 always an orphan.
- 13 Mr. Norquist: If it does not go well, I will be very
- 14 lonely.
- 15 [Laughter.]
- 16 Senator King: Thank you very much. And I look forward
- 17 to your nomination.
- 18 Senator Cotton: Senator Perdue?
- 19 Senator Perdue: Well, I certainly look forward to
- 20 voting for you. I am excited that you are willing to do
- 21 this.
- 22 I want to echo what the former Governor just mentioned
- 23 about the audit. I want to congratulate you on the first
- 24 audit in the history of the United States on our defense
- 25 spending. Since 1990, we had the law that required every

- 1 President to do it, and yet this President was the first one
- 2 that required it and you executed as CFO. And I want to
- 3 congratulate and thank you and echo what Senator King just
- 4 mentioned about staying on point, and I know you will.
- I have got a question. Before I get into these two
- 6 points, though, I want to echo what you just said in answer
- 7 to Senator Manchin's question about the demand issue. I
- 8 think we all know that spending \$738 billion is a big
- 9 expense. We spend another \$200 billion on our veterans.
- 10 But in a world that is more dangerous than any time in my
- 11 lifetime, I cannot see any way around that. Neither can
- 12 President Trump.
- But I want to assure the American people of something.
- 14 I would like to echo what you said that China right now, if
- 15 you adjust what they are spending for purchasing power
- 16 parity and bring in other accounts that they do not talk
- 17 about in terms of their R&D and all that they do through
- 18 their civilian and commercial enterprises, they are spending
- 19 about the same as we are right now. And they have done this
- 20 in the last decade when we disinvested our military by 25
- 21 percent. It is the third time in the last 50 years that we
- 22 have had Presidents disinvest in the military, and every
- 23 time we saw other actors around the world become nefarious.
- 24 And that is what we see this time.
- 25 Specifically this week, there are reports that China

- 1 has signed a secret agreement allowing its armed forces to
- 2 use a Cambodian navy base: Beijing works to boost its
- 3 ability to project military power around the region. This
- 4 is on top of what they have already done to militarize the
- 5 South China Sea, what they did in foreclosing that port
- 6 south of Colombo in Sri Lanka, what they did in foreclosing
- 7 on that port in Karachi, what they have done with 36 ports
- 8 with proprietary loans in Africa and 51 ports around South
- 9 America.
- 10 Mr. Secretary, what do we do in this environment? What
- 11 do you plan to do as the COO with Secretary Esper and our
- 12 military leadership in uniform to stand up to this growing
- 13 threat? We are making the transition from dealing with
- 14 terrorists for the last 20 years to now dealing with near-
- 15 peer threats that are accelerating while we are trying to
- 16 get going again.
- 17 Mr. Norquist: Right. So the challenge is you have got
- 18 countries like China who engaged in predatory lending to
- 19 their neighbors setting up debt traps, who are occupying
- 20 territory that the international community recognizes does
- 21 not belong to them, militarizing it despite their promises
- 22 not to do so, and then dramatically ramping up their
- 23 investments and their spending in defense. That creates a
- 24 broad range of challenges. And so at the one level, you
- 25 have to put forward the force to deter them to keep them

- 1 from going to a conflict, to keep them on the peaceful side.
- 2 But then you have got to work in the gray zone and by, with,
- 3 and through your allies to make sure that people in the
- 4 region are reassured and not feeling intimidated or drawn
- 5 into those challenges.
- 6 One of the things you talked about on defense, probably
- 7 worth highlighting, is defense spending right now is
- 8 somewhere around 3.1-3 percent of GDP. In 2010, it was 4.5
- 9 percent. Back in the Reagan era, it was 5.7. So one of the
- 10 unspoken stories is defense is a smaller and smaller share
- 11 of our economy. Now, part of that is because we have a
- 12 growing economy, which is a wonderful thing, but as a
- 13 foundational expense to protect everything else, this is a
- 14 smaller and smaller down payment. And I think that is an
- 15 essential thing for people to keep in mind even though the
- 16 numbers are large.
- 17 Senator Perdue: Would you also agree, sir -- that is a
- 18 great point -- that our allies need to stand up and shoulder
- 19 a little bit more of the responsibility of this global peace
- 20 that we have enjoyed for the last 75 years?
- 21 Mr. Norquist: Absolutely.
- 22 Senator Perdue: I believe that the NDS -- and the
- 23 chairman does this every time and I echo this -- that was
- 24 produced by Secretary Mattis when he was there and the team
- 25 is one of the best documents that I have seen in my

- 1 experience up here.
- 2 It looks to me like in there, there are three success
- 3 factors, though. One is consistent funding, and we are
- 4 working hard. That is on our side of the ledger. I am less
- 5 concerned about the actual dollar amount than I am the fact
- 6 that we can depend on it for another 2 years. If we get the
- 7 appropriations process done -- and I am confident we will do
- 8 that -- we will now have 3 years in a row, first time in a
- 9 decade that we have been able to start the year without a
- 10 continuing resolution. We have done it 186 times in the
- 11 last 45 years. This military and our supply chain has
- 12 become seduced to the fact -- or hindered by the fact that
- 13 we have handcuffed them in terms of consistent funding. So
- 14 that is the first success factor.
- 15 The second one is the supply chain. The supply chain
- 16 right now is anemic. We have disinvested it. It has
- 17 withered. We have got to rebuild it. It is not going to
- 18 happen overnight. I am talking about shipyards, maintenance
- 19 depots, vendors, R&D capability, et cetera.
- 20 The third and the most -- and this is my question.
- 21 Personnel, the human factor. It is always the limiting
- 22 issue, and it is also the big difference between us and the
- 23 rest of the world. We are the innovators. We are the
- 24 capital formation experts. But we have to train and recruit
- 25 270,000 roughly -- you mentioned this yesterday -- people a

- 1 year into our military. That is huge. I mean, that is the
- 2 equivalent of many Fortune 20 companies, and we have to do
- 3 that every year in a voluntary environment. Our near-peer
- 4 competitors do not have a voluntary force.
- 5 We are also carrying overhead with our veterans of
- 6 about \$200 billion a year.
- 7 In that environment, as COO how do you propose that we
- 8 continue to be competitive in that environment, particularly
- 9 on the personnel front?
- 10 Mr. Norquist: So I think one of the things you have to
- 11 do is you have to combine things. One is you have to give a
- 12 competitive wage. You have to be able to draw people in to
- 13 a lifestyle and a form of living that financially is not a
- 14 tremendous sacrifice. But the answer is you are never going
- 15 to be able to solve it completely that way. So you need to
- 16 have a mission that draws them in. You have to have a
- 17 community that takes care of them. You have to be careful
- 18 about how often you deploy. You have to be careful about
- 19 shutdowns and CRs and the disruption so that they will
- 20 recognize that in the sacrifice they are making for service
- 21 and the risks they are taking are being matched by the
- 22 commitment to support them.
- 23 And then, as you pointed out, is the training. The
- 24 advantage of this volunteer force is their skill set, and if
- 25 they are properly trained, there is nothing like it in the

- 1 world. But each year is coming in another wave of people, a
- 2 quarter million or more, and you have to maintain that level
- 3 of training or 3 years in, you have got a significant
- 4 problem that will take you years to dig out of.
- 5 Senator Perdue: Thank you, Mr. Secretary.
- 6 Thank you, Chair.
- 7 Chairman Inhofe [presiding]: Senator Hirono?
- 8 Senator Hirono: Thank you, Mr. Chairman.
- 9 I ask the following two questions, initial questions,
- 10 of every nominee who comes before any of my five committees.
- 11 Since you became a legal adult, have you ever made
- 12 unwanted requests for sexual favors or committed any verbal
- 13 or physical harassment or assault of a sexual nature?
- 14 Mr. Norquist: No.
- 15 Senator Hirono: Have you ever faced discipline or
- 16 entered into a settlement relating to this kind of conduct?
- 17 Mr. Norquist: No.
- 18 Senator Hirono: I too was taken with the idea of using
- 19 3D printers for spare parts. And I think it is very good
- 20 that we put something in the contracts so that we are able
- 21 to reproduce these parts.
- 22 But I am wondering whether there is an issue relating
- 23 to counterfeit parts. And what do you do regarding
- 24 ferreting out counterfeit parts? Is that a big problem for
- 25 the Department of Defense?

- 1 Mr. Norquist: So it has not been brought to my
- 2 attention as a problem in part because, in general, you know
- 3 who the supplier is. But depending on where you are buying
- 4 those parts from, if you are buying it on an open market
- 5 where you are not buying it directly from the producer, then
- 6 you could potentially have the risk of getting a counterfeit
- 7 part through a reseller. And that is something you would
- 8 have to be very attentive to. Off the top of my head, I do
- 9 not know the controls we put on that, but I would suspect it
- 10 is in the contracting process.
- 11 Senator Hirono: And you talked about how important
- 12 maintenance is. And so we do finally have a shipyard
- 13 modernization plan, and I would like your commitment to make
- 14 sure that that plan proceeds.
- 15 Mr. Norquist: It is a very important issue. I am
- 16 happy to work with you and support it.
- 17 Senator Hirono: Yesterday in the Energy Committee, we
- 18 had a hearing on our compacts with the Freely Associated
- 19 States, Palau, Micronesia, and the Marshall Islands. And I
- 20 would like to have your commitment on the record regarding
- 21 your assessment of the importance of these compacts to our
- 22 national security.
- 23 Mr. Norquist: They are very important to our national
- 24 security -- the islands, their location, the people in them,
- 25 and so forth. The presence in the Pacific matters, and we

- 1 need to maintain close and productive relations with those
- 2 communities.
- 3 Senator Hirono: And of course, if we do not do that,
- 4 China will move in because they are very active in so many
- 5 other areas in the Pacific.
- 6 Mr. Norquist: Correct.
- 7 Senator Hirono: Sexual assault across the U.S.
- 8 military increased by a rate of nearly 38 percent in 2018
- 9 according to a report released by the Pentagon earlier this
- 10 year. And a recent survey of the U.S. Coast Guard Academy
- 11 found that almost half of all female cadets, about 1 in 8
- women, reported experiencing unwanted sexual contact.
- 13 So basically this is a continuing scourge on our
- 14 military, and we have heard military and civilian nominees
- 15 come before this committee and say they will do this or that
- 16 to help fix the situation. And yet, including recent
- 17 service academy data, shows otherwise.
- 18 What are the biggest obstacles to stopping sexual
- 19 assault in the military, and what do you plan to do if
- 20 confirmed as Deputy Defense Secretary to improve the
- 21 situation?
- 22 Mr. Norquist: Sure. So to start with, sexual assault
- 23 is a violation of a person's most basic rights. It has no
- 24 place in the military or in our society. One of the things
- 25 we noted in the trend was you saw about 10 years of the

- 1 numbers, the incidents going down, the reporting going up in
- 2 the right direction, and then the most recent trend went the
- 3 wrong direction. And it seemed to be predominantly
- 4 concentrated in the youngest demographic of 17 to 24. It
- 5 raises the question of whether the techniques we have used
- 6 in the past are working with the next generation or whether
- 7 we have to take a different approach.
- 8 Secretary Shanahan, when he was in the position, put
- 9 together a task force with a series of recommendations,
- 10 including things as creating a separate item in the criminal
- 11 code for the UCMJ, as well as what we call the catch which
- 12 allows people to privately -- a restricted report. And then
- 13 if they are told that other people are filing reports
- 14 against the same person, then they may be willing to come
- 15 forward because they realize they are not alone as part of a
- 16 group.
- Many of these are in the NDAA that the Senate has put
- 18 forward, and we are very supportive.
- 19 So one of the first things I would do, should I be
- 20 confirmed, is to oversee the implementation of those
- 21 recommendations in order to try and address this issue.
- 22 Senator Hirono: And of course, as with anything, you
- 23 noted yourself that if we are not doing the right thing,
- 24 using the appropriate mechanisms, it is just not going to
- 25 work. So your assessment of what we are doing and what we

- 1 are not doing would be a continual concern.
- 2 Let me return to climate change. A critical factor
- 3 affecting military readiness is the change in climate.
- 4 Rising water levels are beginning to impact shorelines.
- 5 Islands are beginning to be overrun by sea levels. More and
- 6 more frequent 100-year storms are appearing, the effects of
- 7 which can impact the overall preparedness of the joint
- 8 forces, as well as humanitarian efforts in the countries
- 9 around the world.
- 10 Is the impact of climate change a concern to you?
- 11 Mr. Norquist: The military has the challenge. We have
- 12 to operate in desert and the Arctic. And so each one of
- 13 these issues in the climate -- you know, one of the things I
- 14 believe -- the Senator from Alaska is not here at the
- 15 moment, but the opening of the northern passage and what
- 16 that means to trade routes and other types of issues is a
- 17 significant issue.
- So, yes, it is something we follow. I am most
- 19 concerned about our ability to operate in the range of
- 20 environments that our forces have to operate in.
- 21 Senator Hirono: I am going to want you to ask you to
- 22 respond maybe in writing as what you plan to do because the
- 23 Department of Defense is one of the few departments that
- 24 even acknowledges that climate change issues have an impact
- 25 on our national security.

- 1 Thank you, Mr. Chairman.
- 2 Chairman Inhofe: Senator Hawley?
- 3 Senator Hawley: Thank you, Mr. Chairman.
- 4 Chairman Inhofe: Excuse me. Let me make an
- 5 announcement here. We got three votes that are going on
- 6 now. David, you are aware of that I am sure. So people
- 7 will be coming in and out. But I do want people to know,
- 8 the members to know, that we are not going to wait around
- 9 until after they vote three times. We are going to go ahead
- 10 and close this thing down.
- 11 So you are recognized, Senator Hawley.
- 12 Senator Hawley: Thank you very much, Mr. Chairman.
- 13 Could we talk a little bit about the Department's work
- 14 on the blunt layer in the global operating model as laid out
- 15 in the NDS? I am curious what investments you think we need
- 16 to make to prioritize or we need to prioritize in order to
- 17 effectively blunt a Chinese fait accompli against Taiwan.
- 18 Mr. Norquist: So I think when you look at the blunt
- 19 layer, what you are talking about is a layer that is
- 20 operating close to or inside the Chinese anti-access
- 21 environment, an area where the other side will have a
- 22 sufficient quantity of -- a high volume of ballistic
- 23 missiles and others. And so what you have to look at is
- 24 investments that allow you to survive in that environment,
- 25 the ability to move and relocate so that they cannot be

- 1 certain as to where the target environments that allow you
- 2 to survive for long periods of time without long logistic
- 3 tails because you are quite forward, things that let you be
- 4 able to detect and defend and to hide yourself. And so
- 5 those are some of the areas that the forward laying force
- 6 most has to emphasize for survival.
- 7 Senator Hawley: What about INF range missiles? Would
- 8 you support the deployment of those in order to help blunt
- 9 the Chinese attack?
- 10 Mr. Norquist: The bulk of the missiles the Chinese
- 11 have -- those conventional ones -- since they are not
- 12 restricted by the INF fall into that category. And when you
- 13 look at the range of the Pacific -- this is not a
- 14 discussion, by the way, of nuclear missiles, which was the
- 15 intent of the INF. These are conventional missiles. But
- 16 the answer is those ranges in the Pacific are exactly what
- 17 the range of all the combats are. That is the distance from
- 18 islands to islands. That is the type of range. So those
- 19 types of technologies are essential to being able to operate
- 20 in that theater.
- 21 Senator Hawley: What sort of enablers do you think we
- 22 will need to invest in to make that kind of missile layer
- 23 operable, workable, successful?
- 24 Mr. Norquist: So you need to invest in the different
- 25 stages of the technology from the booster to deployment, the

- 1 ability to make them preferably mobile. I think some of
- 2 this I would prefer to -- if we want to dive into it in a
- 3 classified environment. But there is a series of
- 4 investments that I think are appropriate, most of which are
- 5 in our budget, but some will come in future budgets.
- 6 Senator Hawley: Great. That is very helpful. Thank
- 7 you.
- 8 Let us talk for a second about allies and partners.
- 9 Senator Perdue started to touch on this towards the end of
- 10 his questioning.
- 11 There has been some progress I think with our allies in
- 12 terms of our collective security, but thinking about NATO in
- 13 particular, where would you like to see our European allies
- 14 contribute more, and how might the Department work to help
- 15 them get there?
- 16 Mr. Norquist: So I think when you look at the
- 17 contribution of the allies, first of all, we want them to
- 18 live up to their agreements to be able to spend at least 2
- 19 percent of GDP. This is an alliance. We are not there to
- 20 subsidize people. We are not there to profit off them. We
- 21 want them to be able to do their share and make sure they
- 22 support their forces.
- 23 Depending on the country -- I mean, some of the
- 24 countries the answer is based on their location. It is
- 25 ground forces. It is the ability to do strikes against

- 1 surface-to-air missiles. And others, they are further back.
- 2 It is more reconnaissance, surveillance. It is maybe
- 3 seapower. But each one of them has an area where they can
- 4 particularly contribute as part of the overall effort.
- 5 Senator Hawley: Thank you. That is very good.
- 6 DOD has regularly been forced to use high-end forces
- 7 like aircraft carriers and scarce missile defense batteries
- 8 to counter relatively low-end threats. I am just wondering.
- 9 How do we think about -- as we go forward here, how do we
- 10 fix this mismatch? I mean, what investments does DOD need
- 11 to make or continue making so we can deal with lower-end
- 12 threats, threats that the NDS, for instance, ranks as lower
- 13 priorities, in a cost effective way, not ignore them, deal
- 14 with them but in a cost effective way.
- 15 Mr. Norquist: So there is a number of things that we
- 16 have looked at in order to deal with it. One is the
- 17 platform. There is a light attack aircraft. The others is
- 18 certain technologies like lasers may allow you to address
- 19 certain ones more efficiently. And I think as you point
- 20 out, in the long run, there is a cost imposition question,
- 21 which is are you spending more money to destroy the other
- 22 item coming in. Now, to some extent, you spend what is
- 23 necessary to protect the lives of the people being attacked,
- 24 And so the cost is not the cost of the defense. It is the
- 25 cost of what you are protecting. But in the long run, you

- 1 need to have a less expensive way of destroying the enemy's
- 2 threat, otherwise financially you are on the losing end of
- 3 that deal.
- 4 Senator Hawley: What role does nuclear modernization
- 5 play here?
- 6 Mr. Norquist: So nuclear modernization is the
- 7 foundation. Right? You have to have a strong nuclear
- 8 deterrent. You do not want to ever have any doubt about our
- 9 capability or capacity. Inside, when we have guidance, the
- 10 answer is you will fully fund because this is such a
- 11 priority to make sure that we know we have that capability.
- 12 Senator Hawley: Including LYBMs? I mean, that is an
- 13 important aspect of that you would say. Is that fair to
- 14 say?
- 15 Mr. Norquist: Yes.
- 16 Senator Hawley: Last question for you. The NDS
- 17 Commission report recommended that defense spending should
- 18 grow at 3 to 5 percent of the rate above inflation, which I
- 19 know you are very familiar with. The budget deal that has
- 20 recently been announced does not hit that threshold.
- 21 So after spending 2 years as the Comptroller, what are
- 22 the hard choices that the Department is going to have to
- 23 make in order to reconcile the new top line with the urgent
- 24 need to implement NDS priorities?
- 25 Mr. Norquist: So at the end of the day, you are

- 1 balancing between the size of the current force, the
- 2 readiness and the investment in new technologies. So you
- 3 want to make sure you do that right and you have to make
- 4 tradeoffs in that space. And I understand the importance of
- 5 both security and solvency and why people -- and not
- 6 everyone gets everything they want out of the deal.
- 7 The one thing I would highlight, though, is the value
- 8 of that stability of the deal to our ability to be able to
- 9 deploy the forces there. You know, we spent 9 years that we
- 10 started with a CR, some of them lasting so long that the
- 11 cumulative effect was the equivalent of 3 years. But you
- 12 cannot do a new start under a CR. So the new technologies
- 13 you want to invest in, even if you later get an
- 14 appropriation bill, you have lost 6 months. You know, you
- 15 have people who are not effectively spending the money.
- 16 They spent 6 months holding it back, and then even if you
- 17 got the same amount later, you have now got 6 months to
- 18 spend it. So I think the stability has a value for the
- 19 Department and for the families and the workforce that I do
- 20 not think should be underestimated.
- 21 Senator Hawley: Thank you very much.
- Thank you, Mr. Chairman.
- 23 Chairman Inhofe: Thank you.
- 24 Senator Blumenthal?
- 25 Senator Blumenthal: Thanks, Mr. Chairman.

- 1 I want to ask you a couple questions about the UTC-
- 2 Raytheon merger. As you know -- I am not sure what his
- 3 title is right now -- Dr. Esper has said he is going to
- 4 recuse himself from any involvement in that merger. What do
- 5 you expect yours will be?
- 6 Mr. Norquist: So this would be something I believe
- 7 that is handled through the Under Secretary for Acquisition.
- 8 They would take a look at the risks to the industrial base,
- 9 the ability to support competition, what it means for
- 10 existing programs. Then they would either bring up a
- 11 recommendation -- although I do not remember which level the
- 12 decision is made, but it would be worked with Under
- 13 Secretary Ellen Lord and myself as to whether or not there
- 14 are any concerns. Assuming I am confirmed, that would be
- 15 the path going forward.
- 16 Senator Blumenthal: And what do you view as the
- 17 potential concerns?
- 18 Mr. Norquist: So one of the things you look at -- and
- 19 it is not just this. It is any merger -- is do I have the
- 20 two vendors who are selling the same product who normally
- 21 bid against each other merging so now I am only going to
- 22 have one bidder left. That would be a problem. So that is
- 23 where you are looking for a loss of competition. You are
- 24 looking for whether there is going to be a disruption to an
- 25 existing acquisition program that one or the other is

- 1 managing. Those are some of the primary concerns.
- 2 Senator Blumenthal: And are you concerned generally
- 3 about the trend toward consolidation in the defense
- 4 industry? The numbers of defense contractors has diminished
- 5 very substantially over the last decade or so.
- 6 Mr. Norquist: It has, and I would have to look over
- 7 time. I have not seen the data on what the consequences of
- 8 that has been. I mean, there are certain areas where those
- 9 types of combinations can be very valuable, and in other
- 10 areas where you risk losing the competition. So I was not
- 11 familiar with each of the cases as they came up before, but
- 12 it is an area where you want to keep an eye on it over the
- 13 long term to make sure you are not putting yourself in a
- 14 place where you have fewer and fewer suppliers.
- 15 Senator Blumenthal: And in terms of the timing, what
- 16 do you view as the potential timing for either Under
- 17 Secretary Lord or yourself or both of you being involved?
- 18 Mr. Norquist: Senator, I am not familiar with the
- 19 timeline that that process goes through, but if you would be
- 20 happy to, I can reach out to Ellen Lord and get you that
- 21 answer for the record.
- 22 Senator Blumenthal: I would appreciate that.
- 23 [The information follows:]
- [COMMITTEE INSERT]

25

- 1 Senator Blumenthal: On Monday, I met with Secretary
- 2 Esper and he committed to recuse himself, and he did in his
- 3 testimony here. And so I think this merger rate has very
- 4 significant policy implications, both positive and, as you
- 5 point out, concerns about the effects of the consolidation
- 6 trend generally. I would like an outline from you as to the
- 7 kinds of considerations and criteria that will come into
- 8 play when you consider it because I think they set an
- 9 important framework for broader issues facing the defense
- 10 industry. The trend toward consolidation is likely to
- 11 continue, for better or worse, and the Department of Defense
- 12 ultimately is the consumer here. In most mergers, the
- 13 consumers are ordinary folks who go to the supermarket or
- 14 retail stores or the Internet to buy, but here the major
- 15 consumer is the Department of Defense in many respects. So
- 16 I think we need to protect that consumer. That is our job
- 17 and yours. And I would appreciate your considering it.
- 18 I was interested in the testimony from Secretary Esper.
- 19 I guess he has been sworn in, so I apologize --
- 20 Mr. Norquist: Yes, Senator, he has.
- 21 Senator Blumenthal: -- that I did not know his title
- 22 before.
- 23 Secretary Esper discussed the long-term strategic
- 24 threat posed by China and the need to maintain our undersea
- 25 capability, in fact, expand and enhance it.

