

Stenographic Transcript
Before the

COMMITTEE ON
ARMED SERVICES

UNITED STATES SENATE

NOMINATION
CAMARILLO, HUNTER, JACOBSON, WAGNER

Tuesday, October 5, 2021

Washington, D.C.

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

1 NOMINATION - CAMARILLO, HUNTER, JACOBSON, WAGNER

2

3

Tuesday, October 5, 2021

4

5

U.S. Senate

6

Committee on Armed Services

7

Washington, D.C.

8

9

The committee met, pursuant to notice, at 9:30 a.m. in

10

Room SD-G50, Dirksen Senate Office Building, Hon. Jack Reed,

11

chairman of the committee, presiding.

12

Committee Members Present: Senators Reed [presiding],

13

Shaheen, Gillibrand, Blumenthal, Hirono, Kaine, King,

14

Warren, Peters, Manchin, Duckworth, Rosen, Kelly, Inhofe,

15

Fischer, Cotton, Rounds, Ernst, Tillis, Sullivan, Scott,

16

Blackburn, Hawley, and Tuberville.

17

18

19

20

21

22

23

24

25

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

3 Chairman Reed: Let me call the hearing to order.

4 The committee meets this morning to consider the
5 nominations of Mr. Gabriel Camarillo to be Under Secretary
6 of the Army; Ms. Rachel Jacobson to be the Assistant
7 Secretary of the Army for Energy, Installations, and
8 Environment; Mr. Alex Wagner to be the Assistant Secretary
9 of the Air Force for Manpower and Reserve Affairs; and Mr.
10 Andrew Hunter to be Assistant Secretary of the Air Force for
11 Acquisition, Technology, and Logistics.

12 I thank the nominees for their long careers of service
13 to the United States and their willingness to assume these
14 important roles. I would also like to welcome the family
15 member who are with us today. Mr. Camarillo, I welcome your
16 daughter, Natalie; Mr. Wagner, I welcome your parents, Larry
17 and Randy; and Ms. Hunter, I welcome your daughter,
18 Margaret.

19 Mr. Camarillo, your nomination to be Under Secretary of
20 the Army is welcome. In addition to your private sector
21 experience you bring a strong Defense Department background
22 in both policy and acquisition, having served as Assistant
23 Secretary of the Air Force for Manpower and Reserve Affairs
24 and senior positions within Army acquisition, logistics, and
25 technology.

1 There are a number of important duties that will
2 require your attention within the Department. Among the
3 most pressing is a question of the Army's push for a clean
4 audit. The service has struggled in this effort, and I
5 would your assessment of the process and any steps you would
6 take to accelerate that progress. You will also be charged
7 with navigating the perpetual tensions between end strength,
8 modernization, and readiness, which tend to be exacerbated
9 during times of physical constraint. Of concern to this
10 committee is the potential of Army Futures Command shifting
11 research and development dollars to near-term needs while
12 neglecting longer-term research activities. I would ask
13 that you share how you will balance these priorities.

14 Ms. Jacobson, you have been nominated to serve as
15 Assistant Secretary of the Army for Energy, Installations,
16 and Environment. Your previous experience as an attorney at
17 the Departments of Defense, the Interior, and Justice should
18 serve you well in this role. If confirmed, you will be
19 responsible for managing the Army's physical footprint, and
20 I am particularly concerned that the Army has been slow to
21 process important contracts that would increase installation
22 resilience and a modernized Army infrastructure,
23 particularly in regard to energy. I hope you will discuss
24 how you would approach streamlining the Army's contacting
25 processes.

1 Congress has also required the Army and other services
2 to update installation master plans to include measures to
3 protect key off-post civilian infrastructure necessary to
4 maintain mission readiness and plans to address the climate
5 resiliency of military installations. To date, the
6 committee has received little indication from the Army of
7 any significant progress. I would ask that you share how
8 this process can be accelerated, particularly for
9 installations most vulnerable to climate risk like
10 wildfires, drought, and flooding.

11 Mr. Wagner, you are nominated to be Assistant Secretary
12 of the Air Force for Manpower and Reserve Affairs. If
13 confirmed, you will face considerable challenges as the
14 principal overseer of military and civilian personnel within
15 the Department of the Air Force, including the Space Force.
16 Your understanding of these issues, informed by your prior
17 leadership roles in the private sector and at the Department
18 of Defense will be critical.

19 One of Secretary Austin's priorities is to eradicate
20 extremism within the ranks. While we continue to believe
21 that the number of extremists in the ranks remains very
22 small, even one is too many. I hope you will share your
23 views on how you will approach this issue, especially as the
24 line between action, thought, and speech becomes more
25 difficult to define each day.

1 And as we know from the President's Independent Review
2 Commission that studied sexual assault and harassment in the
3 military, there has been a dangerous erosion of trust and
4 faith within the ranks in leaders' ability to effectively
5 address this issue. While reforming how we prosecute sexual
6 assault, harassment, and related crimes under the UCMJ is
7 important, prevention is paramount. I would ask that you
8 share your views on how we can reduce the incidence of
9 sexual assault and harassment across the force.

10 Finally, Mr. Hunter, you have a wealth of experience
11 working on acquisition issues, both in the Pentagon,
12 Congress, and defense think tanks. If confirmed as
13 Assistant Secretary of the Air Force for Acquisition,
14 Technology, and Logistics, you will oversee Air Force
15 activities and a workforce with an annual budget in excess
16 of \$60 billion for more than 550 acquisition programs. You
17 will also oversee the Air Force's efforts to develop next-
18 generation capabilities and the training and education of
19 the Air Force acquisition workforce. A key challenge for
20 you will be streamlining the process of Air Force
21 acquisition. In order to field new capabilities that match
22 the speed of technological change and emerging threats, you
23 will need to take steps to ensure the Air Force has a secure
24 and reliable industrial base and a trained a qualified
25 workforce.

1 Further, you will be charged with maintaining the Air
2 Force's ability to develop and mature these technologies of
3 the future through vectors like the Air Force Research Lab,
4 small businesses, major primes, and universities.
5 Importantly, you will be tasked with overcoming the
6 Pentagon's so-called "valley of death," ensuring that
7 research innovations turn into real operational
8 capabilities, and I look forward to hearing how you will
9 address these challenges.