- 1 Mr. Norquist: Correct.
- Senator Blumenthal: Do you agree?
- 3 Mr. Norquist: Absolutely. One of the things that
- 4 survives in an anti-access environment is the undersea
- 5 capability, particularly submarines.
- 6 Senator Blumenthal: And that is important not only for
- 7 the triad and the new Columbia class but also Virginia
- 8 attack class submarines. Correct?
- 9 Mr. Norquist: Correct.
- 10 Senator Blumenthal: And the Virginia payload module is
- important to achieve in many of those submarines as
- 12 possible.
- 13 Mr. Norquist: The Virginia payload module is a
- 14 tremendous addition to the Virginia class submarine, and the
- 15 capacity it provides is incredibly valuable, particularly
- 16 the high-end fight and particularly when you are operating
- 17 inside that anti-access environment.
- 18 Senator Blumenthal: And I hope that you will continue
- 19 to support the robust plans that this committee and the
- 20 Department of Defense have joined in achieving and leading.
- 21 Mr. Norquist: Absolutely, Senator.
- 22 Senator Blumenthal: Thank you, Mr. Chairman.
- 23 Chairman Inhofe: Thank you.
- 24 Senator McSally?
- 25 Senator McSally: Thank you, Mr. Chairman.

- 1 Secretary Norquist, good to see you. It was great to
- 2 visit with you last week to talk about a number of issues.
- 3 I want to highlight a few here today in my short time.
- 4 Luke Air Force Base in Arizona trains 70 percent of the
- 5 world's F-35 pilots. We need these fifth generation
- 6 fighters to make sure that we continue to dominate in the
- 7 air, have not just air superiority but air dominance.
- 8 I am concerned about the readiness issues that were
- 9 already brought up about the GAO report saying 30 percent of
- 10 the fleet was unable to fly and that they will not make the
- 11 80 percent readiness goal by the end of the year. So I know
- 12 Secretary Esper talked about this a little bit. Part of it
- is the canopies.
- 14 Can you give us any sort of update on the path forward
- 15 in order to improve the readiness of this important asset?
- 16 Mr. Norquist: So I think that the canopies is one of
- 17 them, and that is an area where the solution -- it just
- 18 decays so fast that you end up taking it down and replacing
- 19 it. So the answer is as you field a new system, you find
- 20 things like that. We got to go with a different solution.
- 21 We need things that do not drive ongoing maintenance tails.
- 22 There have been a series of -- you know, and Secretary
- 23 Shanahan would host these meetings where they would go over
- 24 each of the individual drivers that kept readiness down and
- 25 what the short-term solution and, more importantly, what the

- 1 long-term solution was so that the sustainment costs and the
- 2 readiness numbers stay up in the long run.
- 3 So those are some of the things that are underway now,
- 4 and I expect that we will continue to need to work that as
- 5 we go forward.
- 6 Senator McSally: Great.
- 7 I also want to highlight to you -- manpower is an
- 8 issue, as you mentioned. Back when I flew, you would have
- 9 the crew chief, who has the basic maintenance of the
- 10 aircraft, but then you would have the specialists that are
- 11 all unique, the hydraulics guy, the avionics guy. They have
- 12 an innovative program at Luke Air Force Base they are
- 13 calling a lightning integrated technician where they are
- 14 basically cross training across many core competencies a
- 15 smaller team that actually owns the airplane. And what they
- 16 are finding is it is taking less manpower. The aircraft are
- 17 more available, and it is actually increasing morale and
- 18 pride because they own the aircraft and they are able to be
- 19 more utility infielders for keeping that jet available.
- 20 So you are an efficiency guy. This seems like a really
- 21 great example, and I would just ask if you take a look at it
- 22 to see where across all the services, initiatives like this
- 23 could help basically increase our readiness while decreasing
- 24 manpower and increasing efficiency.
- 25 Mr. Norquist: Absolutely. I would be happy to look at

- 1 that best practice and make sure it gets widely shared.
- Senator McSally: They really are a model there, and I
- 3 am really proud of what they are doing. And I hope to host
- 4 you there to be able to see it firsthand.
- 5 The other issue we have as modernization as a priority
- 6 is the training and testing ranges. So we have got the
- 7 Barry Goldwater ranges out there, which are amazing, and I
- 8 trained my squadron there myself. But with the fifth
- 9 generation aircraft, they do not quite have the size and the
- 10 emitters for realistic training.
- 11 We also have the Yuma Proving Grounds. While we are
- doing more long-range capabilities in the Army, long-range
- 13 strike, they got to shut down a highway in order to test
- 14 anything longer than 60 kilometers.
- 15 And then we also have the Electronic Proving Grounds at
- 16 Fort Huachuca.
- 17 Again, these are amazing capabilities, but they are not
- 18 fully modernized to make sure we are taking advantage of
- 19 what they have so we can test and train for future warfare.
- 20 So can you commit to partnering with us to specifically
- 21 address the training and testing ranges to make sure that,
- 22 again, our military has everything they need in their
- 23 training like they fight and we are modernizing those
- 24 ranges?
- 25 Mr. Norquist: Absolutely, Senator. The threat keeps

- 1 changing and you have to modernize our ranges to represent
- 2 the more modern threat, otherwise you are preparing the
- 3 pilots for the wrong environment. And so those types of
- 4 investments are a key part of effective training and
- 5 effective development of the force. And I fully agree with
- 6 you and would be happy to look at that.
- 7 Senator McSally: Great, fantastic. Again, I look
- 8 forward to hosting you there so you can see these training
- 9 and testing ranges we have. But they also need to be
- 10 modernized.
- 11 Finally, I am grateful for the partnership we have
- 12 already had related to stopping sexual assault in our
- 13 military. As you know and I saw in your answers to
- 14 questions, you are going to be overseeing the implementation
- 15 of many of the task force's recommendations, the one that I
- 16 asked to be created to improve the process after an assault
- 17 is reported through the investigation and the judicial
- 18 process.
- 19 Will you commit to continue to work with me on the
- 20 front of end of making sure that we stop assaults in the
- 21 first place now? We have got way more to do. Zero assaults
- 22 need to be the goal, and we have got to figure out a better
- 23 way for prevention, especially with our younger soldiers,
- 24 sailors, airmen, and marines in that age 17 to 24, what
- 25 really works. Do not just throw more training and

- 1 Powerpoint slides at them. Let us figure out what is
- 2 actually going to work in order to stop this crime from
- 3 happening in our ranks.
- 4 Mr. Norquist: I am absolutely committed to working
- 5 with you on that, Senator. I believe with the importance of
- 6 the prevention, but as you have brought up in other cases,
- 7 the ability to support the survivors with the right process
- 8 and the right information as they go through this so they
- 9 are not left out of the loop as to where things are going
- 10 and what is happening.
- 11 Senator McSally: Wonderful. Thank you. I appreciate
- 12 working with you on this as well and look forward to
- 13 supporting you in your confirmation and working with you in
- 14 the future. Thanks.
- 15 Mr. Norquist: Thank you, Senator.
- 16 Chairman Inhofe: Senator Sullivan?
- 17 Senator Sullivan: Thank you, Mr. Chairman.
- 18 And, Mr. Norquist, congratulations. I think you are
- 19 going to do a fine job here. I look forward to supporting
- 20 your nomination.
- I wanted to follow up a little bit on this discussion
- 22 of allies. You know, I actually had an opportunity to meet
- 23 with Ambassador Bolton when he was heading over to the Asia-
- 24 Pacific this weekend when he was stopping in Alaska. And we
- 25 are undertaking host nation support agreements with

- 1 different countries. I certainly support the President's
- 2 view of getting more, as you mentioned, from our allies in
- 3 terms of home basing. I think that is fair.
- 4 But let me ask one question. Nobody is expecting this
- 5 but if for some reason at the end of the day there was no
- 6 agreement, we had to pull out our forces from Japan and
- 7 Korea, what would be the strategic implications for the
- 8 United States? Would that be a good thing or a bad thing?
- 9 Mr. Norquist: It would be a very bad thing.
- 10 Senator Sullivan: Let me ask, who do you think would
- 11 be celebrating? Well, I will just ask you. Have Russia and
- 12 China and North Korea not been trying to splinter our
- 13 alliances in the Asia-Pacific for decades and would think
- 14 this is a wonderful thing if somehow we left those areas?
- 15 Mr. Norquist: They would. The one thing that we have
- 16 that they do not have is a network of allies and partners.
- 17 People want to work with us. They are not particularly
- 18 excited to work with them. And being able to maintain that
- 19 constructive relationship is valuable.
- 20 Senator Sullivan: But we should be looking at
- 21 deepening and expanding that alliance group. You are right.
- 22 We are an ally-rich nation. Those countries are ally-poor.
- 23 They pretty much just have each other and nobody else wants
- 24 to be on the China team, for example, unless they are
- 25 forced.

- 1 Mr. Norquist: Right.
- 2 Senator Sullivan: Bludgeoned.
- 3 I want to commend you on the audit. I think we are
- 4 working with the chairman and his staff and you on a hearing
- 5 soon, whether the full committee or the Readiness
- 6 Subcommittee, which I chair. I think it would be a great
- 7 opportunity to highlight in more detail the good work that
- 8 you do. We can learn a lot from that.
- 9 I want to talk just briefly on missile defense. I was
- 10 at the Pentagon when the President rolled out the Missile
- 11 Defense Review with the Vice President and the Secretary of
- 12 Defense. There has been a lot of progress, bipartisan
- 13 progress, on this committee. You know, my State, Alaska, is
- 14 the cornerstone of America's missile defense, whether it is
- 15 missile fields or the radar sites, all of which we are
- 16 building up.
- 17 Anything else that you think needs to be highlighted
- 18 from the Missile Defense Review that we should be focused on
- 19 here in the Congress to make sure we have the most robust
- 20 missile defense for our nation?
- 21 Mr. Norquist: So I think, Senator, I went up and
- 22 traveled to Greely. I think the forces we have up there are
- 23 fantastic, the location there. The number of different
- 24 trajectories for which that provides deterrence is
- 25 incredibly valuable.

- 1 I think the one thing that we have to continue to do is
- 2 research and experiment. We have to continue to look at the
- 3 evolving threats and look at the defenses and make sure we
- 4 are keeping up with those challenges.
- 5 Senator Sullivan: Well, let us know. Again, I have
- 6 had bills 3 years in a row that have become part of the
- 7 broader NDAA that talk a lot about testing, a lot about the
- 8 importance of broad-based testing for our missile defense.
- 9 But it is a good news story, bipartisan good news story,
- 10 that you do not hear a lot about in the press, but we are
- 11 making significant progress and it is a good partnership
- 12 between the Pentagon and the Congress on that.
- 13 You know, I would love to get your commitment to come
- 14 back to Alaska. I will say it again. General Billy
- 15 Mitchell called it the most strategic place in the world
- 16 given our strategic location. We are going to have, by the
- 17 end of next year, over 100 fifth generation fighters,
- 18 F-22's, F-35's, located in Alaska. But we have 50-year-old
- 19 tankers in Alaska, these KC-135's.
- 20 When I had Secretary Esper here just last week in his
- 21 confirmation hearing, he said the message it would send to
- 22 our potential adversaries, China, Russia, North Korea, to
- 23 have 100 fifth generation combat-coded fighters and
- 24 stationing KC-46's in Alaska would send a message that the
- 25 U.S. has, quote, extreme strategic reach. That is the new

- 1 Secretary of Defense who said that just last week. Would
- 2 you agree with that?
- 3 Mr. Norquist: I absolutely agree with Secretary Esper.
- 4 And one of the things I always tell people is if you want to
- 5 understand the reach of Alaska, look at a globe, turn
- 6 around, and you will be impressed with what falls within the
- 7 range of aircraft or aircraft with additional refueling.
- 8 Senator Sullivan: Well, I look forward to getting you
- 9 up to Alaska again and having you take a look at this issue
- 10 on the KC-46. I think it is a no-brainer when the Air Force
- 11 does its OCONUS deployment decisions, but having your
- 12 support, the Secretary's, the chairman's I think is
- 13 important.
- 14 Let me ask a final question. It would not be
- 15 appropriate for me not to mention the Arctic. I have showed
- 16 this slide to you and many others. This is just about the
- 17 last about 2 months of headlines with regard to things that
- 18 are happening in the Arctic. China, Russia move into the
- 19 Arctic. Put U.S. at risk. That is "The Hill" newspaper.
- 20 China military expanded reach into the Arctic Pentagon says.
- 21 That is "Bloomberg." I mean, on and on and on.
- 22 I do think that the Pentagon in some ways is the last
- 23 to kind of recognize the strategic importance of the Arctic
- 24 both in terms of opening sea lanes with receding sea ice,
- 25 natural resources. Secretary Pompeo gave a really powerful

- 1 speech on our strategic interests there.
- 2 If confirmed, which you will be, will you commit to
- 3 work with me and this committee, which has done a lot on
- 4 highlighting the importance of the Arctic for our military
- 5 and national security interests? Will you commit to doing
- 6 that with me and other members of this committee?
- 7 Mr. Norquist: Senator, should I be confirmed, I would
- 8 be very happy to do that with you.
- 9 Senator Sullivan: Excellent. Thank you.
- 10 Thank you, Mr. Chairman.
- 11 Chairman Inhofe: Thank you, Senator. He will be up to
- 12 Alaska as soon as he leaves Oklahoma.
- [Laughter.]
- 14 Chairman Inhofe: Now, we do want to get one last thing
- 15 on here, and that is questions for the record. We are going
- 16 to have a deadline of today, and we would ask that you would
- 17 respond to those questions for the record as soon as you
- 18 receive them.
- 19 It has been a great hearing. We appreciate all your
- 20 efforts. Look forward to working with you.
- We are adjourned.
- 22 [Whereupon, at 11:41 a.m., the hearing was adjourned.]