10 Thank you again to your nominees. I look forward to
11 your testimonies. And now let me recognize the ranking
12 member, Senator Inhofe.

13

14

15

16

17

18

19

20

21

22

23

24

25

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

3 Senator Inhofe: Thank you, Chairman Reed, and I thank
4 our witnesses. This is one of the rare times that I am very
5 supportive of all four witnesses. We are fortunate to have
6 them at this time.

7 The world is more dangerous and complex than at any
8 point in our lifetimes. The threats from China, Russia,
9 North Korea, and Iran, they have all gotten worse since
10 2018, which was the National Defense Strategy Commission
11 year, plus the threat of Islamic terrorism is now certain to
12 rise. As General McKenzie told us last week, quote, "The
13 war on terror is not over, and the war in Afghanistan is not
14 over," unquote. We will face an evolving and accelerated
15 threat from terrorists who want to strike our homeland. As
16 General Milley said, quote, "The Taliban sitting in Kabul
17 significantly emboldens the radical jihad movement
18 globally."

19 This committee's top priority has been ensuring that we
20 effectively implement the National Defense Strategy, as we
21 just now pointed out. All of these threats are not in the
22 2040 time frame. They are happening now, and we are behind.
23 Insufficient and uncertain funding has hamstrung our
24 military for years. We must put our money where our mouth
25 is and resource the strategy with the real growth of 3 to 5

1 percent, as we pointed out would be necessary back in 2018.
2 And that is why this committee increases the defense top
3 line by \$25 billion in this year's Defense Authorization
4 Bill. We need to accelerate advanced technologies from
5 hypersonic weapons and biotechnology and quantum computing.
6 Our commanders tell us that by 2025, the Chinese will have
7 more fifth-generation stealth fighters on the front line
8 than we do. Our days of air power dominance will be gone.

9 The nation and the Department of Defense must tackle
10 these problems head on if we are to hope to defend our way
11 of life from those who would do harm to us. The Department
12 requires strong civilian leadership, and I hope that you
13 will provide, and I am sure that you will provide that when
14 you are confirmed.

15 We look forward to hearing your views on these and
16 other important issues. Thank you, Mr. Chairman.

17 Chairman Reed: Thank you, Senator Inhofe. I must
18 depart for the Banking Committee for a quorum and a vote. I
19 have asked Senator Shaheen to preside in my absence. She
20 will first ask the standard questions, which are required of
21 all nominees, and then introduce the witnesses for their
22 testimony. Thank you, Senator Shaheen.

23 Senator Shaheen: [Presiding.] Thank you, Mr.
24 Chairman. Good morning to all of our nominees. I would ask
25 that each of you respond out loud to each of these

1 questions, and we will start with Mr. Hunter. I will go
2 right down the row.

3 First, have you adhered to applicable laws and
4 regulations governing conflicts of interest?

5 Mr. Hunter: Yes.

6 Senator Shaheen: Next. Mr. Wagner?

7 Mr. Wagner: Yes, I have.

8 Senator Shaheen: Next. Ms. Jacobson?

9 Ms. Jacobson: Yes.

10 Senator Shaheen: And Mr. Camarillo.

11 Mr. Camarillo: Yes.

12 Senator Shaheen: Thank you. Have you assumed any
13 duties or taken any actions that would appear to presume the
14 outcome of the confirmation process?

15 Mr. Hunter: No.

16 Mr. Wagner: No, Senator.

17 Ms. Jacobson: No.

18 Mr. Camarillo: No.

19 Senator Shaheen: Exercising our legislative and
20 oversight responsibility makes it important that this
21 committee, its subcommittees, and other appropriate
22 committees of Congress receive testimony, briefings,
23 reports, records, and other information from the Executive
24 branch on a timely basis. Do you agree, if confirmed, to
25 appear and testify before this committee when requested?

1 Mr. Hunter?

2 Mr. Hunter: Yes, I do.

3 Mr. Wagner: Yes, Senator.

4 Ms. Jacobson: Yes.

5 Mr. Camarillo: Yes.

6 Senator Shaheen: Do you agree to provide records,
7 documents, and electronic communications in a timely manner
8 when requested by this committee, its subcommittees, or
9 other appropriate committees of Congress, and to consult
10 with the requestor regarding the basis for any good-faith
11 delay or denial in providing such records? Mr. Hunter?

12 Mr. Hunter: I do.

13 Mr. Wagner: Yes.

14 Ms. Jacobson: Yes.

15 Mr. Camarillo: Yes.

16 Senator Shaheen: Will you ensure that your staff
17 complies with deadlines established by this committee for
18 the production of reports, records, and other information,
19 including timely responding to hearing questions for the
20 record?

21 Mr. Hunter: Yes.

22 Mr. Wagner: Yes.

23 Ms. Jacobson: Yes.

24 Mr. Camarillo: Yes.

25 Senator Shaheen: Will you cooperate in providing

1 witnesses and briefers in response to congressional
2 requests?

3 Mr. Hunter: Yes.

4 Mr. Wagner: Yes, I will.

5 Ms. Jacobson: Yes.

6 Mr. Camarillo: Yes.

7 Senator Shaheen: And will those witnesses and briefers
8 be protected from reprisal for their testimony or briefings?

9 Mr. Hunter: Yes.

10 Mr. Wagner: Yes.

11 Ms. Jacobson: Yes.

12 Mr. Camarillo: Yes.

13 Senator Shaheen: Thank you all very much. We will
14 begin now with your testimony. We will start with you, Mr.
15 Hunter.

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF ANDREW P. HUNTER TO BE ASSISTANT
2 SECRETARY OF THE AIR FORCE FOR ACQUISITION, TECHNOLOGY, AND
3 LOGISTICS

4 Mr. Hunter: All right. Well, thank you very much,
5 Senator Shaheen, and I want to thank the chairman as well,
6 and Ranking Member Inhofe and all the members of the
7 committee who are here today. I am honored to come before
8 you as President Biden's nominee to be Assistant Secretary
9 of the Air Force for Acquisition, Technology, and Logistics.
10 I am extremely grateful to President Biden and Secretary
11 Austin for their confidence in putting me forward for this
12 position.

13 I want to start by thanking the committee for
14 considering my nomination, and more importantly for your
15 decades of bipartisan support to the Department of Defense.
16 You have set the example of how Congress can and should
17 perform its critical role in providing for the nation's
18 security.

19 I also want to take a moment to thank some of the many
20 people who have helped me to come before you today seeking
21 your approval. That list begins with my family, especially
22 my parents who emphasized the value of education and the
23 need for a rigorous approach to problem solving, and who
24 always supported my interest in public service. It includes
25 my wife, Karen, and my children, Meg and Ben, who have been

1 steadfast with their love and support. My daughter is
2 extremely excited to join me here today.

3 I have also been fortunate to have many mentors in the
4 national security arena that deserve recognition, including
5 Congressman John Spratt, Congressman Norm Dicks, Congressman
6 Ike Skelton, Dr. Ash Carter, Secretary Frank Kendall, Dr.
7 John Hamre, and Dr. Kathleen Hicks. And although my time as
8 a committee staffer was with the other Armed Services
9 Committee, I was privileged to observe and learn from the
10 examples provided by chairmen such as Senator John Warner,
11 Senator Carl Levin, and Senator John McCain.

12 If confirmed, taking on the duties of Assistant
13 Secretary of the Air Force for Acquisition, Technology, and
14 Logistics will allow me to build on more than 25 years spent
15 working on and in the defense acquisition system as a
16 congressional staffer, a senior executive in the Department
17 of Defense, and as an expert providing advice, support, and
18 analysis while working in my current position. This
19 experience has allowed me to focus on issues relating to the
20 successful development and execution of acquisition
21 programs; the structure of and policy surrounding the
22 defense acquisition system; the dynamics of the industrial
23 base and its supply chains; acquisition and financial
24 reform; rapid acquisition; contracting policy and
25 alternatives to traditional contracting; and the

1 development, training and management of the acquisition
2 workforce.

3 If confirmed, I intend to use this experience to pursue
4 a number of key priorities, including ensuring that we focus
5 the acquisition system on delivering operational capability
6 and meeting the needs, both current and future, of U.S.
7 forces who are confronting rapidly evolving challenges from
8 peer competitors and a fast-moving pacing threat; that we
9 meet the challenge of sustaining a complex and aging Air
10 Force fleet; that we improve our ability to field innovative
11 new capabilities and especially to acquire software and
12 software-intensive systems; and that we support and develop
13 the skills of our acquisition workforce, allowing them to
14 help our forces meet the challenges we face.

15 I look forward to answering your questions today, and
16 if confirmed, to working closely with this Committee and the
17 Congress to support our Air and Space Forces.

18 [The prepared statement of Mr. Hunter follows:]

19

20

21

22

23

24

25

1 Senator Shaheen: Thank you, Mr. Hunter. Mr. Wagner.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF ALEX WAGNER TO BE ASSISTANT SECRETARY OF
2 THE AIR FORCE FOR MANPOWER AND RESERVE AFFAIRS

3 Mr. Wagner: Ranking Member Inhofe, Senator Shaheen,
4 and, of course Chairman Reed, and distinguished members of
5 this committee, it is an honor to appear before you today as
6 you consider my nomination to be the Assistant Secretary of
7 the Air Force for Manpower and Reserve Affairs.

8 I would like to recognize my parents who are here
9 today, Larry and Randy Wagner, who have always believed in
10 me, living demonstrations of the integrity, selflessness,
11 and loyalty that inspire my commitment to public service.

12 I am humbled by the confidence that President Biden and
13 Secretaries Austin and Kendall have placed in me. And I
14 also want to acknowledge former Army Secretary Eric Fanning,
15 who, over the course of the past 12 years, has been my
16 mentor, my friend, and my boss, challenging me while always
17 providing me opportunities to learn, grow, and lead.

18 Although both my grandfathers served during World War
19 II, one in Patton's 4th Armored Division during the Battle
20 of the Bulge and the other flying B-29s in the Pacific for
21 the Army Air Corps, I learned most of the details of their
22 military experience after they passed away. And growing up
23 in Los Angeles, I really did not know, or even know of,
24 anyone else that served. In fact, it was not until well
25 into my late 20s that I developed close friendships with

1 active duty servicemembers, airmen stationed at McChord
2 while I was practicing law in Seattle.

3 This somewhat atypical journey toward a career in
4 national security -- finding a way to contribute as an
5 openly gay man with limited military ties -- revealed a
6 unique window on just what makes our military the greatest
7 in the world, and a view on how best to reinforce that
8 success. I am forever grateful for our Nation's steady
9 progress toward a more perfect union and for the opportunity
10 that now empowers so many of us to bring our authentic
11 selves to this important mission.

12 During previous appointments in the Pentagon I was
13 finally able to work alongside, engage, and befriend women
14 and men in uniform, from across the different services,
15 understand what motivates them, and gain insight into the
16 unique challenges military service presents for their
17 families.

18 Later on, I had occasion to experience military life
19 from a different vantage point, visiting bases with
20 Secretary Fanning as his chief of staff and hearing directly
21 from junior enlisted soldiers. From Iraq to Alaska to Guam,
22 sharing meals and frank conversations with diverse groups of
23 young soldiers stationed across the world gave me insights
24 and perspectives that I could never have accessed from
25 inside the Pentagon. To this day, their stories motivate me

1 to fight to expand their opportunity and enhance their
2 quality of life.

3 More recently, I have supported HR leaders at some of
4 America's most innovative companies as they recruit, train,
5 and engage talent while trying to inspire the next
6 generation. I have learned that what sets apart top
7 employers is having an impactful purpose and an important
8 mission, where each employee is made to feel included and a
9 part of the team.

10 There is little doubt that the Air Force and Space
11 Force are uniquely advantaged when it comes to purpose and
12 mission, but to fully leverage the expertise and talent of
13 every airman, guardian, and department civilian, there is
14 more work to be done to ensure they, and their families, are
15 supported, healthy, and safe.

16 If confirmed, I am eager to apply my public and my
17 private sector experience, my dedication to the mission, and
18 my appreciation for the people that support it to build on
19 what is working and to improve what is not.