23

24

25

44:3, 4   60, 23:21   accelerating   adjudicate 7:12   adjust 42:23   adjust 42					
S   251.1   2014   24:1   608   38:17   58:15   300   52:23   2018   13:5   38:1, 2500   57:9   61:6   5250   34:1   36:3   2019   1:6   70   77:14   accomplish   43:16   35:22   2020   16:22   2020   16:22   2020   16:22   2021   15:14   75   59:20   accountability   13:19   35:25:24   2040   38:23   76   36:2   36:24   36:3   36:23   36:23   36:23   36:24   80:24   80:38:18   39:5   77:11   36:33:24   25   57:20   81:5   37:15   36:34:14   31:6   35:25   23:20   25   37:20   81:5   37:15   36:34:14   31:6   35:25   23:20   25   37:20   81:5   37:15   36:24	WORD INDEX	<b>2002</b> 43:21	16, 17	17	adjourned 86:21,
\$1.06 52:24		44:3, 4	<b>6.2</b> 35:21	accelerate 26:25	22
\$1.06 52:24	< \$ >	<b>2010</b> 59:8	<b>60</b> 53:6 79:14	accelerating	adjudicate 7:12
\$100 52:23   2017 18:6   68 35:22,23   access 47:22   57:15   administering 20:0 57:9 61:6   25 64:8   70 77:4   accomplish 232 16:22   2021 16:12   70 77:4   accomplish 232 16:22   2040 38:23   76 36:2   13:19   accountability 26:2 13:29   3600 31:4   35:24   80:24   80 38:18 39:5   57:16   accurate 46:20   accountability 3 administration 26:30   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:2   35:22 65:4   8 64:11   accountability 3 administration 27:18   361 34:14   accountability 3 accountability 3:19:19   362:2   37:0 accountability 3 accountability 3 accountability 3:19:19   37:0 accountabil	<b>\$1</b> 25:1				
\$200 57:9 61:6   \$25 64:8   \$7 >   \$7 6:10 40:14   \$43:16   \$accomplish   \$7:8   \$470 31:1   \$201 16:12   \$70 77:4   \$accomplish   \$43:16   \$administration   \$470 31:1   \$201 16:12   \$70 77:4   \$account 46:20   \$administration   \$6:16 8:23   \$852:24   \$2040 38:23   \$76 36:2   \$13:19   \$accountability   \$12:22 13:3   \$administrations   \$41:13 \$\$5.52:4   \$2040 38:23   \$76 36:2   \$13:19   \$accountability   \$12:22 13:3   \$administrations   \$41:13 \$\$5.52:4   \$25 5:220   \$35:25   \$8 64:11   \$5:40 33:24   \$80.38:18 39:5   \$36:40 33:24   \$80.38:18 39:5   \$70:0 36:4   \$25 0.23:20   \$816 34:14   \$accurate 46:20   \$adoption 47:17   \$adult 62:11   \$administrations   \$41:13 \$\$administrations   \$41:13 \$\$adoption 47:17   \$adult 62:11   \$adoption 47:17   \$adult 62:11   \$administrations   \$41:13 \$\$adoption 47:17   \$adoption 47:17   \$adoption 47:17   \$adult 62:11   \$administrations   \$41:13 \$\$adoption 47:17   \$adoption 47:17   \$adop		<b>2017</b> 18:6	<b>68</b> 35:22, 23	access 47:22	-
\$250   \$34.7   \$61.6   \$25   \$64.8   \$7   \$7   \$61.0   \$40.14   \$43.16   \$62.2   \$470   \$31.1   \$75   \$59.20   \$62.2   \$470   \$31.1   \$75   \$59.20   \$62.2   \$470   \$31.1   \$75   \$59.20   \$62.2   \$470   \$31.1   \$75   \$59.20   \$62.2   \$470   \$31.1   \$75   \$59.20   \$62.2   \$470   \$31.1   \$75   \$59.20   \$60.00   \$31.4   \$22   \$35.23   \$860.03   \$1.4   \$25   \$57.20   \$31.17   \$870   \$64.2   \$25   \$57.20   \$31.17   \$45.7			, ,	I .	
\$250 34:1 36:3			<7>		
\$32 16:22				_	
\$\$\frac{\colored{\colore				1	
\$5 52:24					
\$525 23:21	·		1	1	
\$60 31:4			70 30.2	I .	
\$6.49 33:24 80:24 80:24 80:24 80:38:18 39:5 77:16 46:7 50:22, 23 accuracy 30:2 50:22, 23 3700 36:4 250 23:20 53:5 77:11 46:7 achieve 42:25 advanced 47:17 achieve 42:25 achieved 14:6 achieved 6:6 achieved 6:6 achieved 6:6 advantage 37:11 18:5, 12, 17 91:18 72:11 am 1:12 86:22 12 35:21, 24 84:6 ability 9:21 acknowledges 6:6 advantage 20:4 acknowledges 6:6 advantage 37:11 33:14 33:24 30 12:6 39:2 29:9 30:8 73:7, 25 acquisition 4:23 advise 20:12 a			-8	1	
\$649 33:24				I .	
\$700 46:21					
\$700 36:4					
\$730 33:24 \$738 57:8 \$70,000 60:25 \$2-year 17:6 \$9 72:9 911 18:5, 12, 17 \$2-year 17:6 \$9 72:9 40:13 64:11 \$134:16 35:25 \$3 60:8 62:3 40:13 34:14 \$3.1-3 59:8 16:31 20:21 1.2 35:21, 24 30 12:6 39:2 29:9 30:8 16:31 20:21 1.9 34:2 1.0 64:25 10 64:25 10 64:25 10 64:25 10 64:25 10 84:17, 23 30 65:8:7 58:3 66:19 67:25 69:1, 25 100-year 66:6 3D 40:9 51:19, 121 16:8, 9 13,000 36:1 44> 45 23 52:8 62:19 12,000 39:4 37:11 39:7, 9, 13,000 36:1 4,000 40:12, 13 130 31:8 4,000 40:12, 13 15th 13:5 4,300 39:4 45 59:8 80:24 400 26:14 44:20 28:10 45 60:10 45 60:11 47:15 48:19 51:21 79:9 51:21 79:9 51:21 79:9 51:21 85:00 51:22 51:21 75:9 51:21 85:25 52 32:2 25:2, 61:21, 75:9 51:21 85:17 51:51:8 50:12 30 4vances 16:3 advantage 37:11 48:25 66:24 acknowledges 66:24 advented 46:22 advice 19:7 32:10 advise 20:12 advise 19:9 20:3 84:22 advise 10:17 32:10 advise 20:12 advise 19:9 20:3 84:22 advise 19:17 32:10 advise 20:12 advise 19:9 20:3 84:22 advise 19:9 20:3 84:22 advise 19:9 20:3 84:22 advise 19:9 20:3 84:22 advise 19:17 32:10 advise 20:12 advise 20:12 advise 20:12 advise 19:9 20:3 84:22 advise 19:17 32:10 advise 20:12 advise 19:7 32:10 advise 20:12 advise 19:9 20:3 84:22 advice 19:7 73:7, 25 advise 6:24 41:14 52:14 37:23 advisor 6:13 Affairs 19:20 affordablity 13:20 affordablity 13:20 affordable 8:5 Afghan 29:10 Afghan 29:			1	I .	
\$738 57:8			810 34:14	1	
\$80 46:22				I .	
Second Color   Seco			1	I .	
\$\begin{align*} \begin{align*} \be	<b>\$80</b> 46:22	<b>2-year</b> 17:6	1		
1 34:16 35:25			<b>911</b> 18:5, 12, 17		
40:13 64:11					
1.2   35:21, 24   84:6   31-3   59:8   16:11   20:21   acquired   46:22   acquisition   4:23   32:10   32:10   34:2   77:9   32:15   38:11   acquisitions   advise   20:12   advise   6:13				_	
1.3         34:14         3.1-3         59:8         16:11         20:21         acquisition 4:23         32:10           1.9         34:2         77:9         32:15         38:11         acquisitions acquisitions         advise 20:12           10         64:25         33         36:2         41:14         52:14         Act 7:22         8:16         Affairs 19:20           100         84:17, 23         38         64:8         67:25         69:1, 25         24:24         28:17         afford 35:6           100-year         66:6         3D         40:9         51:19, 72:8         73:8         73:7, 25         advising 4:25           11:41         86:22         23         52:8         62:19         able 17:24         50:1, 3         51:10         affordability           11:41         86:22         23         52:8         62:19         able 17:24         50:1, 3         51:10         13:20           13,000         36:1         4         2         27:20         28:11         41:13         44:8, 16         Afghan 29:10           15th         13:5         4,300         39:4         37:11         39:7, 9, 10         31:22         Africa         48:19         49:14         41			1	I .	
1.6   35:24   30   12:6   39:2   29:9   30:8   32:15   38:11   32:15   33:11   32:15   33:11   32:15   33:11   32:15   33:11   32:15   33:11   33:25   34:35	<b>1.2</b> 35:21, 24	84:6	<b>ability</b> 9:21	acquired 46:22	<b>advice</b> 19: <i>17</i>
1.9   34:2   77:9   32:15   38:11   acquisitions   37:23   advisor 6:13     10:02   1:12   36   58:7   58:3   66:19   Act   7:22   8:16   Affairs   19:20     100   84:17, 23   38   64:8   67:25   69:1, 25   24:24   28:17   afford   35:6     100-year   66:6   3D   40:9   51:19   72:8   73:9   81:7   31:23   49:25   affordability     11:41   86:22   23   52:8   62:19   able   17:24   50:1, 3   51:10   13:20     12   16:8, 9   19:11   22:16   action   4:8   affordable   8:5     13,000   36:1   < 4 > 27:20   28:11   41:13   44:8, 16   Afghanistan     15th   13:5   4,300   39:4   37:11   39:7, 9   actions   2:16   28:19   22   29:5, 7     16   54:9, 10   4.5   59:8   23   40:3, 7, 8, 10   13:22   Africa   48:8     17   54:10   65:4   40   38:15   41:20, 23   42:8   active   34:14, 16   58:8     80:24   400   26:14   43:8, 16   46:16   64:4   activities   49:12   agencies   19:12     180,000   31:9   53:21   55:18   50:21   agency   7:9   28:9     186   60:10   < 5 > 52:22   25:2,   61:12, 15   62:20   57:23   agency   7:9   28:9     190   56:25   18, 19   31:19   68:4, 19   69:18   actual   60:5   aggressively     40:14   71:18   21   72:8   78:18   addition   9:13   13:24   42:14   aggressiveness     2   12:17   13:2   5.8   35:21   absolutely   17:8   13:24   76:14   addition   24:12   20:9     60:6   69:18   84:18   84:18   23:11   24:8, 19   28:6   30:6   85?   agree   2:24   3:2     2   2   34:15   510   34:16   45:13   51:15   15:19   16:20, 23   43:24   45:18      3   3   3   3   3   3   3   3   3	<b>1.3</b> 34: <i>14</i>	<b>3.1-3</b> 59:8		acquisition 4:23	32:10
10   64:25   33   36:2   36   58:7   58:3   66:19   37:23   36   38   64:8   67:25   69:1, 25   24:24   28:17   36ford   35:6   3D   40:9   51:19   50:14   37:23   38   64:8   67:25   69:1, 25   24:24   28:17   31:20   31:20   31:20   31:20   31:20   31:20   31:20   31:20   31:20   31:20   31:30   31:8   4,000   40:12, 13   40:00   30:4   37:11   39:7, 9   37:23   31:23   49:25   31:10   31:20   31:30   31:8   4,000   40:12, 13   40:25   31:18   46:13   46:13   46:13   46:13   46:13   46:13   46:14   47:15   48:19   47:15   48:19   47:15   48:19   47:15   48:19   53:21   55:18   50:21   32:00   32:06   32	<b>1.6</b> 35:24	<b>30</b> 12:6 39:2	29:9 30:8	73:7, 25	advise 20:12
10:02 1:12   36 58:7   58:3 66:19   67:25 69:1, 25   24:24 28:17   afford 35:6   affordability   13:20   13:21   16:8,9   13:00 36:1   < 4 > 27:20 28:11   41:13 44:8, 16   Affains 19:20   affordability   13:20   13:00 36:1   < 4 > 27:20 28:11   41:13 44:8, 16   Affains 19:20   affordability   13:20   13:00 36:1   < 4 > 27:20 28:11   41:13 44:8, 16   Affains 19:20   Affordability   13:20   13:00 36:1   < 4 > 27:20 28:11   41:13 44:8, 16   Afghan 29:10   Afghanistan   4,000 40:12, 13   29:25 31:18   46:13   Afghanistan   28:19, 22 29:5, 7   16 54:9, 10   4.5 59:8   23 40:3, 7, 8, 10   13:22   Africa 48:8   17 54:10 65:4   40 38:15   41:20, 23 42:8   active 34:14, 16   58:8   age 39:9 80:24   48:47   45:40   45:40   47:15 48:19   activities 49:12   agencies 19:12   agency 7:9 28:9   35:21   55:18   50:21   agency 7:9 28:9   agenda 20:6   aggressive 35:1   aggressively   40:14 71:18   21 72:8 78:18   added 16:22   42:14   aggressiveness   21:17 13:2   58 35:21   absence 11:13   absolutely 17:8   13:24 76:14   aggressiveness   23:11 24:8, 19   23:12 24:8, 19   23:12 23:2 23:2 23:2 23:2 23:2 23:2 23:	<b>1.9</b> 34:2	77:9	32:15 38:11	acquisitions	advising 4:25
100 84:17, 23   38 64:8   67:25 69:1, 25   24:24 28:17   afford 35:6   affordability   11:41 86:22   23 52:8 62:19   able 17:24   50:1, 3 51:10   13:20   13:00 36:1   4>	<b>10</b> 64:25	<b>33</b> 36:2	41:14 52:14		advisor 6:13
100 84:17, 23   38 64:8   67:25 69:1, 25   24:24 28:17   afford 35:6   affordability   11:41 86:22   23 52:8 62:19   able 17:24   50:1, 3 51:10   13:20   13:00 36:1   4>	<b>10:02</b> 1: <i>12</i>	<b>36</b> 58:7	58:3 66:19	Act 7:22 8:16	
100-year 66:6			1	1	afford 35:6
11:41 86:22			1	I .	
12   16:8,9   13,000   36:1				I .	_
13,000   36:1		20 02.0 02.17			
130         31:8         4,000         40:12, 13         29:25         31:18         46:13         Afghanistan           15th         13:5         4,300         39:4         37:11         39:7, 9,         actions         2:16         28:19, 22         29:5, 7           16         54:9, 10         4.5         59:8         23         40:3, 7, 8, 10         13:22         Africa         48:8           80:24         40         38:15         41:20, 23         42:8         active         34:14, 16         58:8           80:24         40         26:14         43:8, 16         46:16         64:4         agencies         19:12           180,000         31:9         53:21         55:18         50:21         agencies         19:12           180,000         31:9         53:21         55:18         50:21         agencies         19:12           180,000         31:9         52:3:22         25:2,         61:12, 15         62:20         57:23         agenda         20:6           193         35:25         5         23:22         25:2,         68:4, 19         69:18,         actual         60:5         aggressively           42         40:14         71:18		<4>	1	1	
15th 13:5       4,300 39:4       37:11 39:7, 9,       actions 2:16       28:19, 22 29:5, 7         16 54:9, 10       4.5 59:8       23 40:3, 7, 8, 10       13:22       Africa 48:8         80:24       400 26:14       43:8, 16 46:16       64:4       age 39:9 80:24         18 4:7 54:10       45 60:11       47:15 48:19       activities 49:12       agencies 19:12         180,000 31:9       53:21 55:18       50:21       agency 7:9 28:9         186 60:10       <5>       52:22 25:2,       61:12, 15 62:20       57:23       aggressive 35:1         1990 56:25       18, 19 31:19       68:4, 19 69:18,       actual 60:5       aggressively         40:14 71:18       21 72:8 78:18       31:4       aggressiveness         2 12:17 13:2       5.8 35:21       absence 11:13       addition 9:13       50:12         40:13 44:23       50-year-old       18:13 22:8       additional 24:12       20:9         60:6 69:18       84:18       23:11 24:8, 19       28:6 30:6 85:7       agree 2:24 3:2         71:21 85:17       51 58:8       41:1 42:20       address 9:14       16:19 23:2         22 34:15       510 34:16       45:13 51:15       15:19 16:20, 23       43:24 45:18	•				
16         54:9, 10         4.5         59:8         23         40:3, 7, 8, 10         13:22         Africa         48:8           80:24         40         38:15         41:20, 23         42:8         active         34:14, 16         58:8           80:24         400         26:14         43:8, 16         46:16         64:4         age         39:9         80:24           18         4:7         54:10         45         60:11         47:15         48:19         activities         49:12         agencies         19:12           180,000         31:9         56:9         60:9         actors         28:10         agency         7:9         28:9           193         35:25         5 23:22         25:2,         61:12, 15         62:20         57:23         agenda         20:6         aggressive         35:1         aggressive         35:1         aggressively         42:14         aggressively         42:14         aggressiveness         50:12         42:14         aggressiveness         50:12         13:24         76:14         ago         4:17         12:17         40:13         44:23         50-year-old         18:13         22:8         additional         24:12         20:9         28:6				1	
17       54:10       65:4       40       38:15       41:20, 23       42:8       active       34:14, 16       58:8         80:24       400       26:14       43:8, 16       46:16       64:4       age       39:9       80:24         18       4:7       54:10       45       60:11       47:15       48:19       activities       49:12       agencies       19:12         180,000       31:9       53:21       55:18       50:21       agency       7:9       28:9         186       60:10       <5>       56:9       60:9       actors       28:10       agenda       20:6         193       35:25       18, 19       31:19       68:4, 19       69:18, actual       60:5       aggressive       35:1         1990       56:25       18, 19       31:19       68:4, 19       69:18, actual       60:5       aggressively         <2>       12:17       13:2       5.8       35:21       absence       11:13       addition       9:13       50:12         17:13       37:20       50       57:21       absolutely       17:8       13:24       76:14       ago       4:17       12:17         40:13       44:23 <td< th=""><th></th><th>-</th><th></th><th>1</th><th></th></td<>		-		1	
80:24       400       26:14       43:8, 16 46:16       64:4       activities       49:12       agencies       19:12         180,000       31:9       53:21       55:18       50:21       agency       7:9       28:9         186       60:10       5       23:22       25:2,       61:12, 15 62:20       57:23       agenda       20:6         193       35:25       18, 19 31:19       68:4, 19 69:18,       actual       60:5       aggressive       35:1         1990       56:25       18, 19 31:19       68:4, 19 69:18,       21 72:8 78:18       added       16:22       42:14         <2>       5.7       59:9       79:4 82:18       31:4       aggressiveness         2       12:17       13:2       5.8 35:21       absolutely       17:8       13:24 76:14       ago       4:17 12:17         40:13       44:23       50-year-old       18:13 22:8       additional       24:12       20:9         60:6       69:18       84:18       23:11 24:8, 19       28:6 30:6 85:7       agree       2:24 3:2         71:21       85:17       51 58:8       41:1 42:20       address       9:14       16:19 23:2         2.2       34:15       510				I .	
18       4:7       54:10       45       60:11       47:15       48:19       activities       49:12       agencies       19:12         180,000       31:9       53:21       55:18       50:21       agency       7:9       28:9         186       60:10       60:10       55       66:9       60:9       actors       28:10       agenda       20:6         193       35:25       18, 19       31:19       68:4, 19       69:18,       actual       60:5       aggressively         40:14       71:18       21       72:8       78:18       31:4       aggressiveness         2       12:17       13:2       5.8       35:21       absence       11:13       addition       9:13       50:12         17:13       37:20       50       57:21       absolutely       17:8       13:24       76:14       ago       4:17       12:17         40:13       44:23       50-year-old       18:13       22:8       additional       24:12       20:9         60:6       69:18       84:18       23:11       24:8, 19       28:6       30:6       85:7       agree       2:24       3:2         71:21       85:17       51			· '		
180,000       31:9         186       60:10         193       35:25         1990       56:25         18, 19       31:19         40:14       71:18         21       72:8         79:4       82:18         31:4       aggressiveness         21:17       13:2         17:13       37:20         40:14       40:14         79:4       82:18         absence       11:13         absolutely       17:8         13:24       76:14         ago       4:17         12:17         40:13       44:23         60:6       69:18         84:18       23:11         24:19       28:6         30:6       85:7         30:6       85:17         31:1       42:20         41:1       42:20         32:19       43:24         45:13       51:15         15:19       16:20, 23         43:24       45:18					_
186         60:10         < 5 >         56:9         60:9         actors         28:10         agenda         20:6           193         35:25         5         23:22         25:2,         61:12, 15         62:20         57:23         aggressive         35:1           1990         56:25         18, 19         31:19         68:4, 19         69:18,         actual         60:5         aggressively           40:14         71:18         21         72:8         78:18         added         16:22         42:14           <2 >         5.7         59:9         79:4         82:18         31:4         aggressiveness           2         12:17         13:2         5.8         35:21         absolutely         17:8         13:24         76:14         ago         4:17         12:17           40:13         44:23         50-year-old         18:13         22:8         additional         24:12         20:9           60:6         69:18         84:18         23:11         24:8, 19         28:6         30:6         85:7         agree         2:24         3:2           71:21         85:17         51         58:8         41:1         42:20         address         9:1		45 00:11		1	
193         35:25         5         23:22         25:2, 18, 19         61:12, 15         62:20         57:23         aggressive         35:1           1990         56:25         18, 19         31:19         68:4, 19         69:18, 21         actual         60:5         aggressively           40:14         71:18         21         72:8         78:18         added         16:22         42:14           2         12:17         13:2         5.8         35:21         absence         11:13         addition         9:13         50:12           17:13         37:20         50         57:21         absolutely         17:8         13:24         76:14         ago         4:17         12:17           40:13         44:23         50-year-old         18:13         22:8         additional         24:12         20:9           60:6         69:18         84:18         23:11         24:8, 19         28:6         30:6         85:7         agree         2:24         3:2           71:21         85:17         51         58:8         41:1         42:20         address         9:14         16:19         23:2           22         34:15         510         34:16 <th< th=""><th></th><th></th><th></th><th></th><th></th></th<>					
1990       56:25       18, 19 31:19 40:14 71:18       68:4, 19 69:18, 21 72:8 78:18       actual 60:5 added 16:22       aggressively 42:14 aggressiveness         <2>       5.7 59:9       79:4 82:18 absence 11:13 absolutely 17:8       31:4 addition 9:13 absolutely 17:8       50:12 agg essiveness         40:13 44:23 60:6 69:18 71:21 85:17       50-year-old 84:18 23:11 24:8, 19 41:1 42:20 address 9:14 16:19 23:2       28:6 30:6 85:7 agree 2:24 3:2 address 9:14 16:19 23:2         51 58:8 510 34:16       45:13 51:15 15:19 16:20, 23 43:24 45:18				I .	
40:14       71:18       21       72:8       78:18       added       16:22       42:14         2       12:17       13:2       5.8       35:21       absence       11:13       addition       9:13       50:12         17:13       37:20       50       57:21       absolutely       17:8       13:24       76:14       ago       4:17       12:17         40:13       44:23       50-year-old       18:13       22:8       additional       24:12       20:9         60:6       69:18       84:18       23:11       24:8, 19       28:6       30:6       85:7       agree       2:24       3:2         71:21       85:17       51       58:8       41:1       42:20       address       9:14       16:19       23:2         2.2       34:15       510       34:16       45:13       51:15       15:19       16:20, 23       43:24       45:18			1	I .	
\$\begin{align*} 2 & 12:17 & 13:2 \\ 17:13 & 37:20 \\ 40:13 & 44:23 \\ 60:6 & 69:18 \\ 71:21 & 85:17 \\ 22 & 34:15 \end{align*}       \$\begin{align*} 5.7 & 59:9 \\ 5.8 & 35:21 \\ absence & 11:13 \\ absence & 11:13 \\ absence & 11:13 \\ absolutely & 17:8 \\ 18:13 & 22:8 \\ 23:11 & 24:8, 19 \\ 41:1 & 42:20 \\ 45:13 & 51:15 \end{align*}       \$\begin{align*} 31:4 \\ addition & 9:13 \\ 31:24 & 76:14 \\ additional & 24:12 \\ 20:9 \\ address & 9:14 \\ 16:19 & 23:2 \\ 23:2 \\ 45:13 & 51:15 \end{align*}	1990 56:25		1		
2       12:17       13:2       5.8       35:21       absence       11:13       addition       9:13       50:12         17:13       37:20       50       57:21       absolutely       17:8       13:24       76:14       ago       4:17       12:17         40:13       44:23       50-year-old       18:13       22:8       additional       24:12       20:9         60:6       69:18       84:18       23:11       24:8, 19       28:6       30:6       85:7       agree       2:24       3:2         71:21       85:17       51       58:8       41:1       42:20       address       9:14       16:19       23:2         2.2       34:15       510       34:16       45:13       51:15       15:19       16:20, 23       43:24       45:18	•		1		
17:13       37:20       50       57:21       absolutely       17:8       13:24       76:14       ago       4:17       12:17         40:13       44:23       50-year-old       18:13       22:8       additional       24:12       20:9         60:6       69:18       84:18       23:11       24:8, 19       28:6       30:6       85:7       agree       2:24       3:2         71:21       85:17       51       58:8       41:1       42:20       address       9:14       16:19       23:2         2.2       34:15       510       34:16       45:13       51:15       15:19       16:20, 23       43:24       45:18			1	I .	
40:13       44:23       50-year-old       18:13       22:8       additional       24:12       20:9         60:6       69:18       84:18       23:11       24:8, 19       28:6       30:6       85:7       agree       2:24       3:2         71:21       85:17       51       58:8       41:1       42:20       address       9:14       16:19       23:2         2.2       34:15       510       34:16       45:13       51:15       15:19       16:20, 23       43:24       45:18			1	I .	
60:6       69:18       84:18       23:11       24:8, 19       28:6       30:6       85:7       agree       2:24       3:2         71:21       85:17       51       58:8       41:1       42:20       address       9:14       16:19       23:2         2.2       34:15       510       34:16       45:13       51:15       15:19       16:20, 23       43:24       45:18				I .	U
71:21 85:17		1		1	
<b>2.2</b> 34:15 <b>510</b> 34:16 45:13 51:15 15:19 16:20, 23 43:24 45:18			1	1	
				1	
			45:13 51:15	•	43:24 45:18
	<b>2.3</b> 34:1 35:19,	<b>52</b> 36:2	52:10 53:22	25:14 26:16	48:20 59:17
20 5G 47:16, 18, 23 54:17 56:2 65:21 70:18 76:2 80:5 85:2,		<b>5G</b> 47:16, 18, 23	54:17 56:2	1	76:2 80:5 85:2,
<b>2.5</b> 34:16 48:6, 11, 17 59:21 76:3, 21 79:21 3	<b>2.5</b> 34:16	48:6, 11, 17	59:21 76:3, 21	79:21	3
<b>2.8</b> 35:20 49:3 50:1 78:25 79:25 <b>addressing</b> 22:20 <b>Agreed</b> 17:25	<b>2.8</b> 35:20		78:25 79:25	addressing 22:20	Agreed 17:25
<b>20</b> 58:14 61:2 81:4 85:3 adequate 9:11 agreement 8:17,			81:4 85:3		_
<b>2001</b> 43:20, 21,   <6>   academic 21:10   adequately 45:4   24 17:8, 12		<6>	1		_
25 <b>6</b> 38:8 72:14, <b>Academy</b> 64:10, <b>adhere</b> 8:15 58:1 82:6			1		· ·
adhered 2:12				I .	
		I	1		I

agreements
69:18 81:25
<b>ahead</b> 49:8 67:9
AI 20:10
AID 10.11
<b>AID</b> 19:11
<b>aim</b> 19:8
<b>aimed</b> 43:25
<b>Air</b> 40:11 46:21
53:10 77:4, 7
78:12 85:10
/0.12 03.10
Aircraft 34:14
35:19, 20 38:19,
21, 24 39:2
40:5 70:7, 17
78:10, 16, 18
79:9 85:7
airlift 43:3
airline 53:24
airmen 23:2, 10
80:24
airnlane 51.20
<b>airplane</b> 51:20, 23 53:5 78:15
25 55:5 /8:15
alacrity 55:6
<b>Alaska</b> 66: <i>14</i>
81:2 <i>4</i> 83: <i>13</i>
84:14, 18, 19, 24
85:5, 9 86:12
aligns 8:8
alliance 69:19
82:2 <i>1</i>
alliances 7:2
13:18 82:13
13: <i>18</i> 82: <i>13</i> <b>allies</b> 19: <i>15</i>
anies 19.13
59:3, 18 69:8,
11, 13, 17 81:22
82:2, 16
allocate 7:17
allocating 8:14
allocation 7:12
<b>allow</b> 31:23
46: <i>15</i> 67:24
68: <i>1</i> 70: <i>18</i>
allowing 58:1
allows 24:11
49:3 65:12
alluded 21:24
ally 48:2
ally-poor 82:22
ally-rich 82:22
alternative 27:10
omoging 70.7 17
<b>amazing</b> 79:7, 17
Ambassador
28:24 81:23
amended 50:1, 2
<b>America</b> 11: <i>18</i>
58:9 83:14
<b>American</b> 5:14
9:12 33:14
44:13 45:9
57:13
amnesty 46:24

amount 37:1
53:9, 18 56:4
60: <i>5</i> 72: <i>17</i>
amounts 32:22 analysis 16:17
analysis 16:17 30:8
analyst 12:5
analytic 30:3
<b>analytical</b> 16: <i>11</i> ,
23 17:1 21:6
<b>analytics</b> 29:21 31:18 45:20
anemic 60:16
announced 71:20
announcement
67:5
<b>annual</b> 7:23
<b>answer</b> 2:10 23:14 41:10
57:6 61: <i>14</i>
68:16 69:24
71:10 74:21
77:19 <b>answered</b> 2:10
43:25
answering 14:9
<b>answers</b> 80:13
<b>anti-access</b> 67:20 76:4, 17
anti-access/area
20:22
anticipate 35:9
anybody 44:6
Anyway 4:20 apologize 75:19
appear 2:16, 24
11:5
appearing 66:6
appears 21:11
applicable 2:12 apply 44:1
appreciate
23:12, 15 24:21
29:13 32:15
33:6, 8, 12
44:25 47:13
53: <i>1</i> 55:8 56:9 74:22 75: <i>17</i>
81:11 86:19
appreciated
26:10 28:1
<b>appreciation</b> 11: <i>13</i> , <i>19</i>
approach 19:5,
13 65:7
approaches
34:24
appropriate

2:21 3:5 41:4

65:24 69:4
85: <i>15</i>
appropriation
32:15 72:14
Appropriations
12:9 32:10, 12,
13 41:2 60:7
April 29:6
April 29:0 Arctic 66:12
Arctic 66:12
85:15, 18, 19, 20,
23 86:4
area 20:3 24:17
36:10 48:11
49:1, 18 53:8
67:21 70:3
67:21 70:3 74:12 77:17 <b>areas</b> 5:16 15:22 19:11 20:8, 10 21:14
areas 5:16
15:22 19:11
20:8 10 21:14
23.16 24.5 22
23: <i>16</i> 24: <i>5</i> , 22 26: <i>18</i> 32: <i>21</i>
36: <i>11</i> 43:8
30.11 43.0 45.22 46.5 0
45:22 46:5, 9,
<i>17</i> 47:5, <i>6</i> 49:4,
6, 22 50:17
52:10 53:14
64:5 68:5 74:8,
10 82:14
Argonne 45:12
<b>Argonne</b> 45: <i>12</i> <b>Arizona</b> 77: <i>4</i> <b>Armed</b> 1:9
Armed 1:9
37:25 43:22
44:7 58:1
<b>Army</b> 12:6, 8
30:18 45:2, 3,
10 53:10 79:12
arrive 43:12
<b>Arsenal</b> 45:10
Article 44:23
artificial 14:1
15:23 20:25 21:1, 4 30:8
21:1, 4 30:8
40:3 49:9, 11,
<i>15, 19, 21</i> 50: <i>6</i>
ascendancy 52:7
<b>Asia</b> 81:23
Asia-Pacific
82:13
<b>asked</b> 19:17
23:18 80:16
aspect 8:24
71:13
<b>aspects</b> 26:19 <b>assault</b> 62:13
64:7, 19, 22
80:12, 16
assaults 80:20,
21
assess 34:19, 20
assessment 63:21 65:25
$\mathbf{p}_{1}(1) = \mathbf{p}_{1}(1)$

**asset** 11:23 77:15 assigned 7:6 Associated 63:18 assumed 2:15 **Assuming** 73:14 assurance 56:1 **assure** 57:13 assured 55:5 asymmetrically 20:3 AT&L 4:24 attack 35:20, 24 38:6, 10 40:18 44:9, 14 68:9 70:17 76:8 attacked 44:12 70:23 attacks 50:21 attention 19:1 22:18 47:6 53:9 55:20 63:2 attentive 63:8 attracting 13:18 attrition 43:11 audible 2:10 audit 13:1, 7 22:15 29:25 30:1 45:16, 21, 25 46:4, 11 47:14 55:13, 21 56:4, 5, 23, 24 83:3 auditing 5:1 **AUMFs** 43:21 aunts 11:12 authority 23:19 43:20, 22 44:7. 15 authorizations 43:19 availability 39:18 available 25:10 78:17, 19 **avionics** 78:11 **avoiding** 17:*13* **award** 23:5 awarded 22:24 aware 26:14 67:6 < B > back 17:16, 18 24:11 32:2 33:15 38:12

46:12, 15 47:10, 16 59:9 70:1

72:16 78:8

**backed** 47:25

84:14

background 6:19 23:13 31:15 55:2 **backlog** 31:17 39:4 **bad** 82:8, 9 balancing 72:1 ballistic 67:22 **bang** 34:5 **barrier** 21:19 Barry 79:7 base 20:18 48:18 50:19 58:2 73:8 77:4 78:12 based 35:13, 14 45:9 69:24 baseline 45:18 bases 48:21 basic 64:23 78:9 basically 64:13 78:14, 23 basics 39:7 **basing** 82:*3* basis 2:23 3:6 20:6 43:7 batteries 70:7 BCA 8:21 bedrock 48:8 **began** 12:4 47:23 **beginning** 66:4, 5 **behalf** 42:2 Beijing 58:2 **believe** 4:4 5:23 9:1 12:16 25:13 37:1 43:21 44:23 52:7 59:22 66:14 73:6 81:5 **belong** 58:21 benefit 21:2 29:25 31:5 45:23 best 15:9 59:25 79:*1* better 5:3, 11 24:6 27:7 29:22 36:12, 16 40:3 75:11 80:22 beyond 9:9 **bid** 73:21 **bidder** 73:22 **big** 32:4 53:13 57:8 60:22 62:24 **biggest** 20:14 30:5 64:18 bill 23:4 25:9 50:2 72:14

<b>billion</b> 24:6, 24
25:1, 17 33:24,
25.1, 17 33.24, 25 34:1, 3 36:3,
4 57:8, 9 61:6
bills 24:23
32:16 84:6
Billy 84:14
bipartisan 3:24
14:6 16:8
83:12 84:9
<b>bit</b> 8:18 30:19
33:13 37:22
41:6 50:8
59:19 67:13
77:12 81:21
<b>Blackburn</b> 1:17
47:11, 12 49:8,
24 51:3
Bloomberg 85:21 Bludgeoned 83:2
blueprint 15:5
Blumenthal
1:18 72:24, 25
73:16 74:2, 15,
22 75:1, 21
76:2, 6, 10, 18, 22
<b>blunt</b> 67:14, 17,
18 68:8
boilerplate 52:19
<b>Boise</b> 38:6
<b>bolt</b> 51:20 52:24
<b>Bolton</b> 81:23
bonuses 22:22
23:5
Boondoggle
24:24
boost 58:2
booster 68:25
branch 2:23
38:3 42:15
brand 38:20, 24
bravery 11:25 briefed 28:8
briefers 3:16, 19
briefing 30:14
briefings 2:22
3:20
briefly 33:10
83:9
<b>bring</b> 48:21 57:16 73:10
bringing 39:22
<b>bringing</b> 39:22 <b>broad</b> 7:6 58:24
Broadband
49:25
broad-based
84:8
broader 75:9
84:7
<b>brought</b> 29:2, 11