20 Thank you again for considering my nomination.

21 [The prepared statement of Mr. Wagner follows:]

22

23

24

25

1 Senator Shaheen: Thank you, Mr. Wagner. Ms. Jacobson.

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 STATEMENT OF RACHEL L. JACOBSON TO BE ASSISTANT
2 SECRETARY OF THE ARMY FOR ENERGY, INSTALLATIONS, AND
3 ENVIRONMENT

4 Ms. Jacobson: Thank you very much, Senator Shaheen,
5 thank you, Ranking Member Inhofe, please express my thanks
6 to Chairman Reed, and thank you to distinguished members of
7 the committee. It is a privilege to appear before you today
8 to be considered for the position of Assistant Secretary of
9 the Army for Installations, Energy, and Environment. I am
10 honored by the confidence and trust placed in me by
11 President Biden, Vice President Harris, Secretary Austin,
12 Deputy Secretary Hicks, and Secretary Wormuth. If
13 confirmed, I look forward to working with you cooperatively
14 and in good faith to address the pressing needs of the
15 Army's soldiers and their families, and to advance national
16 security interests.

17 My career demonstrates my devotion to public service,
18 which began at the U.S. Department of Justice. One of the
19 first cases I brought was on behalf of the Army against a
20 contractor that committed fraud by delivering defective tank
21 parts. In another case, I sought financial contribution
22 from an oil refinery to pay for cleanup of a petroleum plume
23 that migrated through groundwater to a BRAC-closed Army
24 facility. In every instance, the Army showed its integrity
25 and professionalism, and in the environmental cases its

1 commitment to environmental stewardship and protecting the
2 public by ensuring that the cost of cleanup is borne by all
3 those responsible, not just U.S. taxpayers.

4 My background provides me with a deep appreciation of
5 the issues and the challenges of the position for which I am
6 being considered. I served previously at the Department of
7 Defense as the Deputy General Counsel for Environment,
8 Energy and Installations, where I was privileged to
9 contribute to the Army's mission on a variety of matters,
10 ranging from reconciling a solar transmission line with
11 critical testing and training, to resolving a longstanding
12 interagency dispute regarding creation of a national
13 monument. In each of my roles in the Federal Government, it
14 has been an honor to serve the public.

15 If confirmed, I will be informed not only by my work at
16 the Departments of Justice and Defense, but also at the
17 Department of the Interior, where I gained significant
18 policy experience. Based on my background, I understand how
19 interagency cooperation and transparency before this
20 Congress is necessary to effectively implement the Army's
21 installation, environmental, and energy missions.

22 If confirmed, I look forward to working with soldiers
23 and Army civilians to confront emerging national security
24 threats, and to ensure the readiness of the Army to deploy
25 and fulfill its worldwide responsibilities. Energy and

1 climate are directly related to mission and readiness. I
2 believe that the Army must remain laser-focused on
3 confronting climate change, including by incorporating
4 resilience and energy security at Army installations. I am
5 eager to work with the Army at all levels to capitalize on
6 the dynamic efforts already underway, as well as to address
7 unresolved challenges and to implement effective solutions.

8 I am keenly mindful that the Army's people are its top
9 priority. Those who call an Army installation home deserve
10 to be provided quality-of-life services that honor the
11 sacrifices they make each day. I am committed to ensuring
12 that Army installations and surrounding communities are not
13 threatened by harmful contaminants, and that proactive
14 remediation steps will be taken when required. I am also
15 committed to ensuring that soldiers and their families can
16 live with dignity in safe, high-quality housing. We must
17 not break trust with those who serve us so very well.

18 I recognize the urgency required for the Army to
19 effectively address these and other challenges. If
20 confirmed, I will devote myself to the task of supporting
21 the Army and the Department of Defense to advance our
22 Nation's national security interests.

23 Thank you for your time and consideration today. I
24 look forward to answering your questions.

25 [The prepared statement of Ms. Jacobson follows:]

1 Senator Shaheen: Thank you, Ms. Jacobson. Mr.
2 Camarillo.

3

4

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. GABRIEL O. CAMARILLO TO BE UNDER
2 SECRETARY OF THE ARMY

3 Mr. Camarillo: Thank you, Senator Shaheen, thank you
4 to Chairman Reed and Ranking Member Inhofe, and other
5 distinguished members of the committee. I am grateful for
6 the opportunity to appear today as the nominee for
7 Undersecretary of the Army. It is a tremendous honor to be
8 nominated by President Biden, and I thank Secretary Austin
9 and Secretary Wormuth for the confidence they have placed in
10 me to potentially serve in this very important role.

11 I must begin by also thanking my family, my mother and
12 siblings for their support and the opportunities they
13 afforded me. I am very grateful for my two children, Ethan,
14 who is off to college in London this fall, and Natalie,
15 sitting behind me, my 8th-grade daughter who can no longer
16 be counted on to wear the large hair bows and shiny skirts
17 that successfully captured this committee's attention the
18 last time I appeared as a nominee 6 years ago.

19 I grew up in El Paso, Texas, a border community with an
20 Army identity that stems from the presence of Ft. Bliss and
21 nearby White Sands Missile Range. Growing up in this
22 region, I witnessed the vitally important role that our Army
23 plays the nation's defense, to include the decisive
24 advantage shown during the Gulf War by Army air defense
25 units that trained at Ft. Bliss, and I also learned the

1 importance of Army installations to our communities, who
2 support the talented soldiers and civilians that make the
3 Army so effective at its missions.

4 Throughout my career, I have observed that the Army is
5 frequently asked to meet a wide range of new and urgent
6 missions, from combat operations in the most austere
7 environments in the world, to disaster relief around the
8 world, to COVID response here at home. At every turn, the
9 Army has met these challenges with a characteristic "can-do"
10 approach that fosters success and that has earned the
11 success and confidence and trust of the American people. It
12 is an incredible honor to be considered to help lead such a
13 vital institution.

14 The Under Secretary of the Army is responsible for
15 assisting the Secretary of the Army in fulfilling her Title
16 10 responsibilities to man, train, equip, and lead the
17 world's very best Army and to prepare it for changes
18 necessary to ensure it remains unmatched. I have been
19 privileged to previously help lead the Army's acquisition
20 and modernization efforts for nearly 6 years as Principal
21 Deputy Assistant Secretary of the Army, and I also served as
22 Air Force Assistant Secretary for Manpower and Reserve
23 Affairs. Serving in both of these roles has prepared me to
24 take on this one, and if I am confirmed I would provide
25 Secretary Wormuth with my candid advice, based on my

1 experience.

2 At its essence, the role of Under Secretary must be to
3 catalyze action, especially where changes are needed to meet
4 evolving threats in an increasingly complex security
5 environment. The challenges posed by potential adversaries
6 calls for the development of new operational concepts and
7 the development of new warfighting capabilities. The
8 emphasis on modernizing our weapon systems and adapting our
9 approaches to developing them must continue.

10 But the key to the Army's success is its people, the
11 soldiers and civilians who supply the talent and expertise
12 that makes the Army the envy of the rest of the world. As
13 Secretary Wormuth and General McConville have stated, the
14 "full range of people issues" are our first priority, and if
15 confirmed, I would work to ensure that we make progress on
16 translating this objective into action. Protecting and
17 promoting trust among our people is paramount, and this
18 includes preventing and addressing the scourge of sexual
19 assault, sexual harassment, suicide, extremism,
20 discrimination and other destructive behaviors that
21 undermine the Army's values and cohesion.

22 But overall, I would work to be a tireless advocate for
23 soldiers, for the Army within the Department of Defense, and
24 among external stakeholders, and I pledge that I would work
25 closely with this committee and the Congress to ensure that

1 the Army is transparent, ethical, and successful in meeting
2 the challenges needed to fully meet our country's needs, now
3 and into the future.

4 I look forward to your questions and thank you for the
5 opportunity to be here today.

6 [The prepared statement of Mr. Camarillo follows:]

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1 Senator Shaheen: Thank you very much and
2 congratulations to the panel. Each of you finished before
3 your 5-minute deadline, so that is an indication you are
4 going to be very succinct in your responses to questions.

5 Mr. Camarillo, I would like to begin with you. One of
6 the Army's modernization priorities is the enhanced night
7 vision goggle binoculars. It is a next-generation
8 capability that is actually manufactured in Londonderry, New
9 Hampshire, so I have had the opportunity to see it. Most
10 Americans saw those binoculars on Major General Donahue in
11 that iconic picture of his leaving Afghanistan at the end of
12 the evacuation. More than 6,000 ENVG-Bs have been fielded
13 to U.S. soldiers for operational use.

14 So as you think about the future, what is your
15 perspective on the need to balance the development of highly
16 advanced, futuristic systems while also fielding
17 operationally ready, next-generation technologies?

18 Mr. Camarillo: Senator, I fully agree with you that we
19 have to strike the optimal balance between developing
20 systems that meet current operational capability gaps and
21 current threats, and those that we think are going to serve
22 the Army well into the future. I certainly have a lot of
23 experience overseeing, in my prior experience in the
24 Pentagon, the ENVG program. I understand the capabilities
25 that it provides to our soldiers and how the Army has been

1 successful in iterating that capability over time to
2 continuously improve the ability of soldiers to train and
3 fight in different operational environments. And if I am
4 confirmed, Senator, I would certainly work with Secretary
5 Wormuth to strike that appropriate balance.

6 Senator Shaheen: Thank you. Ms. Jacobson, obviously
7 energy is going to be a big issue as you take over
8 responsibilities, if you are confirmed. What do you think
9 the biggest energy challenge is, as you think about the role
10 that you will play?

11 Ms. Jacobson: Senator Shaheen, I agree with you that
12 energy is a critical component of readiness, and the biggest
13 challenge facing installations is ensuring energy
14 resilience, particularly in the face of several threats, not
15 just climate but also cyber and physical attacks. It is
16 important that installations maintain access to power during
17 outages. And one of the most important aspects of my job,
18 if I am confirmed, is to make sure that installations have
19 energy resilience, have energy security, and have the
20 ability to work with communities surrounding them, in
21 public-private partnership, to promote those goals, using a
22 variety of methods and means.

23 Senator Shaheen: You talked in your opening statement
24 about efforts to do environmental remediation that you have
25 been involved in. One of those areas is PFAS, a whole range

1 of chemicals. One of the first places in the country that
2 got notoriety for PFAS was the former Pease Air Force Base
3 in New Hampshire. Obviously, it has proved to be a much
4 bigger issue than just Pease.

5 So as you think about the challenges of cleaning up
6 PFAS, can you talk about what your approach would be to
7 that?

8 Ms. Jacobson: Senator, I believe that those who live,
9 work, or recreate on or near military installations should
10 not be exposed to toxic chemicals that emanate from those
11 bases. PFAS, true, has become what is known as an emerging
12 contaminant because the understanding of its harmful effects
13 are becoming more evident, because EPA has now focused on
14 more -- significantly focused on the potential health issues
15 associated with PFAS, especially in drinking water.

16 This Congress has been taking a leadership in
17 addressing PFAS in the last several defense bills, by
18 increasing budget to address PFAS, both in terms of testing
19 and remediation, and for understanding the health effects.
20 So I continue to -- I hope to continue to work with this
21 Congress and with the Army and with EPA and with local
22 communities, in particular, to make sure that we are
23 addressing PFAS cooperatively and keeping families,
24 soldiers, civilians who work on or near installations free
25 from toxic effects of any contaminant that emanates from

1 those installations.

2 Senator Shaheen: Well, thank you, and I am pleased to
3 hear you mention testing and remediation, because obviously
4 testing is a big piece of this, and it is this committee
5 that has funded the first health study on PFAS that
6 hopefully we will see results from in the next year or so.

7 I am almost out of time, but I just do want to raise a
8 concern, Mr. Wagner, about the Space Force and your view of
9 how National Guard and Reserves should fit into the new
10 Space Force. I am out of time so I will ask you to think
11 about that until the next round.

12 Senator Inhofe.

13 Senator Inhofe: Thank you very much. Well, first of
14 all, let me thank Mr. Camarillo for the time you gave me in
15 my office. It was very rewarding. I do not know of anyone
16 we have had as a witness who is more familiar and had more
17 years' experience in every aspect of the Army. What would
18 you single out, because we will be limited for time, but
19 just one crisis -- what is among the most serious problems
20 that we have right now in our Army?