63:1 77:9 81:6	(
<b>buck</b> 34:6	
<b>budget</b> 3:24	
6:13 7:13, 21, 23 8:2, 14, 16,	(
24 15:15 16:22	(
17:6 20: <i>14</i> 23:6 24:20	C
23:6 24:20	
25:2, <i>18</i> 36: <i>3</i>	(
39: <i>17</i> , <i>23</i> 40: <i>17</i> 41: <i>10</i> , <i>11</i> 69: <i>5</i>	
71:19	
<b>budgets</b> 11:21	C
12:23 13:4	(
30:24 69:5 <b>build</b> 13:17, 25	
19:23 20:4	
<b>Building</b> 1:13	(
20:23 21:19	
<b>Building</b> 1:13 20:23 21:19 41:9 83:16 <b>bulk</b> 68:10	(
<b>bumped</b> 39:20	
business 4:22	
20:17 21:20	(
22:2 28:4 46:6	(
<b>businesses</b> 51: <i>1</i> <b>busy</b> 33: <i>10</i>	(
buy 36:10, 19	
51:20 75:14	
<b>buying</b> 40: <i>1</i> 63: <i>3</i> , <i>4</i> , <i>5</i>	(
63:3, 4, 5	
< C >	7
<b>cadets</b> 64:11	C
caliber 9:17	(
<b>California</b> 11: <i>12</i> <b>call</b> 20:22 65: <i>11</i>	
called 26:17	
30:25 36:8	
56:6 84:15	•
<b>calling</b> 24:24	
78: <i>13</i> Cambodian 58: <i>2</i>	
Cambodian 58:2 campaigns 50:10 candidates 9:17	
candidates 9:17	(
54:25	(
<b>canopies</b> 77:13,	
capabilities	`
13:17, 25 15:13,	C
<i>17</i> , <i>18</i> 16:24	(
17:23 18:25 35:16 42:23	و
35: <i>16</i> 42: <i>23</i> 43: <i>4</i> 79: <i>12</i> , <i>17</i>	,
<b>capability</b> 15:18 16:15 17:1	
20:4 53:18	
60: <i>19</i> 71: <i>9</i> , <i>11</i>	2

75:25 76:5

```
capacity 22:4
42:23 71:9
76:15
capital 60:24
caps 8:21
card 46:14
care 31:14
32:19 61:17
career 6:8 12:4
37:19
careful 21:19
61:17, 18
carrier 36:2
carriers 35:22
70:7
carrying 61:5
cascade 39:21
case 28:12 31:9
43:13 55:19
cases 31:17, 23
39:17 40:4
46:20 74:11
81:6
catalvst 19:5
catch 65:11
category 25:22
68:12
celebrating
82:11
Center 49:15, 21
centers 23:17,
20, 23, 25 24:3,
7, 10, 18
central 28:25
certain 15:23
30:19 31:4
43:12 52:3
68:1 70:18, 19
74:8
Certainly 15:21
24:21 25:24
56:19 82:1
cetera 20:11
50:7 60:19
CFO 45:15 57:2
chain 20:23
50:3 60:11, 15
Chair 22:10
29:17 62:6 83:6
chairing 4:15
chairman 1:14
2:3, 15, 19 3:2,
9, 15, 18, 19, 22
6:3 8:17, 22
9:24, 25 11:3
15:1, 2, 21 16:7
17:4, 25 18:2,
20 20:8 22:7, 9
26:5, 6 29:14,
15, 16 33:3, 4
37:16, 17 42:1,
```

2, 4 51:7 54:8 59:23 62:7, 8 67:1, 2, 3, 4, 12 72:22, 23, 25 76:22, 23, 25 81:16, 17 83:4 85:12 86:10, 11, 14 challenge 4:5 26:12 46:9 47:19 51:25 53:13 58:17 66:11 challenges 7:16 9:7, 20 14:4 15:25 16:23 17:10 29:1 35:11 37:23 58:24 59:5 84:4 challenging 13:21 37:7 championed 8:7 chance 29:6 change 5:18 16:4 21:5 31:3 66:2, 3, 10, 24 changed 31:4 changes 4:21 5:2 46:6 56:9 changing 34:18 80:1 **charge** 30:18 chief 4:22, 23 12:11 42:6 46:2 56:2 78:9 children 6:7 11:16 **China** 5:15 15:18 18:22 33:20, 25 34:1, 3, 15, 19, 21 35:18, 24 36:20 47:25 48:4 50:9, 12 57:14, 25 58:5, 18 64:4 75:24 82:12, 24 84:22 85:18, 20 **Chinese** 20:23 35:2, 3 47:24 67:17, 20 68:9, 10 Chinese-designed 47:24 choices 5:19 71:22 circle 47:16 citizens 55:18 city 48:20 civil 12:4

civilian 4:8 9:14 11:20 44:14 54:10 57:18 64:14 clarification 44:23 class 76:7, 8, 14 classified 28:6, 8 69:3 clean 45:21 cleanup 26:19, 20 **clear** 13:11 14:6 20:9 21:2 31:23 41:20 clearance 55:2 clearly 39:7 **climate** 66:2, 3, 10, 13, 24 close 13:2 35:4 46:13, 17 64:1 67:10, 20 closed 24:4 closely 55:24 **closing** 38:17 Coast 64:10 code 65:11 **coherent** 51:*13* collaborate 48:12 49:9 collaboration 48:14 collective 69:12 collectively 19:12 22:5 Colombo 58:6 Columbia 76:7 combat-coded 84:23 combats 68:17 combination 32:5 combinations 74:9 combine 30:7 61:*11* come 2:3 25:19 26:10 30:13 39:14 50:17 56:3 64:15 65:14 69:5 75:7 84:13 comes 11:24 25:11 46:12 62:10 **coming** 22:17 31:16 35:10, 18 62:1 67:7 70:22 command 12:8 45:4

1 2 22
<b>commend</b> 3:23
32:7 54:4 83:3
<b>comment</b> 21:23
55:13
comments 29:17
32:12
Commerce 49:24
commercial
50:5 53:24
50:5 53:24 54:3 57:18
Commission 9:5
16:7, 8, 13
26:16 51:11
71:17
<b>commit</b> 45:6
79:20 80:19
86:2, 5
commitment
18: <i>11</i> 29: <i>13</i>
42:13 61:22
63:13, 20 84:13
committed
62: <i>12</i> 75:2 81: <i>4</i> <b>Committee</b> 1:9,
Committee 1:9,
12, 14, 15 2:4,
20, 25 3:4, 10
4:4 8:12 9:16
11:4, 8 12:9
13:3 14:8 15:3
18:6 27:21
44:6 49:25
55:6, 9 63:17
64:15 74:24
76.10 92.5 12
76: <i>19</i> 83: <i>5</i> , <i>13</i> 86: <i>3</i> , <i>6</i>
committees 2:21
3:5 25:6 62:10
<b>common</b> 12:14
communication
19:2 <i>3</i> 47: <i>18</i>
communications
3:3 48:11
communities
22:2 64:2
community 56:7
58:20 61: <i>17</i>
compacts 63:18,
21
companies 28:3
61:2
compared 53:25
54: <i>3</i>
compete 18:23
competencies
39:12 78:14
competing 15:16,
17
competition
8: <i>19</i> 13: <i>24</i>
15:16 42:12
73:9, 23 74:10

competitive 48:25 49:3 51:2 61:8, 12 competitiveness 47:19 competitors 61:4 complementary 6:23 completed 13:5 completely 61:15 completion 25:3 complicated 7:20 complies 3:10 Compounding 8:14 comprehensive 9:6, 7 12:25 Comptroller 6:12 12:13, 18 71:21 concentrated 65:4 concepts 14:3 16:13 concern 23:1 41:12 66:1, 10 concerned 18:24 60:5 66:19 74:2 77:8 concerns 16:20, 21 22:13 29:7 33:17 73:14, 17 74:1 75:5 concrete 45:6 conditions 42:18 CONDUCT 1:1 12:25 62:16 conducted 45:11 conducting 8:1 confidence 11:7 confident 9:22 60:7 confirm 28:12, 20 **CONFIRMATIO** N 1:1 2:17 12:17 26:3 30:13 81:13 84:21 confirmed 2:24 4:4, 6 5:5 6:11, 18 8:6, 13 9:13 12:19 13:14 18:10 19:22 25:13 27:12, 19, 24 42:13 45:6, 25 48:14 49:6 52:11 54:14, 18

64:20 65:20

73:14 86:2, 7

conflict 20:2 28:18 35:13 43:14 59:1 conflicts 2:13 congratulate 45:16 56:23 57:3 congratulations 81:18 Congress 2:21 3:5 6:18 9:6 12:22 13:3, 4 23:19 28:11 31:14 42:22 46:16 52:12 83:19 84:12 congressional 3:16 5:6 25:6 44:16 56:5 consequences 74:7 consider 2:4 7:15 9:18 16:17 22:5 75:8 consideration 11:8 14:8 considerations 75:7 considered 26:8 considering 75:17 consistent 60:3, 13 consolidation 74:3 75:5, 10 constant 11:16 constituents 55:19 constitution 29:10 constructive 82:19 consult 3:5 consumed 47:2 consumer 75:12, 15, 16 consumers 75:13 **contact** 64:12 contain 27:8 contamination 26:13, 17 contested 42:18 continual 66:1 continually 42:14 **continue** 9:18 27:9 49:6, 20 51:12 61:8 70:11 75:11 76:18 77:6

78:4 80:19 84:1.2 continued 10:4 22:18 continuing 13:21 60:10 64:13 continuous 31:19 contract 31:2 52:1, 2 contracting 51:22 63:10 contractor 21:25 22:24 contractors 21:10 22:4, 6, 23 23:5 34:7, 8 37:1 45:24 46:10 74:4 contracts 30:24 31:2 52:9, 18 62:20 contribute 69:14 70:4 contribution 69:17 Control 7:21 8:16 29:2 controls 63:9 conventional 68:11, 15 COO 58:11 61:7 cooperate 3:15 19:*14* cooperation 9:8 21:9 49:23 coordinated 48:4 coordination 26:21 copyrighted 50:25 **core** 18:21 78:14 cornerstone 83:14 Corporation 48:*1* **correct** 15:20 21:13, 14 28:13, 23 52:17 64:6 76:1, 8, 9 corrective 46:13 cost 23:16 24:21 34:11 36:9, 13 40:7 53:17 70:13, 14, 20, 24, 25 **costs** 78:1 cost-wise 37:4

**Cotton** 1:16 47:11 51:6 56:18 counter 70:8 counterfeit 62:23, 24 63:6 counterparts 19:18, 19, 20 counterterrorism 44:1 countries 33:20 34:23 35:12 36:18 58:18 66:8 69:24 82:1, 22 **country** 27:25 37:19 51:14 69:23 **couple** 19:6 29:19 36:5 38:4 45:22 47:15 73:1 **coupled** 39:*3* courage 11:25 course 22:17 23:9 25:3 31:21 64:3 65:22 **cousins** 11:12 **CR** 17:13, 16 39:18 72:10, 12 crafting 15:14 create 14:4 18:8 26:16 created 17:10 51:10 80:16 creates 58:23 creating 23:1 65:10 credibilities 15:16 crew 78:9 **crime** 81:2 criminal 65:10 criteria 75:7 critical 4:11 5:9, 20 6:22 8:24 9:11 15:12 20:19 26:8 29:12 32:23 38:2, 21 40:25 42:8 50:18 66:2 cross 54:1 78:14 cross-functional 18:8 **CRs** 17:11 61:19 cumulative 72:11 **curious** 67:15

	Jan. 40.16	54.11 55.17	J. 4.4	diataileation
current 7:15	deep 40:16	54:11 55:17	deterrent 41:21	distribution
12:12 30:20	deepening 82:21	56:8 62:25	71:8	23:17, 19, 23, 25
72:1	defend 68:4	66:23 67:13	deterring 19:8	24:3, 7, 10, 17
currently 8:15	DEFENSE 1:4	69: <i>14</i> 71:22	<b>develop</b> 48:23,	<b>dive</b> 17:20 69:2
24:7 29:10	2:5 4:5, 6, 10,	72:19 75:11, 15	24 51:13	diverse 7:9
<b>cut</b> 17:16 39:6	18 5:20, 22	76:20	developed 23:24	<b>DLA</b> 31:7
40:16	6:10, 11, 13, 18,	departments	developing	dock 38:7, 8
cutting 7:18	19, 22, 24 7:1, 7,	19:3 66:23	28:10 30:2	doctrine 11:22
16:2 21:11	9, 12, 14 8:25	department-wide	development	14:1 16:25
<b>cyber</b> 13:25	9:2, 5 11:2, 6	13:6	7:17 80:5	document 15:10
15:24 19:14	12:10, 13, 18, 23	<b>depend</b> 51:1	difference 36:7	documents 3:3
20:15 22:6	13:4, 5, 8, 11, 14	60:6	37:21 60:22	59:25
27:25 28:10	15:13 16:7	depending 63:3	<b>different</b> 5:13	<b>DOD</b> 4:11, 21
50:8, 9 51:10	18:21 19:3, 17	69:23	21:1 27:11	
1				5:1 9:9 16:11,
cybersecurity	20:18 21:18	deploy 43:6	34:23, 24 35:2,	14 22:15, 20, 21,
21:18 37:6	22:3 25:6 28:9	61:18 72:9	12, 15 36:10	25 23:7, 17, 21,
cyberspace 50:13	33:22 34:8, 9	deploying 43:11	43:7 54:8 65:7	24 24:5, 21, 25
	35:8 46:16	deployment	68:24 77:20	25:8 26:22, 24
< D >	48:6 50:19	68:8, 25 85:11	82:1 83:23	28:7 31:16
<b>D.C</b> 1:10	51:10 54:11	deployments	difficult 7:11	38:1 48:11
damage 44:20	56:24 58:23	39:2 <i>1</i>	26:8 36:22	50:4 70:6, 10
dangerous 57:10	59:6, 7, 10	depot 38:2	dig 62:4	<b>doing</b> 15:6
darker 35:2	62:25 64:20	39:19 48:18	dimensions	30:17 36:3
data 21:21 30:2	66:23 70:7, 24	<b>depots</b> 17:21	18:23	37:20 46:14
31:18 45:19	71:17 74:3, 4	60:19	diminished 20:9	49:15 65:23, 25
47:20 49:25	75:9, 11, 15	DEPSECDEF	74:4	66:1 79:3, 12
50:25 64:17	76:20 83:9, 11,	42:6	diminishing	86:5
74:7		<b>DEPUTY</b> 1:4	21:23 40:5	<b>Dollar</b> 24:24
	12, 14, 18, 20			
<b>DAVID</b> 1:3 2:5	84:8 85:1	2:5 4:9 5:22	diplomatic 9:10	32:22 60:5
11:1 67:6	defenses 84:3	6:10, 19, 22 7:2,	direct 44:8	dollars 22:22
day 46:24	defensive 20:16,	6, 11 8:1, 3, 10	directed 31:15	24:6 25:17
71:25 82:5	21	11:1, 6 13:8, 14	direction 35:5	domains 13:25
day-to-day 37:10	defensively 27:25	15:7, <i>1</i> 2 16: <i>16</i>	41:2 65:2, 3	dominance 77:7
deadline 86:16	delay 3:6	19:16 56:2	directions 34:23	dominate 77:6
Jan Jiller on 2, 10				dominate 77.0
deadlines 3:10	<b>delayed</b> 12:21	64:20	directly 29:6	doubt 71:8
deal 3:24 32:11	<b>delayed</b> 12:21 38:2 41:13			
	-	64:20	directly 29:6	<b>doubt</b> 71:8
deal 3:24 32:11	38:2 41: <i>13</i>	64:20 describe 17:7 described 27:5	<b>directly</b> 29:6 55:23 63:5	<b>doubt</b> 71:8 <b>Dr</b> 73:3
<b>deal</b> 3:24 32:11 54:12 70:11, 13, 16 71:3, 19	38:2 41: <i>13</i> delays 25:2 <i>1</i> demand 31:8, <i>10</i>	64:20 describe 17:7 described 27:5 describing 15:10	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16,	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22
<b>deal</b> 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7	describe 17:7 described 27:5 describing 15:10 Desert 36:15	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16,	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5,	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5,	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decides 52:4	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decides 52:4 decision 16:15	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7	directly 29:6 55:23 63:5  Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvest 57:22	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decides 52:4 decision 16:15 55:12 73:12	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23	64:20 describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14	directly 29:6 55:23 63:5  Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvested	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivens 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decided 4:15 55:12 73:12 decisions 4:11 5:9 7:4, 11	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5,	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvest 57:22 disinvested 57:20 60:16 disrupt 50:21	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5,
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decided 4:15 decides 52:4 decision 16:15 55:12 73:12 decisions 4:11 5:9 7:4, 11 9:22, 23 11:17	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5, 12, 19 15:14, 25	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16 41:19 58:25	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvested 57:20 60:16 disrupt 50:21 disruption 61:19	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5, 25 45:14 47:7,
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decided 4:15 decides 52:4 decision 16:15 55:12 73:12 decisions 4:11 5:9 7:4, 11 9:22, 23 11:17 15:12 16:16	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5, 12, 19 15:14, 25 18:4, 7, 9, 11	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16 41:19 58:25 determine 8:6	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvest 57:22 disinvested 57:20 60:16 disrupt 50:21 disruption 61:19 73:24	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5, 25 45:14 47:7, 10
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decided 4:15 decides 52:4 decision 16:15 55:12 73:12 decisions 4:11 5:9 7:4, 11 9:22, 23 11:17 15:12 16:16 41:12 85:11	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5, 12, 19 15:14, 25 18:4, 7, 9, 11 19:3, 10, 19	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16 41:19 58:25 determine 8:6 11:17	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvested 57:20 60:16 disrupt 50:21 disruption 61:19 73:24 disruptions	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5, 25 45:14 47:7, 10 due 39:3
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decided 4:15 decides 52:4 decision 16:15 55:12 73:12 decisions 4:11 5:9 7:4, 11 9:22, 23 11:17 15:12 16:16 41:12 85:11 decreasing 78:23	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5, 12, 19 15:14, 25 18:4, 7, 9, 11 19:3, 10, 19 21:21 24:25	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16 41:19 58:25 determine 8:6 11:17 determining 7:16	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvest 57:22 disinvested 57:20 60:16 disrupt 50:21 disruption 61:19 73:24 disruptions 17:20	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5, 25 45:14 47:7, 10 due 39:3 duplication
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decades 82:13 decided 4:15 decided 4:15 decided 52:4 decision 16:15 55:12 73:12 decisions 4:11 5:9 7:4, 11 9:22, 23 11:17 15:12 16:16 41:12 85:11 decreasing 78:23 dedication 11:14	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5, 12, 19 15:14, 25 18:4, 7, 9, 11 19:3, 10, 19 21:21 24:25 29:23 34:8, 9	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16 41:19 58:25 determine 8:6 11:17 determining 7:16 deterrence	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvest 57:22 disinvested 57:20 60:16 disrupt 50:21 disruption 61:19 73:24 disruptions 17:20 disruptive 39:22	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5, 25 45:14 47:7, 10 due 39:3 duplication 23:22
deal 3:24 32:11 54:12 70:11, 13, 16 71:3, 19 72:6, 8 dealing 40:5 58:13, 14 debt 58:19 decade 7:21 20:9 57:20 60:9 74:5 decades 82:13 decays 77:18 December 38:1 decided 4:15 decided 4:15 decides 52:4 decision 16:15 55:12 73:12 decisions 4:11 5:9 7:4, 11 9:22, 23 11:17 15:12 16:16 41:12 85:11 decreasing 78:23	38:2 41:13 delays 25:21 demand 31:8, 10 32:3 57:7 Democrats 16:9 demographic 35:6 65:4 demonstrate 42:17 demonstrated 14:5 denial 3:7 20:22 47:22 Department 4:5, 20 5:3, 6, 21 6:17 7:3, 9, 13 8:9, 15, 20, 23 9:15, 17 12:5, 10, 23, 25 13:5, 12, 19 15:14, 25 18:4, 7, 9, 11 19:3, 10, 19 21:21 24:25	describe 17:7 described 27:5 describing 15:10 Desert 36:15 66:12 deserves 53:9 design 51:19, 22 52:20 despite 58:21 destination 43:12 destroy 70:21 destroyers 35:23 36:2 destroying 71:1 detail 42:17 83:7 detailed 30:14 detect 68:4 deter 35:16 41:19 58:25 determine 8:6 11:17 determining 7:16	directly 29:6 55:23 63:5 Dirksen 1:13 disaster 49:16, 17 discipline 62:15 disclose 25:1, 25 disclosed 25:9 discussed 5:17 18:4 26:11 27:23 43:18 47:16 75:23 discussion 32:12 48:10 68:14 81:21 discussions 54:2 disinvest 57:22 disinvested 57:20 60:16 disrupt 50:21 disruption 61:19 73:24 disruptions 17:20	doubt 71:8 Dr 73:3 dramatically 16:4 40:7 58:22 draw 61:12 drawn 31:16 59:4 draws 61:16 drill 47:15 drive 14:2 47:4 77:21 driven 25:21 drivers 77:24 drives 39:15 driving 25:13 56:7 dry 38:7 Duckworth 1:19 42:3, 4, 21 43:17 44:3, 5, 25 45:14 47:7, 10 due 39:3 duplication