21 Mr. Camarillo: Thank you, Senator Inhofe, for that
22 introduction. Certainly the Army faces a number of
23 challenges, but top of mind for me, if I am confirmed, is to
24 address the challenge of sexual assault in the Army and the
25 Department of Defense writ large. As we have seen, this

1 continues to be a problem. What the services and the
2 Department have attempted to do in response to this
3 challenge clearly has not worked as effectively as we would
4 like, and I support what the Department has issued in terms
5 of the Independent Review Commission and what the Secretary
6 of the Army, Senator Wormuth, has stated regarding changes
7 made within the Army, particularly in response to what we
8 saw at Fort Hood, to be able to begin to address this
9 challenge differently.

10 And if I am confirmed, Senator, I would work with her
11 to, first and foremost, work on ways to prevent this from
12 happening at our installations and within our units, and
13 certainly would partner with this committee as well.

14 Senator Inhofe: Yeah. Very good. And for Mr. Hunter
15 -- again, thanks for the time that you spent with me
16 yesterday -- I want to bring up my favorite subject, and
17 that is the F-35, the most capable and cost-effective
18 fighter available today. It has not been without problems.
19 We watched the autonomic logistics information system as an
20 example. But there is no other aircraft available today
21 that offers the capability of the F-35, and that is what we
22 will hear from not all the smart guys at the top but also
23 the men and women who fly them.

24 So do you agree, Mr. Hunter, with Secretary Kendall
25 that the best way to decrease the operating costs of the F-

1 35 is to buy more?

2 Mr. Hunter: Senator, the F-35 is an absolutely vital,
3 in my view an absolutely vital system for the nation, the
4 challenges that we confront with peer competitors, and
5 particularly in the Indo-Pacific region. The cost of
6 sustaining the F-35 has been something that has stressed the
7 services, particularly the Air Force, which has the largest
8 number of aircraft. And if confirmed, it will be a top
9 priority to work on lowering that cost.

10 It is true that there are fixed costs associated with
11 all of the Air Force's platforms, and the more aircraft that
12 you have, it does lower the operating cost per aircraft, as
13 you are able to spread this cost over a larger number of
14 assets. I think there are other avenues that we can and
15 should take to lower the sustainment cost for the F-35, and
16 if confirmed, I look forward to working with this committee
17 to that end.

18 Senator Inhofe: Yeah, and for the record, why don't
19 you give us a lot of information on that? There is not time
20 to do that here, but that is very significant. And I am
21 saving one for Ms. Jacobson that is kind of usual, because
22 of all of your extensive background and time that you have
23 spent you have not had a lot of in the military privatized
24 housing end. And I think that makes you the perfect person
25 to be doing what you are going to be doing, because we have

1 been saturated with people with all the background and
2 experience.

3 I can remember when that first happened. I was
4 assuming that the privatized housing problem that we had was
5 only in my state of Oklahoma. And then I found out later
6 on, as we had our hearings -- we have had five hearings so
7 far on this, and we know that this problem is a serious
8 problem all throughout our system.

9 So coming from a background of not too much in the
10 military privatized housing end of it, what do you think,
11 from the outside looking in, what is your first effort going
12 to be? Because I know you are going to be spending time.
13 You even said that in your opening statement.

14 Ms. Jacobson: Senator Inhofe, I believe that soldiers
15 and families deserve to live with dignity in safe,
16 affordable, high-quality housing that is free from hazards
17 such as mold and lead paint. I very much appreciate the
18 steps this Congress has taken to be proactive, to address
19 this issue by holding accountable those who are in charge of
20 privatized housing, particularly the companies who provide
21 that housing.

22 If confirmed, I will make it a top priority to address
23 conditions in housing -- and barracks, by the way. And I
24 come from an enforcement background. While I do not have a
25 specific background in privatized housing, I spent the

1 majority of my career at the Department of Justice enforcing
2 environmental and other laws, and I am going to bring that
3 enforcement mentality to oversight of the privatized housing
4 program, so that we get it right, if I am confirmed.

5 Senator Inhofe: And we will be looking forward to
6 that. Thank you.

7 Ms. Jacobson: Thank you.

8 Chairman Reed: [Presiding.] Thank you, Senator
9 Inhofe. Let me first thank Senator Shaheen and Senator
10 Inhofe for keeping the fort secure while I had to go run and
11 vote in the Banking Committee. So thank you both.

12 Mr. Camarillo, what modernization efforts do you see as
13 most critical, given the current and projected threat,
14 particularly the shift to the pacific?

15 Mr. Camarillo: Mr. Chairman, certainly the Army has
16 established six key priorities and 31 plus 4 top programs,
17 and my understanding is those were developed really to
18 address capability gaps and anticipated needs in conjunction
19 with the National Defense Strategy. So certainly if I am
20 confirmed, my goal would be to work with Secretary Wormuth
21 and the acquisition community in the Army to make sure that
22 we get those capabilities developed and that we can field
23 them to give our soldiers the decisive advantage that they
24 need. And certainly I would share the view that those
25 remain the priorities, and would continue to work with the

1 Army leadership on that issue.

2 Chairman Reed: Thank you. Ms. Jacobson, as I
3 mentioned in my opening statement, the Army has been lagging
4 when it comes to getting off the grid, signing innovative
5 contracts with local energy providers. In fact, my sense is
6 that for strategic reasons, as well as cost efficiency, we
7 should be trying to get off the grid at every location in
8 the Department of Defense.

9 But can you give us an idea and commitment as to what
10 you are going to do to get this process moving?

11 Ms. Jacobson: Senator, I share your concern that it is
12 important for installations to be energy independent, energy
13 secure, and energy resilient, because as we have seen, the
14 fence line is now the front line, and it is not acceptable
15 for Army installations, or any military installations, to be
16 without power, whether it is from natural causes, physical
17 causes, or cyber causes.

18 I have been told that there has been some stalling with
19 respect to contracting, particularly for public-private
20 partnerships, to enhance these efforts, and if confirmed, I
21 will make it one of my top priorities to examine what is
22 causing that slowness in contracting, are those real
23 obstacles or perceived obstacles, how quickly can they be
24 removed, and to make sure that contracts are seamless, that
25 have model language in them, so to speak, and can easily be

1 entered into without too much of the delay that I understand
2 has been experienced until now.