<b>duties</b> 2:15 6:9	Ellen 73:13	Ernst 1:16 22:9,	expanded 85:20	<b>facing</b> 7:16
				15:25 26:12
8:10	74:20	10 23:12 24:19	expanding 82:21	
duty 12:1	emitters 79:10	25:16, 24	<b>expect</b> 28:10	75:9
dynamically 49:2	emphasis 16:5	especially 28:18	37:24 46:1	<b>fact</b> 4:16 15:6
dynamics 14:4	21:6	33:14 80:23	73:5 78:4	16:2 <i>1</i> 20: <i>14</i>
	emphasize 68:6	<b>Esper</b> 4:7 9:15	expectation	60:5, 12 75:25
< E >	employing 18:22	13:10 26:15	38:18 39:5	<b>factor</b> 60:14, 21
earlier 64:9	empty 54:10	27:3 30:17	43:10	66:2
early 54:16	enablers 68:21	43:24 54:12, 15	EXPECTED 1:2	factors 7:20
easy 7:10 55:24	enacted 32:16	55:9 58:11	23:14	36:5 60: <i>3</i>
echo 56:22 57:3,	encourage 41:17	73:3 75:2, 18,	expecting 82:4	<b>failed</b> 22:24
6, 14 59:23	45:7 47:4	23 77:12 84:20	expedite 27:16	<b>Failure</b> 56:11
economic 50:14	endeavor 7:19	85:3	expeditiously	failures 53:12
economics 36:8	11:15	essential 25:14	9:18	fair 71:13 82:3
economy 34:24	ended 30:25	43:6 53:15, 22	expenditures	fairly 39:1
35:4 59:11, 12	ends 4:18	54:17 59:15	33:2 <i>3</i>	fairness 56:4
edge 7:18 16:2	end-to-end 22:6	68:19	expense 57:9	<b>fait</b> 67:17
20:2 21:12	enemy 71:1	essentially 42:6	59:13	<b>faith</b> 3:6
36:21 48:25	<b>energy</b> 53:18	46:2	expensive 36:19	<b>fall</b> 25:22 29:11
49:3 51:2	63:17	establish 49:21	52:16 71:1	68:12
education 9:10	<b>engage</b> 36:18	established 3:10	experience 6:17	<b>falls</b> 85:6
effect 39:22	engaged 51:12	48:17	23:14 40:14	<b>familiar</b> 71: <i>19</i>
72:11	58:18	establishing 7:1	60:1	74:11, 18
effective 5:7	engagement 50:9	establishment	experiencing	<b>families</b> 11:18,
25:15 26:22	engineering 9:10	12:7	64:12	21 72:19
34:11 41:20	engineers 47:25	et 20:10 50:7	experiment 17:1	family 6:5
70:13, 14 80:4, 5	enhance 42:22	60:19	48:19, 24 49:22	11:10, 11, 14
effectively 7:5	75:25	Europe 48:7	84:2	33:7 37:19
35:16 37:3	enjoyed 59:20	<b>European</b> 69:13	experimentation	fantastic 55:10
				1
67:17 72:15	ensure 3:9 8:4	evaluate 9:18	16:5	80:7 83:23
effects 66:6	9:16 16:2, 15	events 26:9	expertise 6:20	<b>far</b> 5:4 9:9
75:5	18:11 21:20	eventually 45:20	16:12 18:9	35:18
efficiencies 37:22	28:21	evolving 84:3	36:24	fashion 39:10
efficiency 32:6	<b>ensuring</b> 7:4, 25	exacerbated 8:20	<b>experts</b> 16:8, 10	<b>fast</b> 77:18
78:20, 24	12:2 29:4	<b>exactly</b> 68:16	60:24	faster 35:9
efficient 5:7	52:12 53:19, 20	<b>example</b> 36:11,	<b>Explain</b> 33:13,	49:19
efficiently 23:23	entered 62:16	<i>15</i> 37:6 38: <i>13</i> ,	14 34:6, 10	<b>father</b> 55:13
37:4 70:19	enterprises 57:18	24 45:9 78:21	explained 34:5	56:6
<b>effort</b> 4:21	<b>entire</b> 48:19	82:24	exposure 26:20	fathers 56:11
13:16 70:4	entry 21:19	examples 38:5	express 11:13, 19	<b>favors</b> 62:12
efforts 26:22	environment	excellent 20:1	extend 21:9	<b>feat</b> 7:10
27:25 28:2	20:22 35:15	86:9	extending 9:8	federal 6:16
66:8 86:20	58:10 61:3, 7, 8	excited 56:20	extensive 6:16	12:4 28:3
eight 2:9	67:21, 24 69:3	82:18	extensive 0.70	feeling 59:4
0				
either 24:12	76:4, 17 80:3	excluded 29:9	external 6:25	feelings 4:16
25:21 40:4, 8	environments	Excuse 67:4	extra 24:9	fees 22:23 23:5
50:20 52:15	42:19 48:17	execute 43:23	extreme 84:25	31:4
55:1 73:10	66:20 68:1	executed 47:24	<b>eye</b> 55:14 74:12	<b>feet</b> 31:10
74:16	<b>equal</b> 19: <i>1</i>	57:2		<b>female</b> 64:11
elaborate 22:1	<b>equally</b> 50:15	executing 46:13	<f></f>	Fermilab 45:11
42:22	equipment	executive 2:23	<b>F/A-18</b> 38: <i>14</i>	ferreting 62:24
electronic 3:3	17:22 36:17	exempt 25:5	<b>F-18</b> 30:10	fewer 74:14
79:15	39:8, 10 47:21	exercises 48:3	<b>F-22</b> 41:4 84:18	<b>field</b> 12:7 21:3
element 40:19	48:5 52:23	Exercising 2:19	<b>F-35</b> 22:25	77:19
elements 9:12	53:11	exist 25:17	38:20 39:2	<b>fields</b> 83:15
19:2	equipment-wise	existential 33:19	77:5 84:18	fifth 77:5 79:8
				1
elevating 4:22	35:19	existing 27:7	face 9:20 33:19	84:17, 23
eliminate 24:9	equivalent 61:2	45:8 73:10, 25	35:6, 11	<b>fight</b> 19:8
25.2		1 0 m o m d 10 12	<b>faced</b> 62:15	32:20, 21 43:3,
25:3	72:11	<b>expand</b> 48:13	1accu 02.13	
25: <i>3</i> <b>Elise</b> 11: <i>16</i>	ra 59:9	49:22 75:25	1accu 02.13	9 76:16 79:23 <b>fighter</b> 23:1

fighters 35:20,	<b>flying</b> 24: <i>14</i>	58:25 65:15, 18	<b>General</b> 22:21	77:1 82:8 83:7
24 77:6 84:17,	51:24	68:3, 5 70:9	30:16 42:24	84:9, 11
23	foam 26:23	73:15 77:14	53:3 63:2 84:14	goods 36:9
fighting 14:3	27:1, 16	78:5 80:8	generally 25:20	governing 2:13
26:23	focus 26:18	81:12, 19 85:8	35:3 44:20	government 9:8
fights 50:24	45:23 49:7	86:20	74:2 75:6	19: <i>13</i> 28: <i>3</i> , <i>4</i>
		forwarded 55:7		
<b>figure</b> 80:22	53:17 55:21		generation	37:8 38:4
81:1	<b>focused</b> 5:9	fought 16:4	24:16 48:10	49:13 50:20
<b>filing</b> 65:13	6:25 13:13	<b>found</b> 38:25	65:6 77:5 79:9	Governor 56:22
final 21:22	83:18	46:4, 21 64:11	84:17, 23	granted 5:15
36:23 55:13	folks 41:17	foundation 41:8,	getting 24:12	grateful 80:11
85:14	75:13	18 71:7	40:1 55:1 63:6	gravity 5:23
<b>finally</b> 12:25	<b>follow</b> 51:17	foundational	82:2 85:8	<b>gray</b> 19:9 41:19
26:22 63:12	66:18 81:21	41:22 42:11	give 18:15 38:4	59:2
80:11	following 33:22	59:13	48:16 49:3	<b>great</b> 13:23
finances 31:22	55:24 62:9	<b>four</b> 39:13	52:2 61:11	22:12, 17 30:12
<b>financial</b> 6:14,	<b>follows</b> 14:10	<b>frames</b> 15:12	77:14	42:11 45:10
<i>16</i> 12: <i>11</i> , 25	74:23	framework 75:9	<b>given</b> 84:16	59:18 69:6
13:6	<b>footage</b> 31:11	<b>freed</b> 31: <i>11</i>	gives 30:5 48:25	77:1 78:6, 21
financially	<b>force</b> 13:17	Freely 63:18	<b>glad</b> 22:16	80:7 83:6 86:19
61:13 71:2	16:1 26:17, 18	<b>Frequent</b> 39:21	47:12	greater 13:19
<b>find</b> 5:13 27:16	27:13 36:11, 12,	66:6	glamorous	30:1, 9
32:8 49:19	15 38:22 40:12	frequently 7:20	53:14 55:16	<b>Greely</b> 83:22
77:19	43:19 44:11	friends 2:6	global 6:25	ground 35:14
<b>finding</b> 16:19	53:10 58:25	frigates 35:23	59:19 67:14	69:25
24:21 26:22, 25	61:4, 24 65:9	36:2	globe 85:5	groundbreaking
38:23 78:16	68:5 72:1 77:4	front 61:9 80:20	go 19:9 20:3	45: <i>11</i>
findings 22:18	78:12 80:5, 15	fruit 53:4	30:24 31:25	grounded 16:17
46: <i>17</i>	85: <i>10</i>	<b>full</b> 13:6 24:18	35:17 40:7	Grounds 79:11,
fine 81:19	<b>forced</b> 70:6	83:5	49:8, 12 50:18,	15 Grounds 79.11,
fire 26:23	82:25	<b>fully</b> 5:4 9:18	20 56:13 67:9	groundwork
	62:23 forces 35:14	12:23 27:4	70:9 75:13	_
firms 21:20				32:23
50:19	37:25 43:11, 22	41:10, 23 71:10	77:20, 23 78:5	group 65:16
First 3:23	44:8, 18 50:24	79:18 80:5	81:8	82:21
12:19 15:2	58:1 66:8, 20	functional 18:9	goal 42:25	grow 71:18
17:8 20:23	69:22, 25 70:6	<b>fund</b> 41:10	77:11 80:22	growing 58:12
22:14 26:15	72:9 82:6 83:22	71:10	goes 15:3 52:5	59:12
27:2 32:15	forcing 42:16	<b>funded</b> 41:23	54:3 74:19	<b>GS-9</b> 12:4
33:5 36:7	foreclosing 58:5,	funding 8:16	going 5:21 8:25	<b>guard</b> 36:24
37:18 39:16	6	9:12 17:10	10:3 20:24	37:2, 8 64:10
41:19 45:16, 25	forefront 25:14	26:22 41:17	21:3 32:2, 7, 11	<b>guess</b> 34:6
51:9 56:23	foreign 47:17, 22	60:3, 13	35:4 38:4, 8	75:19
57:1 60:8, 14	foreign-	<b>further</b> 17:21	39:6, 18 43:10	guidance 71:9
65:19 69:17	controlled 47:21	24:2 28:22 70:1	47:19 49:20	guide 4:4
80: <i>21</i>	foreign-produced	Furthermore 7:6	50:5 55:14, 20	<b>Gulf</b> 48:7
first-ever 13:6	47:21	<b>future</b> 7:15	58:16 59:1	gumshoe 31:20
firsthand 79:4	<b>form</b> 61:13	15:13 17:23	60:17 61:14	<b>guy</b> 78:11, 20
<b>fiscal</b> 15:14	<b>formal</b> 19:15	29:5, 8 32:20,	65:1, 24 66:21	
33:16, 17	formation 60:24	21, 24 35:10	67:5, 8, 9 71:22	<h></h>
<b>Fischer</b> 1:16	former 15:7	43:14 50:24	73:3, 15, 21, 24	half 24:6, 18
five 62:10	56:22	52:13, 18 69:5	80:14 81:2, 9,	34:4 64:11
fix 40:17 64:16	Fort 79:16	79:19 81:14	19 84:16 86:15	hand 8:1 39:8
70:10	forth 63:25	Futures 45:3	Goldwater 79:7	handcuffed
fleet 53:25	<b>Fortune</b> 61:2	2 4441 65 15.5	Goldwater-	60: <i>13</i>
77:10	forward 6:5	<g></g>	Nichols 18:7	handle 55:21
flew 78:8	8:25 14:9 26:3	GAO 23:21	good 3:6 16:10	handled 73:7
flow 47:20	28:7 30:21	38:1, 25 77:9	17:4 19:25	happen 29:7
	32:25 37:14	The state of the s	37:25 52:8	54:19 60:18
fluorine-free 26:25		gap 15:18, 20, 22		
/r): / )	41:24 47:7	<b>GBSD</b> 40:22, 24	55:12 56:8	happened 32:17
	50.6 51.3	ODD 24 1 2	(0.10 70 5	1 20.10
fly 39:2 53:16 77:10	50:6 51:3 54:18 56:16, 19	<b>GDP</b> 34:1, 2 59:8 69:19	62:19 70:5	39:19

happening 81:3,
10 85:18
<b>happens</b> 28:21
29:12
<b>happy</b> 18: <i>18</i> 25: <i>12</i> , <i>23</i> 44:22
25:12, 23 44:22
56:6 63:16
74:20 78:25
80:6 86:8
harassment
62:13
<b>Hard</b> 5:18, 19
16: <i>16</i> 34: <i>11</i>
48: <i>19</i> 60: <i>4</i>
71:22
hardware 48:1
<b>harmed</b> 44:13
harness 18:8
Hawley 1:17
67:2, 3, 11, 12
68:7, <i>21</i> 69:6
70:5 71:4, 12,
16 72:21
<b>head</b> 63:8
<b>headed</b> 34:23
35:5
<b>heading</b> 81:23
headlines 85:17
headquarters
12:8
<b>health</b> 26:19
31: <i>14</i>
hear 84:10
<b>heard</b> 29:6
54:9 64: <i>14</i>
<b>HEARING</b> 1: <i>1</i>
3:12 4:15 9:15
12:18 63:18
83:4 84:21
86:19, 22
<b>heavily</b> 35:14
<b>Heinrich</b> 1:18
<b>held</b> 41:24 46:9
helicopters
35:21, 25
<b>help</b> 19:23
42:24 64:16
68:8 69: <i>14</i>
78:23
helpful 27:22
32:17 39:24
69:6
<b>helps</b> 39: <i>15</i> <b>hide</b> 68: <i>4</i>
<b>hide</b> 68:4
<b>high</b> 9:16 20:2
38:17 53:22, 25
54:17 67:22
<b>high-end</b> 18:25
19:8 43:9 70:6
76:16

<b>highlight</b> 72:7 77:3 78:7 83:7
<b>highlighted</b> 45:23 83:17
highlighting
59:7 86:4 <b>highway</b> 79:13
Hill 85: <i>19</i> hindered 60: <i>12</i>
<b>Hirono</b> 1:18 62:7, 8, 15, 18
62:7, 8, 13, 18 63:11, 17 64:3, 7 65:22 66:21
7 65:22 66:2 <i>1</i> <b>history</b> 56:2 <i>4</i>
<b>hit</b> 71:20
<b>hits</b> 32:8 <b>holding</b> 72: <i>16</i>
holistic 8:2 home 82:3
<b>Homeland</b> 12: <i>10</i>
20:18 <b>Hon</b> 1:13 2:1
6:1 11:1 <b>honor</b> 11:4
HONORABLE
1: <i>3</i> <b>hope</b> 8: <i>11</i>
27: <i>19</i> 51: <i>11</i> 52: <i>18</i> 54: <i>1</i> , <i>11</i> ,
20 76:18 79:3
<b>hoping</b> 26:25 <b>Hornets</b> 38:14
<b>host</b> 77:23 79:3 81:25
hosting 80:8 House 12:9
54:22
<b>Huachuca</b> 79: <i>16</i> <b>Huawei</b> 48: <i>1</i> , <i>5</i>
huge 61:1 human 49:20
60:21
<b>humanitarian</b> 48: <i>4</i> 66: <i>8</i>
humbled 11:6
hundreds 22:22 hydraulics 78:11 hypersonic 21:3
hypersonics
14:2 15:23 20:10, 25 49:10
<i>ice 85:24</i>
idea 20:5 62:18 identify 19:13
24:5 49:17
<b>ignore</b> 70:13 <b>II</b> 43:13
III 40:23, 25

<b>immediate</b> 44:8 47:6
impact 6:25
66:4, 7, 10, 24
<b>implement</b> 5:5
13: <i>15</i> 40: <i>23</i>
71:24
implementation
65:20 80:14
implemented
5:4 24:1
implementing
7:4 13:9, 13
18:5
implements 7:13
18:11
implications
41:3 75:4 82:7
importance
27:24 28:17
29:4 50:5 63:21 72:4
63:21 72:4
81:5 84:8
81:5 84:8 85:23 86:4
important 2:20
7:14 11:23
22:15 36:6
41:23 50:4
51:13 52:25
54:22 55:16, 17,
18 63:11, 15, 23
71:13 75:9
76:6, 11 77:15
85:13
importantly
77:25
imposed 8:16
imposition 70:20
imposition 75:25 impossible 45:19
impressed 85:6
impressed 63.6
77:15 80:16
incentive 22:23
incidents 65:1
include 7:4 22:23 45:9
includes 4:22
includes 4.22 including 3:12
4:24 12:12
4:24 12:12
24:25 43:19 64:16 65:10
64:10 65:10
71:12
incorporate 46:1
increase 9:4
20:14 54:6
78:23
increased 64:8 increasing 20:21
increasing 20:21
35:9 78: <i>17</i> , 24
increasingly
17.20

incredibly 17:22
76:15 83:25
in-demand 46:25
indicated 48:10
individual 11:24
30:4 77:24
<b>Indo</b> 48:2
industrial 20:18
50:19 73:8
industry 74:4
75.10
75:10
<b>INF</b> 68:7, 12, 15
infielders 78:19
INF 68:7, 12, 15 infielders 78:19 inflation 71:18
information
2:23 3:11 4:23
2.23 3.11 4.23
21:16 25:4, 6, 9,
25 30:6 48:10
50:11 51:2
74:23 81:8
infrastructure
20.10 24.11
20:19 24:11 42:16, 24 50:18 <b>Inhofe</b> 1:14, 15 2:1, 3, 15, 19
42:16, 24 50:18
<b>Inhofe</b> 1:14, 15
2:1, 3, 15, 19
3:2, 9, 15, 19, 22
9:25 11:3 15: <i>1</i>
16.7 17.4 25
16:7 17:4, 25
22:9 26:5
29:15 33:3
37:16 42:3
62:7 67:2, 4
72.23 76.23
72:23 76:23 81:16 86:11, 14
81:10 80:11, 14
initial 62:9
initiative 23:24
24:2 27:4
initiatives 78:22 innovation 45:3,
innovation 45:2
filliovation 45.5,
5, 8
innovative 78:12
innovators 60:23
INSERT 74:24
inside 67:20
71.0 76.17
71:9 76:17
Inspector 22:20 instability 17:12
instability 17:12
installations
26:12, 14
instance 70:12
Instance 70:12
Institute 33:22
institutional 4:21
institutions
21: <i>11</i>
integrate 18:9
integrated 78:13
integrating 19:1
intelligence 14:2
intelligence 14:2
intelligence 14:2
intelligence 14:2 15:24 20:25 21:1, 4 28:9 30:8 40:3 49:9,

11, 15, 19, 21
50:6
intend 8:12 intent 5:6 8:4
<b>intent</b> 5:6 8:4
68:15
interagency
26:2 <i>1</i>
interest 2:13
interested 75:18
interesting 31:25
interests 86:1, 5
internal 7:3
internally 41:9
International 33:21 58:20
Internet 75:14
intimidated 59:4
introduce 2:7
introduced 23:4
24:23
inventory 46:8,
9, 20, 23
invest 24:11
68:22, 24 72:13
investigation
55:2 80:17
investigations
31:16
investing 16:2
investment 8:7
42:24 72:2
investments
5:20 8:3 16:18
17: <i>3</i> 20: <i>11</i>
32:20 35:7
42: <i>16</i> 58: <i>23</i> 67: <i>15</i> , <i>24</i> 69: <i>4</i>
67:15, 24 69:4
70:10 80:4 involved 56:5
74:17
<b>involvement</b> 73: <i>4</i> <b>Iran</b> 13: <i>23</i>
43:23 44:2, 11,
45.25 44.2, 11, 15
Iraq 44:4
ISLAND 6:2
20:23 45:10
Islands 63:19,
24 66:5 68:18
issue 25:12
<b>issue</b> 25: <i>12</i> 27: <i>4</i> 28: <i>25</i>
29:1, 12 31:22
39:25 57:7
60:22 62:22
63:15 65:21
66:17 78:8
79:5 85:9
issues 4:11 9:13
22:13 25:13
29:24 30:7
35:6 38:24

46:5 47:15	King 1:18 51:6,	learn 30:12	70:20, 25 72:10	36:18 70:12
66:13, 16, 24	7, 16 52:7, 15,	53:24 83:8	74:13 78:2	lower-end 70:11
75:9 77:2, 8	18, 25 53:23	learning 50:7	longer 5:15	low-hanging
item 41:22	54:20 55:5, 11	leaves 86:12	39:19 52:4	53:4
65:10 70:22	56:11, 16 57:3	ledger 60:4	79:14	Luke 77:4
items 21:5	know 4:25	<b>left</b> 73:22 81:9	long-range 79:12	78:12
its 2:20 3:4	17:15 21:3	82:14	long-term 34:20,	<b>LYBMs</b> 71:12
5:3 7:24 11:8	26:1 27:3, 22	leg 41:15	22 38:21 39:4	
12:21 13:5	29:17 39:23	legal 43:20, 22	45:5 75:23 78:1	< M >
14:8 21:2	43:6 45:2	44:15 62:11	look 6:4 14:9	machine 50:6
23:19 39:9, 18	49:18 50:4	legislative 2:19	16:24 20:20	Maine 55:19
45:16 58:1, 2	51:9 54:17	lending 58:18	26:3 27:9 28:7	<b>maintain</b> 16: <i>1</i>
85:11	57:4, 8 63:2, 9	lessons 46:1	31:7 32:25	29:9 36:2 <i>1</i>
	66:13 67:7, 8	<b>lethal</b> 13:17	33:21 34:5, 11,	40:8 62:2 64:1
< J >	71:11, 19 72:9,	level 17:10 20:2	13, 15, 18, 21	75:24 82:18
<b>JACK</b> 6:1	14 73:2 75:21	30:1 43:5, 10	36:1, 9 37:11,	maintainers
Jacksonville	77:11, 22 80:13	53:25 54:6	13 43:1, 7 47:7	40:12, 13
46:21	81:22 83:13	58:24 62:2	51:3 54:18	maintaining 7:2
JAIC 49:14	84:5, 13	73:11	56:16, 19 67:18,	maintenance
		levels 8:16 12:7		
James 1:13 2:1	knowing 23:12		23 68:13 69:16	24:14 30:7, 10
<b>Japan</b> 82:6	Korea 13:23	30:10 41:17	73:8, 18 74:6	38:2 51:18
<b>jet</b> 78:19	48:7 82:7, 12	42:24 66:4, 5	78:21, 25 80:6,	53:2, 4, 8, 12, 13,
<b>jets</b> 23:1	84:22	licenses 40:8	7 81:12, 19	17, 21 60:18
<b>job</b> 5:3, 5 6:20		life 23:1 52:22	84:2, 3 85:5, 8,	63:12 77:21
16:10 37:10	<l></l>	lifestyle 61:13	9 86:20	78:9
75:16 81:19	labor 36:9	lifetime 57:11	looked 23:16	major 4:20
join 6:4 8:17, 22	laboratories	lift 43:15	70:16	7:20 12:8
joined 76:20	21:10	light 70:17	looking 28:21	21:25 45:25
joint 19:23	lacks 16:11	lightning 78:13	30:6, 10 32:4, 7,	75:14
48:3 49:15, 21	laid 39:5 67:14	limitations 44:10	19 34:22 40:2	making 5:6
66:7	land 35:12	<b>limiting</b> 60:21	47:17 48:16	17:2 42:8 43:4,
<b>Jones</b> 1:19	55:11	limits 43:20	49:2 73:23, 24	5 58:13 61:20
<b>judicial</b> 80: <i>17</i>	lanes 85:24	44:16, 17	82:20	70:11 80:20
<b>July</b> 1:6	Lanka 58:6	line 30:24	looks 32:11	84:11
	large 7:9 31:2	34:15 39:20	60:2	malicious 50:21
< K >	59:16	53:17 71:23	loop 81:9	malign 28:10
<b>Kaine</b> 1:18	larger 24:13	lines 13:16	lopsided 36:17	manage 8:12
Karachi 58:7	31:13	link 16:12	<b>Lord</b> 73:13	29:22
Kaspersky 28:2	largest 32:22	list 28:10, 11	74:17, 20	management
KC-135 84:19	laser 13:13	54:24, 25	lose 55:21	4:11, 22 6:17
		· ·		1
KC-46 84:24	lasers 14:2	little 18:5 30:19	losing 51:1	7:3, 8 25:15
85:10	20:25 70:18	32:5 33:13	71:2 74:10	managing 30:6
<b>keep</b> 5:10 10:3	lasting 72:10	37:22 41:6	loss 17:19 73:23	74:1
24:14 31:4	lastly 17:5	50:8 59:19	lost 53:18, 19	<b>Manchin</b> 1:19
40:24 51:23	Laughter 56:15	67:13 77:12	72:14	33:3 35:17
58:25 59:1, 15	86:13	81:2 <i>1</i>	<b>lot</b> 4:1 5:16	36:23 37:13
74:12	launched 44:11	live 11:18 69:18	10: <i>3</i> 11:2 <i>1</i>	57:7
keeping 41:16	law 56:25	lives 70:23	17:5 18:24	manner 3:3
78:19 84:4	laws 2:12	living 61:13	21:5, 12, 16	manpower 78:7,
keeps 55:4	layer 67:14, 19	loans 58:8	31:25 32:1, 6	16, 24
79:25	68:22	located 84:18	36:24, 25 52:20	manufacturing
			1	
kept 77:24	laying 32:23	location 63:24	53:11 54:5	45:5, 8
key 4:10, 11	68:5	69:24 83:23	55:14 56:7, 8	maps 31:9
5:8, 16 13:16	leader 27:3	84:16	83:8, 12 84:7,	marines 23:10
15:22 18:6	leaders 4:4 7:15	logistic 68:2	10 86:3	80:24
26:18 80:4	leadership 9:21	logistics 30:11	<b>love</b> 11:14	market 63:4
Khalilzad 28:24	13:12 42:16	42:10, 15 49:14	25:24 84:13	Marshall 63:19
kilometers 79:14	50:1 54:13, 23	lonely 56:14	low 31:24	massive 50:9, 12
kind 62:16	58:12	long 4:17, 18	low-end 70:8	<b>matched</b> 61:21
68:22 85:23	leading 15:7	10:2 35:2 68:2	lower 35:8	matching 35:19
kinds 75:7	76:20	10.2 33.2 00.2	201101 33.0	muccining 33.17
Killus /J./	10.20			
i .				

4 1 22 2
material 22:3
<b>math</b> 9:10
matter 4:17
51:2 <i>1</i>
matters 6:14
63:25
<b>Mattis</b> 13:10
59:24
McSally 1:17
76:24, 25 78:6
79:2 80:7 81:11
<b>mean</b> 61: <i>1</i>
69:23 70:10
71:12 74:8
85:2 <i>1</i>
means 35:7
43:3 66:16 73:9
<b>meant</b> 5:3
mechanisms
65:24
meet 5:6 7:25
8:4 30:1 43:8
44:22 81:22
meeting 2:3 8:5
10:4 20:5
<b>meetings</b> 19:18
55:4 77:23
meets 2:4 11:23
meets 2.4 11.23
member 9: <i>16</i>
11:4
Members 1:15
4: <i>3</i> 11: <i>4</i> 67:8
86:6
men 11:20, 24
17:9, 23 32:19
34:9
<b>mention</b> 85:15
mentioned
20.10 51.18 19
54.8 56.22
57.4 60:25
20:10 51:18, 19 54:8 56:22 57:4 60:25 78:8 82:2
78:8 82:2
merger 73:2, 4,
19 75:3
mergers 75:12
merging 73:21
merging 73.21
message 84:21,
24
<b>met</b> 1:12 19:16
33:11 75:1
meteoric 51:7
metrics 8:5
Micronesia
63:19
mid-August
28:11
migration 31:15
militarize 58:4
militarizing

<b>military</b> 5:15 7:23 8:7 9:4
12:21 17:23 18:25 19:10
21: <i>10</i> 26: <i>12</i> , <i>14</i> 43: <i>19</i> , 23 44:9,
12 46:19 48:17, 23 54:1 57:20,
22 58:3, 12
60:11 61:1 64:8, 14, 19, 24 66:3, 11 79:22
80: <i>13</i> 85: <i>20</i> 86: <i>4</i>
<b>million</b> 16:22 22:24 23:21
31:1, 5, 8 34:14, 15, 16, 17 46:21,
22 52:23 62:2 millions 22:22
mind 25:11, 19 59:15
minted 54:12 Minuteman
40:23, 25
mismatch 70:10
missed 17:19
39:18
missile 20:20
21:4 68:22
70:7 83:9, 10,
14, 15, 18, 20
84:8
<b>missiles</b> 67:23 68:7, 10, 14, 15
08:7, 10, 14, 15
70: <i>1</i> mission 7:25
12: <i>16</i> , <i>24</i> 61: <i>16</i> mission-capable
38: <i>16</i> , <i>18</i> 39: <i>5</i>
missions 55:17
misuse 52:6
Mitchell 84:15
mix 35:15
<b>mobile</b> 69: <i>1</i> <b>model</b> 67: <i>14</i> 79:2
<b>modern</b> 55:11 80:2
modernization
12:21 63:13
71:4, 6 79:5
modernize 80:1
modernized
79:18 80:10
<b>modernizing</b> 13: <i>16</i> 79:23
module 76:10, 13
moment 5:14
6:21 39:17

```
66:15
Monday 75:1
money 12:15
17:15, 17 24:10,
15 27:10 35:18
47:3 52:20
53:7 54:5
55:20 70:21
72:15
monitoring
31:19
month 47:23
months 6:10
8:11 72:14, 16,
17 85:17
morale 78:17
morning 6:6
move 31:1
32:10 39:20
41:23 51:3
55:6 64:4
67:25 85:18
moved 55:9
moving 30:21
50:6 53:21 55:4
MTFs 31:14
multi-level 40:18
multiple 9:14
12:6 18:20
multitude 7:15
< N >
NAS 46:21
nation 7:16
11:25 12:14
18:23 33:16, 19
37:24 81:25
82:22 83:20
national 6:23
7:13 9:1, 5
12:7 13:11
18:21 19:2
25:4 51:10
63:22, 23 66:25
86:5
NATO 69:12
natural 85:25
nature 36:14
62:13
Naval 46:21
Navy 38:13
53:10 54:3 58:2
NDAA 18:6
41:1 65:17 84:7
NDS 5:10 7:14
8:4 9:6 13:15
32:9 59:22
67:15 70:12
71:16, 24
near 35:1 58:14
```

**nearly** 6:10 39:2 64:8 near-peer 61:3 necessary 22:25 70:23 need 4:4 5:18 12:*3* 26:*1* 29:18 31:1 33:14 37:11 40:4 41:15 43:3 44:22 45:20 47:6 48:18 52:21 54:13 59:18 61:15 64:1 67:15, 16 68:22, 24 70:10 71:1, 24 75:16, 24 77:5, 21 78:4 79:22 80:9, 22 needed 31:9 47:*1* needs 45:5 83:17 nefarious 57:23 negotiations 28:22, 24 29:8 neighborhood 33:25 neighbors 58:19 **Neither** 57:11 network 47:24 48:8, 22 82:16 networks 47:18, 21 48:6 never 4:14 17:18 61:14 new 5:13 8:20 13:18, 24 14:1, 3 15:23 16:25 24:15 27:16, 20 38:21, 24 45:3 46:*1* 71:23 72:2, 12 76:7 77:19 84:25 newly 54:12 news 84:9 newspaper 85:19 nice 33:12 **no-brainer** 85:10 nominated 4:9 NOMINATION 1:2 2:4 11:9 14:9 29:19 33:1 55:9 56:17 81:20 nominations 55:6 nominee 6:8 11:5 62:10

nominees 9:19 64:14 non-defense 9:3 non-military 9:11 normally 73:20 NOROUIST 1:3 2:5, 14, 18 3:1, 8, 14, 18, 21 4:9, 19 6:4, 5, 9, 18 8:10 9:20 10:1 11:1, 3 14:10 15:1, 21 16:21 17:8 18:13, 18 19:6 20:13 21:14 22:8, 11 23:11 24:8 25:11, 19 26:4, 7 27:2, 17 28:13, 23 29:24 30:22 32:14 33:2, 5 34:21 36:5 37:5, 15, 18 39:13 41:8 42:5, 20 43:1, 24 44:4, 19 45:13 46:4 47:9 48:15 49:11 50:16 51:5, 9, 15, 25 52:10, 17, 21 53:13 54:14, 24 55:8 56:1, 13 58:17 59:21 61:10 62:14, 17 63:1, 15, 23 64:6, 22 66:11 67:18 68:10, 24 69:16 70:15 71:6, 15, 25 73:6, 18 74:6, 18 75:20 76:1, 3, 9, 13, 21 77:1, 16 78:25 79:25 81:4, 15, 18 82:9, 15 83:1, 21 85:3 86:7 **North** 13:23 82:12 84:22 **northern** 66:15 noted 26:18 64:25 65:23 **notice** 1:12 noticeable 15:22 novel 5:2 November 13:5 38:25 nuclear 38:6, 10 41:6, 8, 21 68:14 71:4, 6, 7

		51.22 50.11	(4.0 92.10	(4.24 74.14
number 19:21	opportunities	51:23 59:11	64:9 83:10	64:24 74:14
20:13 22:13, 15	14:4 37:7	63:2, 7 65:15	84:12 85:20, 22	80:21 84:15
23:24 28:6	opportunity	70:4 77:12	people 5:11, 14	places 19:20
30:22 49:12	3:23 4:6 21:4	80:4 84:6	11:23 17:5	52:12
70:15 77:2	28:7 32:16	partially 19:10	32:3 33:14, 15	<b>plan</b> 15:20
83:23	81:22 83:7	participant	40:11 41:19	16:20 54:21, 24
numbers 35:8	<b>optimal</b> 24:18	51: <i>11</i>	46:12, 22 49:17	58:11 63:13, 14
59:16 65:1	optimistic 35:3	participate 21:21	53:14 55:19	64:19 66:22
74:4 78:2	<b>order</b> 2:3 9:1, 4	particular 37:6,	56:5, 8 57:13	planes 24:14
Nunn-McCurdy	29:25 45:20	24 38:3 46:9	59:3, 15 60:25	46:25
25:7	53:21 65:21	69:13	61:12 62:1	<b>planned</b> 29:18
	67:16 68:8	particularly	63:24 65:12, 13	<b>planning</b> 17:14
<0>	70:16 71:23	16:17 29:1	67:6, 7 69:20	39:4 42:15
objectives 16:12	77:15 79:13	61:8 70:4 76:5,	70:23 72:5, 15	plans 46:13
obstacles 64:18	81:2	15, 16 82:17	82:17 85:4	48:11 76:19
obvious 21:8	ordinary 75:13	partner 48:6	<b>percent</b> 34:1, 2	platform 70:17
occupying 15:11	organization	partnering 50:4	38:15, 18 39:2,	platforms 7:17
58: <i>19</i>	47:2	79:20	5 53:6 57:21	44:13
occur 35:13	organizational	partners 13:18	59:8, 9 64:8	play 36:5 71:5
occurs 49:23	18: <i>17</i>	19:15 69:8	69:19 71:18	75:8
OCONUS 85:11	organizations	82:16	77:4, 9, 11	played 15:7
October 17:18	18:10 46:16	partnership	perceptions	player 4:10 5:8
offensive 20:16	orphan 56:12	13:2 80:11	26:21	Please 2:10
1	OSC 42:14		Perdue 1:17	55:21
offensively 28:1		84: <i>11</i>		
<b>Office</b> 1:13	outcome 2:16	partnerships 7:2	56:18, 19 59:17,	pleased 8:22
5:17 18:4	outline 75:6	parts 22:25	22 62:5 69:9	26:15
officer 4:23	outlined 38:1	24:13 30:7	perform 42:8	pledged 12:24
12:11 42:7	outside 19:3	39:3, 4, 9, 25	performance	pledges 12:19
46:3 56:2	21:9	40:7 46:22, 25	8:5 13:19 20:2	<b>point</b> 20:1
offline 44:22	overall 54:6	52:13, 22 53:20	23:6 26:19 31:3	21:22 28:25
Okay 44:5, 25	66:7 70:4	62:19, 21, 23, 24	performed 8:10	29:4 32:2 57:4
54:21	overarching 8:8	63:4	performing 6:9	59:18 70:19
OKLAHOMA	overhead 61:5	<b>passage</b> 66:15	period 52:3	75:5
2:2 86:12	overlap 23:22	passed 5:16	periods 68:2	pointed 20:7
<b>old</b> 33:23 38:19	49:13	passing 45:17	permanent 17:19	28:5 61:23
40:5	overmatch 20:8,	49:25	persistent 41:16	points 27:6 57:6
<b>once</b> 39:1, 19	9	passionately	<b>person</b> 33:10	police 31:22
55:6	overnight 60:18	12:16	64:23 65:14	policies 9:9
ones 25:20	overrun 66:5	password 46:6	personally 4:25	<b>policy</b> 4:12 5:9
31:13 32:23	overseas 12:8	<b>path</b> 73:15	personnel 34:13	7:1, 4 48:9 75:4
36:7 40:1	43:11	77:14	38:2 39:11	<b>Pompeo</b> 85:25
50:20 68:11	oversee 65:20	paths 27:10	44:12 60:21	port 38:7 58:5,
70:19	overseeing 80:14	patient 35:7	61:9	7
ongoing 25:1	oversight 2:19	patriotic 33:15	<b>Peters</b> 1:18	portion 50:2
77:21	45:24	pay 30:14 36:12	<b>PFAS</b> 26:13, 16,	ports 58:7, 8
open 63:4	owns 51:19, 21	paying 22:21	23 27:1	posed 75:24
OPENING 2:1,	78:15	23:4 24:17	phenomenon	position 12:12
8 10:1 27:24		52:20 55:19	8:20	15:11 27:20
29:17 54:9	< P >	payload 76:10,	Philippines	32:20 35:3
66:15 85:24	Pacific 35:15	13	47:23, 25 48:2	38:11 46:2 65:8
operable 68:23	48:3 63:25	payment 59:14	physical 31:8	positioned 16:6
operate 5:21	64:5 68:13, 16	payroll 37:2	62: <i>13</i>	positions 4:8
66:12, 19, 20	81:24	Peace 28:17, 22	piece 52:23	9: <i>19</i> 12: <i>13</i>
68:19	Palau 63:19	29:8 33:21	pieces 40:10	54:10, 21, 25
operating 42:7	parents 56:7	41:24 59:19	pilots 49:22	positive 20:6
46:2 56:2	parity 36:8	peaceful 59:1	77:5 80:3	75:4
67:14, 20 76:16	57:16	peaceful 39:1 peer 58:15	1	
1		1 -	pipeline 53:20	possibility 17:12
operational	parochialism	pending 8:17	place 19:23	possible 18:15
16:12 38:9, 12	7:21	Pentagon 7:5	36:22 39:11	54:16 56:9
operations 8:25				
10.27	part 40:16, 25	12:12 23:18	40:15 54:15, 23	76:12
19:2 <i>1</i>	41:5 48:18, 25	25:5 54:13	40:13 54:13, 23	post 26:8

potential 21:2	46:5 74:1	programs 7:24	pull 82:6	<b>R&amp;D</b> 20:15
73:17 74:16	principle 44:10	8:5 15:13	<b>pulling</b> 30:25	57:17 60:19
84:22	<b>print</b> 31:7, 10	16: <i>13</i> 25: <i>16</i>	purchasing	radar 83: <i>15</i>
potentially	32:3 51:23	73:10	22:25 36:8	raises 21:8 65:5
17:16 63:6	printers 51:23	progress 8:18	57:15	raising 47:22
<b>power</b> 9:12	62:19	18:5 30:19	purposes 31:11	ramping 58:22
13:23 18:24	printing 40:9	38:17 69:11	pursuant 1:12	range 20:15
19:2 36:8	51:19 52:8	83:12, 13 84:11	pursuing 27:11	49:22 50:17
		1		
42:12, 18 49:18	Prior 6:15	prohibit 23:4	push 41:14	58:24 66:19
54:12 57:15	priorities 5:20	<b>project</b> 42:17	pushes 42:14	68:7, 13, 17, 18
58:3	6:25 8:8 15:2	49:14 58:3	<b>put</b> 15:9 16:10	85:7
powerful 85:25	27:5 30:21	projects 23:5	19:22 24: <i>14</i>	ranges 20:20
<b>Powerpoint</b> 81:1	32:13 33:7	25:1	27:5 34:3	68: <i>16</i> 79: <i>6</i> , <i>7</i> ,
practice 7:19	70:13 71:24	promise 14:2	38:12 46:22	21, 24 80:1, 9
23:8 79:1	prioritize 42:15	promised 12:19	48:20 52:1	Ranking 11:3
precisely 16:23	45:2 48:14	promises 58:21	58:25 62:20	ranks 70:12
predatory 58:18	67:16	promptly 31:23	63:9 65:8, 17	81:3
			85:19	
predecessor 5:9	<b>priority</b> 54:17	proper 2:7		rapid 45:3
15:6	71:11 79:5	properly 61:25	puts 16:25	rate 35:9 64:8
predictions 40:4	private 6:17	property 46:7	17:12 21:6 51:2	71:18 75:3
predominantly	21:15 37:9	proportionate	putting 15:8	rates 53:22
35:12 65:3	48:12, 16, 21, 24	44:21, 24	23:9 27:10	Raytheon 73:2
preemptive	49:5, 12, 16	proposal 24:20	54:15 74:13	reach 74:20
43:23	50:18 53:24	propose 61:7		84:25 85:5, 20
<b>prefer</b> 69:2	54:2	proposed 13:3	< Q >	reached 8:23
preferably 69:1	privately 65:12	40:22	quality 36:18	reaching 3:24
premium 17:1	probably 4:14	proprietary	quantities 22:3	readiness 12:20
preparation	38:15 59:6	50:10 51:1 58:8	quantity 67:22	13:16 16:1
21:17	problem 39:7	prosperity 50:14	quarter 62:2	24:12 30:11
prepared 14:10	40:18 62:4, 24	protect 20:17	question 21:9	32:18 53:5, 8,
43:13	63:2 73:22	21:20 27:25	32:9 43:25	22, 25 54:7
preparedness	problems 8:14	32:18 52:2, 21	44:7 53:2, 3	66:3 72:2 77:8,
66:7	21:24	59:13 70:23	57:5, 7 60:20	11, 15, 24 78:2,
preparing 17:14	proceeds 63:14	75:16	65:5 70:20	23 83:5
24:15 80:2	process 2:17	protected 3:20	71:16 82:4	ready 53:5
presence 63:25	7:23 8:13	29:5 50:25	85:14	Reagan 59:9
Present 1:15	32:10, 15 37:23	protecting 12:14	questioning	real 42:18 46:7
presents 50:14	41:2 51:12	45:5 70:25	69:10	realistic 79:10
President 3:24	55:1 56:8 60:7	protection 21:25	questionnaire	realize 54:4
4:17 11:5, 7	63:10 74:19	protections 22:1,	48:9	65:15
57:1, 12 82:1	80:16, 18 81:7	6	questions 2:9	really 23:9 27:8
83:10, 11	processes 16:12	prototyping 21:7	3:12 4:2, 12	29:21 32:6
Presidents 57:22	procurement	<b>proud</b> 79:3	10:3 14:9 28:2	39:14 53:8, 9
presiding 1:14,	53:7	provide 3:2	29:20 33:18	78:20 79:2, 3
16 42:2 47:11	<b>produce</b> 52:14	8:11 22:6, 25	44:9 51:17	80:25 85:25
62:7	produced 59:24	43:22 44:14	62:9 73:1	reason 25:8
press 84:10	producer 63:5	provided 43:20	80:14 86:15, 17	82:5
presume 2:16	product 73:20	provides 43:2	quick 28:1 32:8	reasonable 39:10
pretty 3:25	production 3:11	76:15 83:24	35:18	reasons 25:25
37:25 82:23	40:2 47:17	providing 3:7,	quickly 26:24	reassure 55:18
prevail 12:3	productive 64:1	15 22:3	31:24 36:23	reassured 42:7
36:20	professionalism	<b>Proving</b> 79:11,	47:1 49:17	59:4
prevention	12:1	15	50:8 51:4 54:15	<b>rebuild</b> 16:15
80:23 81:6	<b>profit</b> 69:20	provision 18:6	quite 8:18	60:17
previous 19:16	profitable 52:5	52:19	33:11 34:4	receding 85:24
23: <i>13</i> 41: <i>12</i>	profound 12:15	provocative	68:3 79:9	receive 2:22
I .	_	13:22 35: <i>1</i>	quote 15:9, 11	86:18
previously 29:2	<b>program</b> 73:25			
prices 36:9	78:12	proxy 44:11, 17	16:11, 14 84:25	recognize 19:7
pride 78:18	program/budget	public-Congress		42:3 61:20
primary 6:12	12:5	26:21	< R >	85:2 <i>3</i>

magagnizad 2:0
recognized 2:8
10:1, 4 16:9
67:11
recognizes 18:22
58:20
recognizing 8:17,
22
recommendation
19: <i>4</i> 73: <i>11</i>
recommendations
15:15 16:19
65:9, 21 80:15
recommended
16:14 71:17
recommending
11:7
reconcile 71:23
reconnaissance
70:2
record 3:13
7:24 33:6 52:2
55:11 63:20
74:21 86:15, 17
records 2:22
3:2, 7, 11
recruit 60:24
recruited 40:12
recuse 73:4
75:2
reduce 23:24
reducing 23:22
Reed 1:17 4:3
5:24 6:1 3
<b>Reed</b> 1:17 4:3 5:24 6:1, 3 9:25 11:4 18:1,
2, 14, 19 19:25
21:8, 22 42:2
referred 18:20
10101100
reform 4:21, 23
29:22
reforming 13:18
<b>reforms</b> 5:4, 5
18:7 30:16, 19,
22
refueling 85:7
<b>regard</b> 30:9 32:14 41:1
32: <i>14</i> 41: <i>1</i>
85:17
regarding 3:6
62:23 63:20
regardless 39:9
region 58:3
59: <i>4</i>
regional 48:6
regular 19:18,
23 20:5 43:7
regularly 70:6
regulations 2:12 related 25:4

relates 29:21 32:9 44:24
relating 62:16,
relations 64:1
<b>relationship</b> 82: <i>19</i>
relatively 70:8 released 64:9 reliable 45:19
reliable 45:19
<b>relief</b> 48: <i>4</i> 49: <i>16</i>
relocate 67:25
remain 13:13 remaining 40:21
remains 5:18 remarks 4:2
remember 4:16
41: <i>18</i> 73: <i>11</i> reminder 11: <i>17</i>
reminder 11:17 reminding 5:11
remove 28:2 Renegotiating
31:2 <b>repair</b> 39:3, 8
repairs 39:10
repeatedly 23:18 replace 27:8
40:23 replacement
40:25
replacing 77:18 report 5:10 22:21 38:1, 25
22:21 38:1, 25 46:14, 15 64:9
65:12 71:17
77:9 <b>reported</b> 64: <i>12</i>
80: <i>17</i> <b>reporting</b> 65: <i>1</i>
reports 2:22
3: <i>11</i> 25: <i>5</i> 57: <i>25</i> 65: <i>13</i>
represent 80:1 reprisal 3:20
reproduce 62:21
<b>Republicans</b> 16:9
request 15:15 requested 2:25
3:4
requestor 3:6 requests 3:17
62:12
require 4:8 9:7, 21 24:25 44:21 required 18:17
<b>required</b> 18: <i>17</i> 25:7, 9 56:25
57:2
requirement

uo aniuom anta
<b>requirements</b> 7:25 18: <i>12</i>
7:23 18:12
25:21
requires 5:19,
21 7:8 16:5
18:7 19: <i>15</i>
requiring 35:15
rescue 49:18
research 20:11,
24 26:25 27:10,
16 32:21 33:22
45:11 50:23
84:2
researching 21:7
reseller 63:7 reserve 34:14,
reserve 34:14,
16, 17 36:24
37:9
reserves 37:2
resolution 60:10
resources 7:13,
17 8:14, 19
16: <i>13</i> 19: <i>1</i>
21:25 43:2, 6
45:8, 9 85:25
resourcing 7:24
respect 18:25
28:18 32:13
respects 75:15
respond 66:22
86:17
responding 3:12
4:2
response 3:16
28:1, 5 42:21 44:8, 21, 24
44:8, 21, 24
responsibilities
7:7 33:17
55:15, 22
responsibility
2:20 12:16 59:19
<b>responsible</b> 7:3, 24 8:1
rest 41:11 60:23
restoring 13:16
restricted 65:12 68:12
result 32:5
results 22:17 retail 75:14
retain 37:8
retraining 17:22
return 13:23
16:18 66:2
reunion 11: <i>11</i> review 7:23 8:2
9:6 47:14
83:11, 18
reviews 31:21 RHODE 6:1
VUONE 0:1

**right** 16:1 17:2, 9 23:20 25:17 38:14 40:1 41:17 43:5 49:5 53:11, 17, 20 54:14 57:14, 19 58:17 59:7 60:16 65:2, 23 71:7 72:3 73:3 81:7, 8 82:21 83:1 rightly 5:10 rights 29:9 40:8 52:3, 14, 19, 22 64:23 rise 51:8 **Rising** 66:4 risk 23:10 31:24 36:20 40:6 47:22 51:2 52:4 63:6 74:10 85:19 risks 61:21 73:8 road 11:24 **robust** 12:23 13:4 76:19 83:19 **Rock** 45:10 rocks 32:4, 5 **rogue** 13:22 **role** 6:23 13:8 15:7 30:20 42:8 71:4 **rolled** 83:10 **rollout** 47:23 **Room** 1:13 roughly 60:25 **Rounds** 1:16 37:16, 17 40:20 41:25 51:18 **routes** 66:16 **routine** 51:21 52:19 routinely 55:3 row 60:8 84:6 **rubber** 11:23 rules 44:21 run 41:13, 14 42:9 52:4 70:20, 25 78:2 running 48:5 **runs** 7:5 Russia 5:16 15:19 18:22 33:20 34:2, 3, 16, 20, 22 50:9, 11 82:11 84:22 85:18 Russian 34:24 < S >

sacrifice 61:14, 20 safeguarding 12:15 **safety** 23:1 50:24 sail 53:16 **sailors** 23:10 80:24 sat 12:17 38:6, 7 45:22 save 23:21 53:7 saved 47:2 54:6 saving 23:16 **savings** 24:21 32:6 saw 36:14 57:23 64:25 80:13 saying 15:4 77:9 says 23:21 85:20 scale 5:19 44:17 scarce 70:7 schedule 23:6 25:18, 20 41:16 scheduled 25:2 science 9:9 sciencesupported 26:20 **scope** 13:6 44:17 **Scott** 1:17 **scourge** 64:13 scrubbing 30:23 scrutinize 8:3 **SD-G50** 1:13 Sea 48:4 58:5 66:5 85:24 **sea-based** 35:15 sealift 43:3 seapower 70:3 searches 31:20 **Second** 12:24 46:7 60:15 69:8 **secret** 58:1 Secretaries 13:10 19:16 **SECRETARY** 1:4 2:5 4:7, 10, 18 5:22 6:4, 5, 9, 10, 11, 13, 19, 22, 24 7:7, 12 8:9 9:15, 20 10:1 11:2, 6 12:13, 18 13:8, 9, 14 15:1, 7, 12 16:16 18:3, 19 26:3, 7, 15 27:3 30:17 33:5