3 Chairman Reed: Thank you. And Mr. Wagner, in your
4 role one of your major challenges will be implement the
5 changes to the sexual assault and harassment policy so that
6 we have effective prevention and appropriate jurisdiction
7 and adjudication, in addition to what has recently become
8 apparent is the increased number of suicides within the
9 military, and these are critical manpower issues. In fact,
10 they might indicate something more than just the individual
11 incident but a feeling of distrust among the troops or
12 other, more profound issues that could impact their
13 efficiency and effectiveness.

14 Can you commit to us that you will follow through
15 aggressively on both these fronts?

16 Mr. Wagner: Absolutely. Yes, I will, Senator.

17 Chairman Reed: And is there any particular area or
18 issue that you want to pursue in this regard?

19 Mr. Wagner: Senator, I believe the American people
20 deserve a military justice system worthy of the sacrifice
21 that service men and women make every single day. And so
22 like Mr. Camarillo, with a laser focus I want to stamp out
23 the scourge of sexual assault, sexual violence, including
24 domestic violence, as well as child abuse, and look for
25 solutions for the precursor of those, which is sexual

1 harassment. So that would be one of my top priorities, if
2 confirmed.

3 Chairman Reed: Thank you very much, sir.

4 And Mr. Hunter, getting back to Senator Inhofe's
5 questions about the F-35, this goes well beyond the F-35,
6 and that is the issue of sustainment costs. I must confess,
7 we usually look at the sticker price of something, and that
8 is it, and then we discover down the road, my God, this is
9 hugely expensive to maintain, and the lifecycle cost is the
10 right one to look at.

11 But what can you do to better estimate, plan for, and
12 reduce sustainment costs, which will be a key challenge?

13 Mr. Hunter: Senator, I agree 100 percent that
14 sustainment is a vital issue. The Air Force has an aging
15 fleet, and that has been driving up sustainment costs. And
16 as you rightly note, sustainment costs are the largest share
17 for the vast majority of our weapons systems, of their total
18 lifecycle cost.

19 My goal, if confirmed, would be to work at learning
20 those costs. I think there are a number of opportunities
21 that we can explore for how to do that. We have to make
22 sure that we bake in sustainability on the front end, so for
23 the systems that we have in development we will look to make
24 sure that sustainability is considered early in the design,
25 to lower those costs over the long term. We can also take

1 systematic approaches, like modular open systems approaches,
2 to make it easier to replace obsolete parts and systems as
3 they age out with replacements that are both cheaper to
4 maintain and also can give us additional capability upgrades
5 over time.

6 So I look forward to working with Air Force Materiel
7 Command, with the appropriate authorities, and the Space
8 Force as well, to tackle these challenges.

9 Chairman Reed: Thank you very much. Thank you all for
10 your testimony, and I look forward to supporting your
11 nominations.

12 With that let me recognize Senator Rounds.

13 Senator Rounds: Thank you, Mr. Chairman. First, good
14 morning and thank you to all of you for coming before us
15 today and offering your services to our country.

16 Mr. Hunter, I am glad to see the progress of the B-21
17 program and the diligent work by the Air Force to keep this
18 one on time and on budget. As the ranking member of the
19 Subcommittee on Cybersecurity, I believe appropriate
20 cybersecurity controls should seamlessly integrate into the
21 design and development process, and more importantly, that
22 throughout product development those controls are
23 significantly stress-tested before delivery.

24 With your extensive experience in acquisition processes
25 and technology modernization, what are your thoughts on

1 baking in cybersecurity controls and developing new
2 technology, and if confirmed, I would like your commitment
3 to conduct an in-depth review of cybersecurity risk
4 management within the acquisition process, and perhaps
5 within a couple of months report back to us with regard to
6 your analysis, including an assessment on the B-21 program.
7 Mr. Hunter?

8 Mr. Hunter: Senator, if confirmed, I would be glad to
9 do that. The nuclear deterrent is the top priority of the
10 military. It supports our highest priority national
11 security objectives. The Air Force has two legs of the
12 triad that it is currently in the process of modernizing
13 with critical modernization needs on both of those systems.
14 That includes the B-21 aircraft, which is a program of deep
15 personal interest and an absolutely vital system.

16 I agree with you that cybersecurity works best when we
17 make it part of the design and think about it as we design
18 the architecture for these system, and it requires constant
19 vigilance, and it requires us to have the ability to respond
20 and upgrade to threats that emerge over time, and be nimble
21 and agile in our ability to incorporate software updates.

22 So these will be priorities for me, if confirmed, and I
23 look forward to working with the committee on this issue.

24 Senator Rounds: As you have indicated earlier, with
25 regard to Chairman Reed's question with regard to

1 sustainment, it seems to me that if we bake in the
2 opportunities for sustainment as we are developing these
3 systems, the cost of sustainment, long term, is less. But
4 there is always a cost to that, and there has to be an
5 understanding of how critical it is.

6 The recent resignation of the first-ever chief software
7 officer highlighted a growing concern and frustration over
8 the lack of investment in new technologies to enable joint
9 command and control. More importantly, it highlighted the
10 challenge of recruiting and retaining talent at critical
11 positions needed to compete with growing global threats
12 across every domain. I would like to hear your perspective
13 on how, if confirmed, you would address this growing concern
14 and what steps you would take to eliminate bureaucratic red
15 tape within the acquisitions process, which is limiting
16 innovation today.

17 Mr. Hunter: Well, Senator, I am a firm believer that
18 we need to approach the acquisition of software and
19 software-intensive systems, which are providing most of,
20 many of the cutting-edge new capabilities for our military,
21 from a different vantage point, with alternative approaches
22 and alternative tools, which the Congress has been generous
23 in working with us to provide.

24 It is simply the case that when you are doing software
25 acquisition, with the pace of change in that technology, our

1 systems that were designed for a more industrial-type
2 development approach really struggle with doing that. It
3 will be a top priority for me, if confirmed, to find the
4 enablers, many which have been demonstrated and piloted, and
5 bring those to bear on this problem of acquiring software
6 and ensuring we have cybersecure systems.