44:24

80:12

37:18 43:24 51:9 54:12, 15 55:9 58:10, 11 59:24 62:5 64:20 65:8 73:7, 13 74:17 75:1, 18, 23 77:1, 12, 22 83:11 84:20
85:1, 3, 12, 25 secrets 50:10 section 18:5, 12,
sector 6:17 21:15 37:9 48:12, 16, 21, 24 49:5, 13, 16 50:5, 18 53:24 54:2
security 5:14 6:23 12:7, 11, 14 20:19 25:4 28:17 41:9 45:24 46:6 47:20 48:2
50:3, 14, 24 63:22, 24 66:25 69:12 72:5 86:5 <b>seduced</b> 60:12 <b>see</b> 21:15 22:17 24:3 25:8
26:15 30:3 35:1 40:6 47:5 57:11, 24 69:13 77:1 78:22 79:4 80:8
seeing 28:19 30:9 seen 24:20 52:12 59:25 74:7 selflessness 12:1
<b>Senate</b> 1:8, 13 4:6 65:17 <b>SENATOR</b> 2:2
4:3 5:24 6:1, 3 9:25 18:1, 2, 14, 19 19:25 21:8, 22 22:8, 9, 10 23:11, 12 24:8, 19 25:11, 16, 24 26:4, 5, 6 27:14, 18, 19 28:14, 15, 23 29:3, 15, 16 30:12 32:2, 25 33:2, 3 35:17 36:23 37:5, 13, 15, 16, 17 39:13 40:20 41:25
42:2, 3, 4, 21

43:17 44:3, 5,
19, 25 45:13, 14
47:7, 9, 10, 11,
12 48:15 49:8,
24 51:3, 5, 6, 7,
15, 16, 17 52:7, 15, 18, 25 53:23
15, 18, 25 53:23
54:20 55:5, 11 56:1, 11, 16, 18, 19 57:3, 7
19 57:3, 7
59:17, 22 62:5,
7, 8, 15, 18
63:11, 17 64:3,
7 65:22 66: <i>14</i> ,
21 67:2, 3, 11, 12 68:7, 21
69:6, 9 70:5
71:4, 12, 16
72:21, 24, 25
73:16 74:2, 15, 18, 22 75:1, 20,
18, 22 75:1, 20,
21 76:2, 6, 10, 18, 21, 22, 24, 25
78:6 79:2, 25
80:7 81:5, 11,
15, 16, 17 82:10,
20 83:2, 21
84:5 85:8 86:7,
9, 11
9, 11 <b>Senators</b> 1:15
9, 11 <b>Senators</b> 1:15 21:17 <b>send</b> 84:21, 24
9, 11 <b>Senators</b> 1:15 21:17 <b>send</b> 84:21, 24
9, 11 <b>Senators</b> 1:15 21:17 <b>send</b> 84:21, 24
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12 42:15 47:22
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12 42:15 47:22 61:20 64:17 Services 1:9
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12 42:15 47:22 61:20 64:17 Services 1:9 8:3 45:7 78:22
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12 42:15 47:22 61:20 64:17 Services 1:9 8:3 45:7 78:22 serving 11:25
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12 42:15 47:22 61:20 64:17 Services 1:9 8:3 45:7 78:22 serving 11:25 33:6
9, 11 Senators 1:15 21:17 send 84:21, 24 senior 7:15 sense 12:1 27:15 37:3 53:10 sensitive 25:3 separate 65:10 sequestration 12:20 17:11, 13 39:18 series 65:9 69:3 77:22 serious 16:17 40:24 50:16 servant 12:4 serve 6:20 9:17 33:6 service 6:15 7:20, 24 8:8 37:19 38:8, 12 42:15 47:22 61:20 64:17 Services 1:9 8:3 45:7 78:22 serving 11:25

**sets** 36:25

<b>setting</b> 58:19
settlement 62:16
sexual 62:12, 13
64:7, 12, 18, 22
80:12
Shaheen 1:18
26:5, 6 27:14,
19 28:15 29:3
Shanahan 13:10
15:7 65:8 77:23
Shanahan 13:10 15:7 65:8 77:23 share 16:21 26:24 27:21 28:11 41:6
26:24 27:21
28:11 41:6
59:10 69:21
<b>shared</b> 79:1
sharing 49:2
shelf 46:23
Shield 36:15
shift 31:10
shifted 31:7
<b>ship</b> 39:18, 20 <b>shipping</b> 54:3
ships 35.22
<b>ships</b> 35:22 36:1 39:23 47:1
shinvard 63.12
shipyard 63:12 shipyards 60:18 shorelines 66:4
shorelines 66:4
short 40:12
77:3
shortages 38:1
39:3
short-changed
9: <i>3</i>
short-changing
23:9
23:9 short-term
23:9 short-term
23:9 <b>short-term</b> 34:20, 22 77:25 <b>shoulder</b> 59:18
23:9 <b>short-term</b> 34:20, 22 77:25 <b>shoulder</b> 59:18 <b>showed</b> 46:5
23:9 <b>short-term</b> 34:20, 22 77:25 <b>shoulder</b> 59:18 <b>showed</b> 46:5 85:15
23:9 <b>short-term</b> 34:20, 22 77:25 <b>shoulder</b> 59:18 <b>showed</b> 46:5 85:15 <b>shown</b> 11:7
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4 84:11
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4 84:11 similar 17:20
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4 84:11 similar 17:20 38:10 39:22
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4 84:11 similar 17:20 38:10 39:22 simple 30:23
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4 84:11 similar 17:20 38:10 39:22 simple 30:23 simply 30:23
23:9 short-term 34:20, 22 77:25 shoulder 59:18 showed 46:5 85:15 shown 11:7 shows 64:17 shut 79:13 shutdowns 61:19 side 28:25 59:1 60:4 67:21 signal 44:19 signed 58:1 significant 5:19 17:6 22:3 41:5 53:18 62:3 66:17 75:4 84:11 similar 17:20 38:10 39:22 simple 30:23

<b>speed</b> 24:13
55:8, 11
<b>spend</b> 11:2 <i>1</i> 24:7 34:4 57:9
69:18 70:22
72:18
spending 8:21
9:3, 4 24:10
9:3, 4 24:10 35:18 36:25 56:25 57:8, 15,
56:25 57:8, 15, 18 58:23 59:7
70:21 71:17, 21
72:15
<b>spent</b> 33:24
34:2 72:9, 16
splinter 82:12
splitting 4:24
spreading 48:7 squadron 79:8
square 31:9, 11
<b>Sri</b> 58:6
<b>SSRB</b> 30:25
stability 17:24
39:16, 22 72:8, 18
stabilization 48:3
<b>staff</b> 3:9 12:9
83:4
stages 68:25
<b>stand</b> 58:12 59:18
standards 26:19,
20
standing 7:1
45: <i>3</i> <b>start</b> 13: <i>7</i>
30:23 60:9
64:22 72:12
started 22:16
38:15 69:9
72:10
starts 39:21 State 19:10, 19
83:13
statecraft 9:10
stated 9:6, 15
22:21
<b>STATEMENT</b> 2:1, 8 6:1 10:2
11:1 13:1, 6
14:10 27:24
48:13
state-of-the-art
38:21
state-owned 47:25
states 13:22
16:11 33:16
34:13 43:22
44:7 56:24
i

62.10. 92.9		FE. 4. 22 FO. 2	4-W 11 07	1 262 467
63:19 82:8	<b>submarine</b> 38:6 76:14	55:4, 22 59:3	<b>talking</b> 11:2 <i>1</i> 41:4, 5 44: <i>17</i>	26:2, 4, 6, 7 27:14 28:15
Station 46:21		63:14 64:22	60:18 67:19	
stationing 84:24 status 18:16	<b>submarines</b> 35:23 36:2	67:6 69:21 71:11 72:3		29:3, 14, 16
	38:10 43:14	73:2 74:13	tankers 84:19	32:25 33:2, 4, 5
statutory 18:12 stay 41:3 78:2		77:6 79:1, 18,	tanks 35:22, 25 36:1	37:13, 15, 17, 18
stay 41.5 78.2 stayed 33:8	76:5, 8, 11 <b>submit</b> 41:11	21 80:20 83:19	target 41:1 68:1	41:25 42:1, 4, 21 43:17 44:5
stayed 33.6 staying 41:16	submitted 16:22	84:3	target 41.1 08.1	45:1, 14 47:7, 9,
57:4	20: <i>14</i>	surface-to-air	task 4:12 26:17,	12 51:4, 5, 7, 16
steal 50:10, 22	subsidize 69:20	70:1	18 27:13 65:9	55:10 56:16
sten 30.10, 22 step 42:11	substantial 53:9	surrounding	80:15	57:3 62:5, 6, 8
Stephanie 6:7	substantially	44:10	tasked 9:5	67:1, 3, 12 69:6
11:14	74:5	surveillance 70:2	taxpayers 12:15	70:5 72:21, 22,
steps 28:6, 8	substitute 26:23	survey 64:10	23:9 25:1, 10	23 76:22, 23, 25
45:6	27:1	survival 68:6	26:2 47:2	81:11, 15, 17
Stockholm 33:21	success 46:18	survive 67:24	team 54:15	86:9, 10, 11
stop 80:20 81:2	56:11 60:2, 14	68:2	59:24 78:15	<b>Thanks</b> 72:25
stopped 23:25	successful 9:2	survives 76:4	82:24	81:14
stopping 64:18	19:7 40:19	survivors 81:7	teams 18:8	theater 68:20
80:12 81:24	45:17 68:23	suspect 63:9	technician 78:13	theft 50:22
stores 75:14	sudden 52:5	sustain 42:18	techniques 65:5	thefts 50:12
<b>stories</b> 59:10	sufficient 67:22	sustainment 78:1	technologies	thing 28:16
<b>Storm</b> 36:15	suggest 20:5	sworn 75:19	7:18 11:22	36:23 41:19
<b>storms</b> 66:6	Sullivan 1:17	system 27:7	14: <i>1</i> 15:23	52:8 54:2
<b>story</b> 84:9	81:16, 17 82:10,	46:23 53:12	16:3, 25 20:15,	59:12, 15 65:23
straightforward	20 83:2 84:5	77:19	20, 24 24:15	67:10 72:7
7:19	85:8 86:9	systems 11:22	47:18 68:19	82:8, 9, 14, 15
strategic 75:23	summaries 30:3	20:17, 18 38:3	70:18 72:2, 12	84:1 86:14
82:7 84:15, 16,	superiority 5:15	42:10 46:6	technology 9:9	things 5:11
25 85:23 86:1	77:7	, TD .	36:16, 21 48:11	19:6, 22 21:16
strategies 18:23 19:24	supermarket 75:13	<t> table 5:17 28:18</t>	50:13, 22 68:25 <b>Telecom</b> 48:1, 8	24:9 26:11, 15
Strategy 7:14	supplied 48:1	tails 68:3 77:21	tell 27:2 30:18	27:8, <i>1</i> 2, <i>2</i> 3 28:5 30:23
9:2, 5 13:12	supplier 63:3	Taiwan 67:17	85:4	34:18 37:24
16:7 18:17, 21	suppliers 74:14	take 3:23 5:15	telling 4:17	39:14 40:2, 9,
51:14	supplies 30:7	31:6 32:4, 19	tentative 8:24	11 41:9, 14
streamline 23:19	supply 24:13	44:8 48:23	term 35:1, 2	43:15 46:7, 24
streamlined 24:4	40:5 50:3	55:14 62:4	74:13	47:1, 14 53:16,
strengthen 21:18	60:11, 15	65:7 73:8	terms 32:23	19, 20 56:3
strengthening	support 6:7	78:21 85:9	42:9, 11 57:17	59:6 61:10, 11
13:17 42:10	9:12 11:15	takeaways 45:25	60:13 69:12	64:24 65:10, 19
stretch 19:2	12:22 13:9	taken 2:15 28:7	74:15 82:3	66:13 68:3
41:15	14:7 16: <i>15</i>	62:18	85:24	70:15 73:18
<b>strike</b> 43:23	27:4 56:6	takes 40:17	territory 58:20	76:3 77:20, 21
79:13	61:22 63:16	61: <i>17</i>	terrorism 13:22	78:3 81:9 85:4,
strikes 69:25	68:8 69:22	talent 45:10	terrorists 58:14	17
strong 4:16	73:9 76:19	<b>Taliban</b> 29:1, 11	test 17:1 79:13,	think 15:3, 9, 22
5:22 7:8 9:21	81:7, 25 82:1	talk 17:21	19	17:14 19:6
14:6 27:3 71:7	85:12	30:16 37:22	testify 2:24	20:1, 5 21:1, 8
stronger 40:15	supported 12:23	40:24 47:14	testimony 2:22	23:2 24:20
structure 16:1	13:4	57:16 67:13	3:20 6:5 75:3, 18	25:16 26:17
struggling 34:25 studies 43:7	<b>supporting</b> 29: <i>19</i> 33: <i>1</i>	69:8 77:2 83:9 84:7	testing 79:6, 21	27:6, 22 30:20 32:14 33:8, 23,
studies 43.7 study 16:5 17:2	47:8 81:13, 19	talked 15:4	80:9 84:7, 8	25 34:21 35:11
study 10.3 17.2 stuff 31:6, 25	supportive 65:18	21:16 24:15	Thank 2:5 3:22	36:12 37:21
Subcommittee	sure 4:1, 12 9:2	28:16 31:17	6:3 9:24, 25	39:13 41:22
12: <i>10</i> 83: <i>6</i>	17:2 20:13	33:10, 13, 18	11:3, 8 14:8	42:11 43:1
subcommittees	26:13 30:22	34:7 37:5	15:1 18:2, 3, 14,	44:4, 6 45:18
2:21 3:4	32:18 42:9, 14	39:16 40:11	19 22:7, 10, 11,	50:3, 13 51:13,
<b>subject</b> 43:18	43:4, 5 45:4	50:8 59:6	14, 18 23:14	18 52:25 53:3,
	49:11 52:21	63:11 77:12	24:19 25:24	8, 23 54:4, 5
	· · · · · · · · · · · · · · · · · · ·	1	I	<u> </u>

	1			
55:12 57:8	21	<b>trend</b> 64:25	undertaking	vendors 40:6
59:14 61:10	timing 74:15, 16	65:2 74:3 75:6,	81:25	50:25 52:13
62:19 67:15, 18	tirelessly 13:15	10	underway 55:3	60:19 73:20
68:21 69:1, 4,	title 73:3 75:21	<b>triad</b> 41:1, 3, 6,	78:3	<b>verbal</b> 62:12
11, 16 70:9, 19	today 2:4, 6	8, 15 76:7	unearned 22:22	<b>versus</b> 36:3
72:18, 20 75:3,	5:13 11:5, 10,	Tricare 31:3	unfortunately	Veterans 19:20
8, 16 77:16	17 20:12 22:12	<b>Trump</b> 6:15	23:25	57:9 61:5
81:18 82:3, 10,	32:21 38:11, 23	11:5 57:12	unglamorous	vetting 55:2
13 83:3, 6, 17,	51:4 77:3 86:16	try 10:3 51:13	54:5	Vice 83:11
21, 22 84:1	told 65:13	65:21	uniform 11:20	victory 36:17
85:10, 12, 22	tomorrow 11:18	trying 16:24	17:9 34:10	video 49:17, 19
thinking 45:7	tools 9:11 30:3	27:16 41:18	44:13 58:12	view 15:17 35:3
69:12	46:15	50:10 58:15	unique 78:11	44:11 73:16
third 46:8	top 54:10, 13, 22	82:12	unit 17:14	74:16 82:2
57:21 60:20	58:4 63:8 71:23	turn 32:5 40:16 85:5	United 34:13	violation 64:23
thought 5:2	topic 54:8	two 7:20 12:19	43:22 44:7	Virginia 33:15
thoughts 8:12 thousand 35:20,	topics 21:12 totally 34:4	13:24 33:19	56:24 82:8 units 24:12	76:7, 10, 13, 14 vision 13:9, 11
21, 22, 24, 25	totaly 34:4 totals 30:4	34:22 57:5	units 24:12 universities	14:6
thread 12:14	touch 49:8	62:9 73:20	21:15	visit 22:12 29:6
threat 5:20	50:11, 13 69:9	type 38:10	unnecessary	30:14 33:12
13:21 34:19, 20	tough 9:21, 22	68:18	23:22 24: <i>19</i>	77:2
50:13, 16 58:13	town 48:20	types 25:13	unsatisfactory	vital 48:2
71:2 75:24	track 31:21	40:9 46:6 56:3	23:7	vitally 7:14 50:3
79:25 80:2	46:15	66:16 68:19	unspoken 59:10	<b>Vivian</b> 11:16
threats 15:24	Trade 9:9	74:9 80:3	unwanted 62:12	<b>volume</b> 67:22
17:11 33:18, 19	50:10 66:16	typically 22:1	64:12	<b>volumes</b> 36:18
58:15 70:8, 12	tradeoffs 15:16		<b>update</b> 18:15	<b>voluntary</b> 61:3, 4
84:3	72:4	<u></u>	77:14	volunteer 36:11,
three 12:11	train 60:24	<b>U.S</b> 1:8 2:1	<b>up-to-date</b> 39:1	12 61:24
13:15 38:9	79:19	6:1 33:24	urgent 5:18	<b>vote</b> 67:9
46:5 60:2 67:5,	trained 61:25	47:20 48:2	71:23	<b>votes</b> 67:5
9	79:8	64:7, 10 84:25	use 15:5 21:5	<b>voting</b> 37:14
threshold 71:20	training 17:15,	85: <i>19</i>	24:6 31:18	56:20
throw 80:25	16, 19 24:12	UAVs 21:5	40:2 43:19	vulnerable 19:13
tied 52:24	48:3 53:19 61:23 62:3	UCMJ 65:11	45:8 49:17, 20 51:22 52:24	< W >
<b>Tillis</b> 1:16 29:15, 16 30:12	78:14 79:6, 10,	ultimately 75:12 unable 39:2	58:2 70:6	wage 44:15
32:2, 25	21, 23 80:4, 8, 25	77:10	useful 31:25	61:12
time 2:7 4:17	trains 42:9 77:4	unacceptable	53: <i>11</i>	wait 67:8
5:8 8:15 10:4	trajectories	23:3	user 56:3	waiting 31:19
11:21 21:22	83:24	unbelievably	uses 30:9 48:24	38:7, 11
26:9 27:17	transactions 30:4	52:16	ushered 45:15	want 6:6 17:21
32:4, 16 34:11	TRANSCOM	uncles 11:12	USS 38:6	22:14 27:2, 8
36:21 38:20	42:23 43:2, 5	underestimated	UTC 73:1	30:16 32:18
39:3, 23 40:17	transform 29:22	72:20	<b>utility</b> 78:19	34:6, 10 35:17
41:14 42:9	transformation	undermined		37:18, 22 40:20
47:13 52:1, 3	31:14	12:20	< V >	41:20 43:2
53:6, 7, 18	transition 58:13	undermines	vacancies 9:14	44:19 45:4
57:10, 21, 23, 24	transitions 30:5	50:23, 25	vacant 4:8	47:4, 16 51:17
59:23 60:8	transport 35:21	undersea 75:24	valid 25:25	52:11 56:22, 23
68:2 74:7 77:3	transportation	76:4	valuable 17:22	57:2, 6, 13
timeline 41:4	42:10	understand 17:5	24:16 52:23	66:21 67:7
74:19	transports 35:25	26:1 53:15 72:4 85:5	74:9 76:15 82:19 83:25	69:2, 17, 21
timely 2:23 3:3,	traps 58:19 traveled 83:22	understanding	82:19 83:25 value 46:11, 19	71:8 72:3, 6, 13 73:1 74:12
times 4:5 12:11	traveled 85:22 tremendous	17:17 28:13	72:7, 18	77:3 78:7
13:21 18:21	36:25 50:5	34:12 38:16	various 22:18,	82:17 83:3, 9
60:10 67:9	61:14 76:14	44:1	23 54:9	85:4 86:14
timetable 27:15,	tremendously	understands	vendor 52:4	wanted 81:21
	32:17	5:22		
	I	1	I	1

wats 9.16   6.2.23   65.14   willing 56.20   65.3 80.3   wrong 4.1/4   65.3 80.3   watchouse 31.8   warchouse 31.8   warchouse 31.8   willingness 31.6   win 16.6 4.3.1   win 16.6 4.3.1   win 16.6 4.3.1   win 16.6 17.1   wireless 47.18   38.22 41.15   wireless 47.18   win 16.6 (0.17   witheress 37.6   willingness 11.10   wastef 4.1   24 17.9.23   watching 11.10   women 11.20   women 12.20   del.12   wonder 3.4.15   worder 6.24   wave 6.2.1   waste 6.2.1   wwonder 3.4.15   st.1/1 82.14   wonder 10.5 9.12   st.1/1 82.14   wonder 10.5 9.12   st.1/1 82.14   st.1/1 82.14   wonder 10.5 9.12   st.1/1 82.14   st.1/1 82.14					
82.23 war 16.6 43:13 warchouses 31:8 withered 60:17 wasted 4:1 watching 11:11 wasted 4:1 watching 11:11 wasted 4:1 watching 11:11 wasted 4:1 watching 11:11 wasted 4:1 vare 66:4 ware 62:1 way 2:10 16:4 31:6 34:15 81:11 82:14 81:11 82:14 81:11 82:14 81:11 82:14 81:14 82:14 81:14 82:14 81:14 82:13 81:14 82:12  words 11:7 81:14 17:16, 18 28:12 32:17 33:23, 25 46:12, 13 5:19 words 11:3 12:6 14:15 46:12, 13 5:19 deliving 46:17, 13, 4 62:1 64:10 77:11 84:17 years 5:2 8:21 vang 2:10 16:4 31:6 34:15 81:11 82:14 wondering 41:2 81:11 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:14 82:14 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:16 82:17 81:17 81:17 81:18 82:17 81:18 82:17 81:18 82:17 81:18 82:17 81:18 82:17 81:18 82:17 81:18 82:17 81:18 82:18 81:12 82:11 82:11 83:19	wants 9:16	willing 56:20	wrong 4:14		
war 16:6         43:13         willingness         44:15         Varehouse 31:8         win 16:0         Varehouse 31:8         win 16:0         vin 17:0         38:22:17:3         33:23:2.5         38:22:41:15         win 2:17         38:22:17:3         38:22:41:15         38:22:41:15         38:22:41:15         38:22:41:10         38:22:17:3         38:22:41:10         38:22:17:3         38:22:41:10         38:22:41:10         38:22:42         van 2:10:10         38:23:22         van 2:10:10         38:23:22         38:22:41:13         38:22:41:13         38:22:42         38:24:10         38:22:42         38:24:10		_			
### ### ### ### ### ### ### ### ### ##					
warehouse 31.7 warfare 16.3, 4 36.14 79:19 wireless 47:18 wireless			< Y >		
warchouses 31:7         win 16:6         43:6:14 79:19         wireless 47:18         33:17 33:23; 23:23         33:27 33:23; 25           warfapting         13:24 16:18, 25         wireless 47:18         wireless 47:18         46:12, 73 5:19         47:13, 74         48:13, 74         48:14, 74         48:14, 74         48:14, 74 <th></th> <th>·</th> <th></th> <th></th> <th></th>		·			
warfare 16.3, 4   sing 51:21   sircless 47:18   38:22 41:7 33:23, 25   sircless 47:18			·		
Signature   Sign					
warrighting         withered 60:17         46:12, 13, 51:9           Warren 11:16         witnesses 3:16, 62:1 64:10         60:9 61:1, 3, 6           Wasted 4:1         28:16, 17 92:4, water 66:4         women 11:20, years 5:2 8:21           water 66:4         73:19 34:10         13:2 14:5           wave 62:1         64:12         13:2 14:5           way 2:10 16:4         31:6 34:15         wonderful 59:12         31:19 37:20           57:11 61:15         64:12         wonderful 59:12         31:19 37:20           77:1 80:21, 23         wonderful 59:12         31:19 37:20           80:14 70:13, 14         70:13, 14         71:1 80:21, 23         81:11 82:14           71:1 48:12         wonderful 59:12         31:19 37:20           81:1 80:22, 23         work 17:7         51:20           90:1 12         21:21         13:7, 15           20:17 38:3         work 17:7         72:9, 11 84:6           weapons 7:17         21:12 23:8         33:11 60:25           Wednesday 1:6         46:12 23 0:17         48:16 52:11           Wednesday 1:6         63:16 65:25         56:10 59:2           77:2 84:20 85:1         83:7 86:3         youngest 65:4           Well 4:23 5:17         83:1         80:1			1		
Warren   11:16   Washington   1:10   wasted 4:1   women   11:20,   24   17:9, 23   wasted 4:1   water 66:4   62:1   64:12   wave 62:1   64:12   wonder 10:51:2   wonder 10:51:					
Washington 1:10 wasted 4:1 watching 11:11 water 66:4 wave 62:1 way 2:10 16:4 31:6 34:15 57:11 61:15 57			1		
Washington         1:10         women         11:20, 24 17:9, 23         77:11 84:17         years 5:2 8:21           watching         11:11         28:16, 17 29:4, 7 32:19 34:10         years 5:2 8:21         years 5:2 8:21           wave         62:1         62:1         4:12         years 5:2 8:21         years 5:2 8:21           way         2:10 16:4         31:6 34:15         years 5:2 8:21         years 5:2 8:21           way         2:10 16:4         31:10 34:15         years 5:2 8:21           57:11 61:15         68:14 70:13, 14         wondering         31:19 37:20           41:18 82:14         wondering         31:19 37:20         33:20 37:20           37:11 45:7         years         years         50:2 8:8 40:13, 14           48:15 85:22         work 3:25 5:18         years         years         58:14 59:20           weapons 7:17         years         12:2 23:8         33:11 60:25         33:11 60:25           welch 11:10         28:21 30:7         48:16 52:11         33:17 60:25           welch 11:10         28:22 33:15 54:21         years         36:3 65:25           welch 11:10         38:12 80:14         38:12 80:14         38:12 80:14         38:12 80:14         38:12 80:14         38:12 80:14         38:19 9:14	T				
watching 11:11 watch 66:4 vater 66:4 vave 62:1 way 2:10 16:4 valer 63:4; 7 32:19 34:10 31:6 34:15  68:14 70:13; 14 vonderful 59:12 vonderful 4:12					
watching         11:11         28:16,17         29:4,         12:6,17,20,24           waye         62:1         64:12         13:2         14:5           way         2:10         16:4         13:2         14:5           31:6         34:15         swid:15         swoderful         59:12           57:11         61:15         81:11         82:14         wonderful         59:12           57:11         61:15         81:11         82:14         wonderful         59:12           71:1:         80:21, 23         worderful         59:12         31:19         37:20           37:11         45:7         words         17:7         58:14         59:20           wasp         14:3         51:20         60:6,8,11         62:3,2           weapons         7:17         21:12         23:8         33:11         46:25         71:21         84:6         92:01         72:11         84:0         92:21         73:11         73:11         73:11         73:11         73:12         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17         83:17	_				
water         66:1         7 32:19 34:10         13:2 14:5           way         2:10 16:4         64:12         wonder         26:24           way         2:10 16:4         wonder         26:24         17:13 23:22           way         2:10 16:15         8:11 82:14         wonderful         48:15 86:42           68:14 70:13, 14         wondering         48:24 57:21           71:1 80:21, 23         words         17:7         60:6, 8, 11 62:3, 46:23 71:21           48:15 85:22 words         37:11 45:7         51:20         46:25 71:21         48:25 71:21           48:15 85:22 weapon         7:12 21:12 23:8         18:4 26:11, 16         33:11 60:25           Wednesday         1:6         22:12, 23 27:13         18:4 26:11, 16         33:11 60:25           Wednesday         1:6         22:12, 23 27:13         18:4 26:11, 16         33:11 60:25           77:2 84:20 85:1         63:16 65:25         42:5 47:12         48:16 52:11         younget         62:3           welcoming         6.4         88:8 80:19         81:2 82:17, 18         28:2         28:2         28:2         28:2         28:2         28:2         28:2         28:2         28:2         28:2         28:2         48:2         89:2         48:2<			*		
wave c62:1         64:12         wonder 26:24         17:13 23:22           way 2:10 16:4         wonder 26:24         25:21 18:19         37:20           31:6 34:15         swords         18:11 82:14         82:14         82:14         82:14           86:14 70:13, 14         ft.         ft.         ft.         ft.         ft.         ft.           71:1 80:21, 23         exast 14:3         words 17:7         ft.         ft.         ft.         ft.           48:15 85:22         words 11:22         words 17:7         ft.         ft.<					
way 2:10         16:4         wonder 26:24         25:2, 18, 19           31:6         34:15         34:15         31:19         37:21         31:19         37:21         37:21         37:21         37:21         48:27         48:24         58:21         48:25         58:14         59:20         48:25         58:14         59:20         46:25         71:21         72:41         46:25         71:21         72:41         72:41         72:41					
31:10 34:15 57:11 61:15 68:14 70:13, 14 71:1 80:21, 23 ways 14:3 37:11 45:7 48:15 85:22 20:17 38:3 weapon 11:22 20:17 38:3 weden 11:2 20:17 38:3 week 11:10 18:16 22:12 48:16 22:12 48:16 22:12 48:16 22:12 48:16 22:12 48:16 22:12 48:16 22:17 48:16 22:12 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:12 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 22:17 48:16 52:11 48:16 52:11 48:16 52:11 48:16 52:11 48:16 52:11 48:16 68:23 48:11 28:21 48:16 52:2 48:16 52:17 48:16 68:23 48:18 81:2 48:18 81:2 48:19 82:17 88 48:12 82:17 48:28 83:1 48:29 20:21 48:16 52:5 49:3, 8 51:2 40:3, 8 51:2 40:3, 8 51:2 40:3, 8 51:2 40:48 48:12 40:14 42:5 40:14 42:5 40:15 41:16 40:16 48 48:17 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:112 82:11 48:18 85:8 48:18 85:8 48:19 83:15 49:18 83:18 49:19 31:20 40:10-10-10-10-10-10-10-10-10-10-10-10-10-1					
57:11       61:15       81:17       82:14       38:8       40:13, 14         71:1:       80:21, 23       words       58:14       59:20         ways       14:3       words       17:7       60:6, 8, 11       62:23         48:15       85:22       words       32:5       51:8         weapon       11:22       12:11       13:7, 15       yesterday       4:7         20:17       38:3       19:11       20:21       18:4 6:11, 16       yesterday       4:7         Wednesday       1:6       25:12, 23       23:17       yesterday       4:7         18:16       22:12       48:16       52:11       yesterday       4:7         18:16       22:12       23:13       yesterday       4:7         18:16       22:12       48:16       52:11       yesterday       4:7         18:16       22:12       48:16       52:11       yesterday       4:7         18:16       22:12       48:16       52:11       yesterday       4:7         47:14       51:25       55:15       58:21       33:11       60:23         47:14       51:25       55:10       59:2       72       Yuma       79:11	•				
68:14 70:13, 14 71:1 80:21, 23 ways 14:3 37:11 45:7 48:15 85:22 work 3:25 5:18 weapon 11:22 20:17 38:3 weapons 7:17 Wednesday 1:6 week 11:10 18:16 22:12 47:14 57:25 77:2 84:20 85:1 weekend 81:24 welcoming 6:4 welcoming 6:4 well 4:25 5:17 welcoming 6:4 well 4:25 5:17 27:3 30:11 27:5 30:11 27:5 30:11 27:5 30:11 27:5 30:13 27:5 30:14 28:23 32:14 84:28 82:17, 18 84:29 82:17, 18 84:29 82:17, 18 84:29 82:17, 18 84:29 82:17, 18 83:7 86:3 workable 68:23 workable 68:23 workable 68:23 workable 68:24 welcoming 6:4 well 4:25 5:17 si:10 46:25 49:3, 8 51:2 27:5 30:11 27:5 30:11 27:5 30:11 37:11 45:7 28:12 32:17 28:11 45:0 28:11 48:0 28:17, 18 28:18 28:17, 18 28:17 28:18 28:17, 18 28:17 28:18 28:17, 18 28:18 28:17, 18 28:18 28:17, 18 28:17 29:19 29:10 29:					
71:1 80:21, 23 words 17:7					
ways     14:3     words     17:7     60:6, 8, 11 62:3,       37:11     45:7     51:20     4 64:25 71:21       48:15     85:22     work     3:25 5:18     19:11 20:21       weapon     11:22     12:21 13:7, 15     18:4 26:11, 16       weapons     7:17     28:21 30:17     18:4 26:11, 16       wek     11:10     22:12, 23 27:13     18:4 26:11, 16       wek     11:10     28:21 30:17     18:4 26:11, 16       wek     11:10     28:21 30:17     18:4 26:11, 16       wek     11:10     28:21 30:17     yield 47:10       yield 47:10     yield 47:10     younger 80:23       younges     65:4     Yuma 79:11       77:2     84:20     85:1     63:16 65:25       well 4:25     517     66:30     81:2     80:19       well 4:25     517     younges     65:2       49:3, 8     51:2     73:12     younges       49:3, 8     51:2     younges     80:21       Webellouse     30:15     younges     80:24       30:15     yo					
37:11 45:7					
48:15     85:22     work     3:25     5:18       weapon     11:22     12:21     13:7, 15     18:4     26:11, 16       weapons     7:17     21:12     23:8     33:11     60:25       Wednesday     1:6     25:12, 23     27:13     63:17     60:25       week     11:10     28:21     30:17     yield     47:10       18:16     22:12     48:16     52:11     younger     80:23       43:18     45:22     53:15     54:21     younger     80:23       47:14     57:25     56:10     59:2     79:11       47:12     84:20     85:1     63:16     65:25       welcome     2:6     78:4     80:19     youngest     65:4       well     4:25     5:17     youngest     65:4       well     4:25     7:17     youngest     65:4       well     4:25     80:19     youngest     65:2       20:3     73:12     yorkale     12:6       31:10     46:25     73:12     youngest     65:2       49:3     5:12     youngest     65:2       53:19     56:13, 19     19:15     22:5, 14       65:11     66:8     28:23     33:18 <th></th> <th></th> <th>1</th> <th></th> <th></th>			1		
weapon       11:22       12:21       13:7, 15       yesterday       4:7         20:17       38:3       19:11       20:21       18:4       26:11, 16         weapons       7:17       25:12, 23       27:13       63:17       yield       47:10         wek       11:10       28:21       30:17       yield       47:10       younger       80:23         43:18       45:22       53:15       54:21       younger       80:23       younger       80:23         47:14       57:25       56:10       59:2       79:14       younger       80:23         welcome       2:6       78:4       80:19       20:14       younger       80:21         42:5       47:12       81:2       82:17, 18       younger       80:21         6:3, 20       11:15       workable       68:23       younger       80:21         75:30:11       31:10       46:25       40:26       72:19       younger       80:21         75:31:19       66:31       65:25       working       12:5       19:15       22:5, 14         65:11       66:8       28:23       33:4       84:26       89:2         went       65:2       80:2 <th></th> <th></th> <th></th> <th></th> <th></th>					
20:17 38:3 weapons 7:17			•		
weapons         7:17         21:12         23:8         33:11         60:25           week         11:10         28:21         30:17         yield         47:10           18:16         22:12         48:16         52:11         younger         80:23           43:18         45:22         53:15         54:21         younger         80:23           47:14         57:25         56:10         59:2         Yuma         79:11           77:2         84:20         85:1         63:16         65:25         Yuma         79:11           weekend         81:24         67:13         69:14         Yuma         79:11           42:5         47:12         81:2         82:17, 18         Zone         80:21           welcoming         6:4         workable         68:23         Zone         19:9         41:19           6:3, 20         11:15         worked         12:6         72:19         Working         12:5           33:10         46:25         72:19         Working         12:5           33:10         46:25         49:3,8         81:2         49:4,14,         49:3         43:4           81:2         83:21         49:4,14,			1 -		
Wednesday       1:6       25:12, 23       27:13       63:17       yield       47:10       yield       47:11       yield       47:11       yield       47:11       47:12       48:16       58:25       Yuma       79:11       79:12       79:12       79:12       79:12       79:12       79:12       79:12       79:12	20:17 38:3	19: <i>11</i> 20:2 <i>1</i>	18:4 26:11, 16		
week       11:10       28:21       30:17       yield       47:10         18:16       22:12       48:16       52:11       younger       80:23         43:18       45:22       53:15       54:21       younges       85:4         47:14       57:25       56:10       59:2       Yuma       79:11         77:2       84:20       85:1       63:16       65:25       younges       65:4         welcome       2:6       78:4       80:19       Zero       80:21         42:5       47:12       81:2       82:17,18       zone       19:9       41:19         welcoming       6:4       83:7       86:3       59:2         well       42:5       5:17       workable       68:23       younges       80:21         welcoming       6:4       83:7       86:3       59:2         workable       68:23       younges       80:21         workable       68:23       younges       80:21         workable       68:23       younges       80:21         workable       68:23       younges       80:21         working       12:5       53:19       50:13       19:19       19:12	weapons 7:17	21:12 23:8	33:11 60:25		
18:16 22:12	Wednesday 1:6	25:12, 23 27:13	63:17		
43:18 45:22	week 11:10	28:21 30:17	yield 47:10		
47:14 57:25	18: <i>16</i> 22: <i>12</i>	48:16 52:11	younger 80:23		
77:2 84:20 85:1 63:16 65:25 weekend 81:24 67:13 69:14 78:4 80:19 Zero 80:21 22:5 47:12 welcoming 6:4 83:7 86:3 workable 68:23 worked 12:6 73:12 27:5 30:11 workforce 11:20 73:12 49:3, 8 51:2 working 12:5 53:19 56:13, 19 65:11 66:8 28:23 34:8 81:12 82:11 45:2 49:4, 14, 84:5 85:8 went 65:2 83:21 60:4 65:6 81:4, West 33:15 works 50:17 White 54:22 whole-of-government 19:5 whole-of-government 19:5 worked 1:6 work 46:22 works 75:11 wwork 59:7 work 59:7	43:18 45:22	53:15 54:21	youngest 65:4		
weekend 81:24       67:13 69:14       < Z >         welcome 2:6       78:4 80:19       Zero 80:21         42:5 47:12       81:2 82:17, 18       zone 19:9 41:19         well 4:25 5:17       workable 68:23       workable 68:23         6:3, 20 11:15       worked 12:6       73:12         19:19 20:21       73:12       working 12:6         31:10 46:25       72:19       working 12:5         49:3, 8 51:2       working 12:5         53:19 56:13, 19       19:15 22:5, 14         65:11 66:8       28:23 34:8         81:12 82:11       45:2 49:4, 14,         84:5 85:8       16 54:18 55:23         went 65:2 83:21       60:4 65:6 81:4,         West 33:15       works 50:17         White 54:22       works 50:17         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-nation 9:8       84:15         Wicker 1:16       worth 46:22         widely 79:1       59:7	47: <i>14</i> 57:25	56:10 59:2			
weekend 81:24       67:13 69:14       < Z >         welcome 2:6       78:4 80:19       Zero 80:21         42:5 47:12       81:2 82:17, 18       zone 19:9 41:19         well 4:25 5:17       workable 68:23       workable 68:23         6:3, 20 11:15       worked 12:6       73:12         19:19 20:21       73:12       working 12:6         31:10 46:25       72:19       working 12:5         49:3, 8 51:2       working 12:5         53:19 56:13, 19       19:15 22:5, 14         65:11 66:8       28:23 34:8         81:12 82:11       45:2 49:4, 14,         84:5 85:8       16 54:18 55:23         went 65:2 83:21       60:4 65:6 81:4,         West 33:15       works 50:17         White 54:22       works 50:17         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-nation 9:8       84:15         Wicker 1:16       worth 46:22         widely 79:1       59:7	77:2 84:20 85:1	63:16 65:25			
welcome       2:6       78:4       80:19       Zero       80:21         42:5       47:12       81:2       82:17, 18       zone       19:9       41:19         well       4:25       5:17       s3:7       86:3       59:2       59:2         workable       68:23       workable       68:23       sworked       12:6         19:19       20:21       73:12       workforce       11:20         31:10       46:25       72:19       working       12:5         53:19       56:13, 19       19:15       22:5, 14         65:11       66:8       28:23       34:8         81:12       82:11       45:2       49:4, 14,         84:5       85:8       16       54:18       55:23         went       65:2       83:21       60:4       65:6       81:4,         West       33:15       works       50:17       58:2       80:25         whole-of       9:7       york       57:10, 23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23       60:23 <t< th=""><th></th><th></th><th><z></z></th><th></th><th></th></t<>			<z></z>		
42:5 47:12       81:2 82:17, 18       zone 19:9 41:19         well 4:25 5:17       workable 68:23       59:2         6:3, 20 11:15       worked 12:6       73:12         27:5 30:11       workforce 11:20       31:10 46:25         49:3, 8 51:2       working 12:5         53:19 56:13, 19       19:15 22:5, 14         65:11 66:8       28:23 34:8         81:12 82:11       45:2 49:4, 14,         84:5 85:8       16 54:18 55:23         went 65:2 83:21       60:4 65:6 81:4,         West 33:15       12, 13 83:4         wheelhouse       86:20         30:15       works 50:17         White 54:22       58:2 80:25         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-nation       9:8         Wicker 1:16       worth 46:22         widely 79:1       59:7					
well one of the control of the cont					
well       4:25       5:17       workable       68:23         6:3, 20       11:15       worked       12:6         19:19       20:21       73:12         27:5       30:11       workforce       11:20         31:10       46:25       72:19         49:3, 8       51:2       working       12:5         53:19       56:13, 19       19:15       22:5, 14         65:11       66:8       28:23       34:8         81:12       82:11       45:2       49:4, 14,         84:5       85:8       16       54:18       55:23         went       65:2       83:21       60:4       65:6       81:4,         West       33:15       12, 13       83:4         wheelhouse       86:20         30:15       works       50:17         White       54:22       58:2       80:25         whole-of- 9:7       world       26:9         19:12       42:18       43:13         whole-of-nation       9:8       worse       75:11         Wicker       1:16       worth       46:22         widely       79:1       59:7		· ·			
6:3, 20 11:15 19:19 20:21 73:12 27:5 30:11 31:10 46:25 49:3, 8 51:2 53:19 56:13, 19 65:11 66:8 81:12 82:11 45:2 49:4, 14, 84:5 85:8 16 54:18 55:23 went 65:2 83:21 60:4 65:6 81:4, West 33:15 wheelhouse 30:15 White 54:22 whole-of- government 19:5 whole-of-nation 9:8 Wicker 1:16 worth 46:22 wholey 79:1  workforce 11:20 73:12 workforce 11:20 72:19 working 12:5 19:15 22:5, 14 45:2 49:4, 14, 84:5 85:8 16 54:18 55:23 work 55:23 work 50:17 White 54:22 58:2 80:25 whole-of- government 19:5 whole-of- government 19:5 shell-of-nation 9:8 worse 75:11 Worth 46:22 widely 79:1  South 12:0  Workforce 11:20 73:12  Vorking 12:5  72:19 Working 12:5  84:15 9:8  Worker 1:16 worth 46:22 worked 12:6  Till-Out-Out-Out-Out-Out-Out-Out-Out-Out-Out			09.2		
19:19 20:21					
27:5 30:11 31:10 46:25 49:3, 8 51:2 53:19 56:13, 19 65:11 66:8 81:12 82:11 84:5 85:8 went 65:2 83:21 West 33:15 wheelhouse 30:15 White 54:22 whole-of- government 19:5 whole-of- government 19:5 whole-of-nation 9:8 Wicker 1:16 wirking 12:5 19:15 22:5, 14 28:23 34:8 19:15 22:5, 14 45:2 49:4, 14, 45:2 49:4, 1					
31:10 46:25 49:3, 8 51:2 53:19 56:13, 19 65:11 66:8 81:12 82:11 84:5 85:8 went 65:2 83:21 60:4 65:6 81:4, West 33:15 wheelhouse 30:15 White 54:22 whole-of government 19:5 whole-of-nation 9:8 Wicker 1:16 widely 79:1  72:19 working 12:5 19:15 22:5, 14 62:1 66:8 19:15 22:5, 14 65:4 9:4, 14, 84:5 85:8 16 54:18 55:23 60:4 65:6 81:4, 12, 13 83:4 86:20 30:15 works 50:17 World 26:9 19:12 42:18 43:13 62:1 66:9 77:5 whole-of-nation 9:8 worse 75:11 worth 46:22 worth 46:22 59:7					
49:3, 8 51:2					
53:19 56:13, 19 65:11 66:8 28:23 34:8 81:12 82:11 45:2 49:4, 14, 84:5 85:8 16 54:18 55:23 went 65:2 83:21 60:4 65:6 81:4, West 33:15 wheelhouse 30:15 works 50:17 White 54:22 s8:2 80:25 whole-of- 19:12 42:18 43:13 whole-of- government 19:5 whole-of-nation 9:8 works 46:22 work 46:22 work 59:7					
65:11 66:8 81:12 82:11 45:2 49:4, 14, 84:5 85:8  went 65:2 83:21 60:4 65:6 81:4, West 33:15 wheelhouse 30:15 whole-of- 19:12 whole-of- government 19:5 whole-of-nation 9:8 Wicker 1:16 worth 46:22 whole 79:1 Series Worth 46:22 since the state of the state	· ·				
81:12       82:11       45:2       49:4, 14,         84:5       85:8       16       54:18       55:23         went       65:2       83:21       60:4       65:6       81:4,         West       33:15       12, 13       83:4         wheelhouse       86:20         30:15       works       50:17         White       54:22       58:2       80:25         whole-of       9:7       world       26:9         42:18       43:13       42:18       43:13         whole-of-nation       57:10, 23       60:23         9:8       worse       75:11         Wicker       1:16       worth       46:22         widely       79:1       59:7	· ·				
84:5       85:8       16       54:18       55:23         went       65:2       83:21       60:4       65:6       81:4,         West       33:15       12, 13       83:4         wheelhouse       86:20       30:15       works       50:17         White       54:22       58:2       80:25         whole-of       9:7       world       26:9         19:12       42:18       43:13         whole-of-       57:10, 23       60:23         government       19:5       62:1       66:9       77:5         whole-of-nation       84:15         9:8       worse       75:11         Wicker       1:16       worth       46:22         widely       79:1       59:7					
went 65:2 83:21       60:4 65:6 81:4,         West 33:15       12, 13 83:4         wheelhouse       86:20         30:15       works 50:17         White 54:22       58:2 80:25         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-       57:10, 23 60:23         government 19:5       62:1 66:9 77:5         whole-of-nation       84:15         9:8       worse 75:11         Wicker 1:16       worth 46:22         widely 79:1       59:7					
West 33:15       12, 13 83:4         wheelhouse       86:20         30:15       works 50:17         White 54:22       58:2 80:25         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-       57:10, 23 60:23         government 19:5       62:1 66:9 77:5         whole-of-nation       84:15         9:8       worse 75:11         Wicker 1:16       worth 46:22         widely 79:1       59:7					
wheelhouse       86:20         30:15       works 50:17         White 54:22       58:2 80:25         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-       57:10, 23 60:23         government 19:5       62:1 66:9 77:5         whole-of-nation       84:15         9:8       worse 75:11         Wicker 1:16       worth 46:22         widely 79:1       59:7					
30:15 White 54:22 whole-of 9:7 19:12 whole-of- government 19:5 whole-of-nation 9:8 Wicker 1:16 widely 79:1  works 50:17 58:2 80:25 world 26:9 42:18 43:13 42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  42:18 43:13  57:10, 23 60:23  62:1 66:9 77:5  Worse 75:11  Worse 75:11  Worth 46:22  59:7					
White 54:22       58:2 80:25         whole-of 9:7       world 26:9         19:12       42:18 43:13         whole-of-       57:10, 23 60:23         government 19:5       62:1 66:9 77:5         whole-of-nation       84:15         9:8       worse 75:11         Wicker 1:16       worth 46:22         widely 79:1       59:7					
whole-of       9:7       world       26:9         19:12       42:18 43:13         whole-of-       57:10, 23 60:23         government       19:5       62:1 66:9 77:5         whole-of-nation       84:15         9:8       worse       75:11         Wicker       1:16       worth       46:22         widely       79:1       59:7					
19:12     42:18 43:13       whole-of-     57:10, 23 60:23       government 19:5     62:1 66:9 77:5       whole-of-nation     84:15       9:8     worse 75:11       Wicker 1:16     worth 46:22       widely 79:1     59:7					
whole-of-         57:10, 23 60:23           government         19:5         62:1 66:9 77:5           whole-of-nation         84:15           9:8         worse 75:11           Wicker         1:16         worth 46:22           widely         79:1         59:7					
government         19:5         62:1 66:9 77:5           whole-of-nation         84:15           9:8         worse 75:11           Wicker         1:16         worth 46:22           widely         79:1         59:7					
whole-of-nation         84:15           9:8         worse         75:11           Wicker         1:16         worth         46:22           widely         79:1         59:7					
9:8 worse 75:11 Wicker 1:16 worth 46:22 widely 79:1 59:7					
Wicker       1:16       worth       46:22         widely       79:1       59:7					
<b>widely</b> 79:1 59:7					
wife 6:7 11:14   writing 66:22		59:7			
	<b>wife</b> 6:7 11: <i>14</i>	writing 66:22			
		ı	1	1	<u> </u>