7 And I agree with you that the workforce, making sure
8 that we have the right skills in the acquisition workforce
9 to do that work is also a top priority.

10 Senator Rounds: Thank you. I am getting close on
11 time, but Mr. Wagner, the Armed Services Committee has
12 received numerous briefings on the breadth and severity of
13 the threats we face in space from both Russia and China. In
14 a future conflict between great powers I believe the winner
15 could very well be the country that best uses and protects
16 its space assets, assets which serve as the eyes and ears of
17 our armed forces.

18 How would you assess the current readiness in Space
19 Force with regards to material, equipment, personnel, and
20 training?

21 Mr. Wagner: Senator, as I understand, the Space Force
22 was created by Congress to address some of these near-peer
23 threats like China and Russia, as well as defending our
24 critical space assets that enable both our way of life here
25 as well as our military connectivity.

1 While I am not yet familiar with some of the data with
2 regard to Space Force readiness, if confirmed, I would work
3 to ensure the Space Force has the right leadership, the
4 right talent, and the right training in order to maintain a
5 high degree of readiness in order to fight and win in the
6 digital age.

7 Senator Rounds: Thank you. My time has expired.
8 Thank you, Mr. Chairman.

9 Chairman Reed: Thank you, Senator Rounds. Now let me
10 recognize, via Webex, Senator Gillibrand.

11 Senator Gillibrand: Thank you, Mr. Chairman. Mr.
12 Camarillo, I appreciate your remarks that you said regarding
13 the Fort Hood report and sexual violence within the
14 military. We know that we have made hundreds of legislative
15 changes over the last several Congresses, over the last
16 decade, and it has done very little to improve the command
17 climate and the abilities of the military to handle these
18 complex crimes, like murder, especially the murder of
19 Vanessa Guillen.

20 So I was hearted to see that the Army has followed some
21 of the recommendations that President Biden's Independent
22 Review Commission has made, including civilianizing the
23 leadership of the Army Criminal Investigation Division. If
24 confirmed, you will supervise Mr. Ford, who has been made
25 Director of CID. Correct?

1 Mr. Camarillo: Yes, Senator, that is my understanding.

2 Senator Gillibrand: And CID investigates sexual
3 assault and other serious crimes such as murder. Correct?

4 Mr. Camarillo: Yes, Senator, that is my understand.

5 Senator Gillibrand: And do you think that this change
6 will improve the investigation process in the Army?

7 Mr. Camarillo: Senator, I would turn back to the Fort
8 Hood report, which noted that a number of changes have to
9 come about in order to address the underlying findings, one
10 of which is having civilian leadership that would have some
11 continuity to ensure that the Army's Criminal Investigation
12 Division can, you know, promote expertise that is required,
13 to recruit and to train, you know, highly qualified
14 workforce to be able to investigate these types of crimes.

15 And so certainly if I am confirmed, Senator, my goal
16 would be to further the overarching objectives identified in
17 the report to be able to better prepare the Army to respond
18 and hopefully prevent these crimes from occurring.

19 Senator Gillibrand: Well, I appreciate that, because
20 prior to those changes CID was led by an Army general, and
21 now that the Army has seen the wisdom of removing authority
22 of the commander for these kinds of investigations and put a
23 civilian such as Mr. Ford, who is an attorney, in charge, I
24 think that is a reform that will make a difference. I think
25 that this will create more objectivity, it will create a

1 professionalization of how these reviews are done, and it is
2 why we have fought so hard in the Senate to remove all
3 serious crimes from the chain of command so that they can be
4 reviewed by independent military prosecutors.

5 So I appreciate your effort in doing that, and I
6 appreciate your commitment to trying to solve the scourge of
7 sexual violence.

8 Mr. Wagner, similarly, in April of last year,
9 President-elect Biden was asked directly by a group of
10 advocates whether he would remove serious crimes from the
11 chain of command, not military crimes, such as, quote,
12 "rape, murder, and child abuse," end of quote, and
13 President-elect Biden, in response, quoted, "Yes, yes, yes."

14 Mr. Wagner, what is your view and your commitment to
15 moving prosecutorial decisions outside the chain of command
16 to trained independent military prosecutors?

17 Mr. Wagner: Senator, there is clearly significant
18 value towards moving crimes out of the chain of command with
19 respect to sexual violence. I support Secretary Austin and
20 Secretary Kendall's focus on those issues. I will have to
21 look into the data regarding some of these other crimes, but
22 as you have pointed out previously. And I am aware, the
23 prosecutions of some of these crimes had disproportionate
24 impacts based on race, and earlier this year the Air Force
25 came out with its first Racial Disparity Review. Last month

1 there was an update as well as a progress report.

2 And so I take disparities and racial prosecutions
3 extremely seriously, and if confirmed, I would really look
4 forward to working with you and the committee to making sure
5 that all prosecutions for crimes were done free of bias in a
6 way fair, that respects both the victims first as well as
7 those who have been charged.

8 Senator Gillibrand: I appreciate that very much, Mr.
9 Wagner. And one of the reasons why the bright line at
10 serious crimes is so important is also because of Vanessa
11 Guillen's case, specifically. There was no record of her
12 reporting harassment or assault, but she was indeed
13 murdered. And that case may never have been investigated as
14 a sexual assault and murder crime because at first they did
15 not investigate it. They said it is an AWOL and we have no
16 concerns about sexual violence.

17 And so that is why we want not only independence in the
18 prosecution but we also want the civilian leadership in the
19 investigation to have that highly trained eye towards
20 solving these very difficult crimes.

21 Let me see if I have any time left. I do not, so I
22 will submit for the record a question with regard to PFAS
23 that is very much similar to what Senator Shaheen asked to
24 Ms. Jacobson.

25 Thank you so much, Mr. Chairman.

1 Chairman Reed: Thank you, Senator Gillibrand. Now let
2 me recognize, via Webex, Senator Fischer.

3 Senator Fischer: Thank you, Mr. Chairman.

4 Mr. Hunter, I appreciated our conversation last week
5 and your interest in modernization the Air Force's portion
6 of our nuclear forces. I look forward to working with you
7 on programs like GBSB and LRSO as well as associated command
8 and control systems such as the E-4B. As we discussed,
9 these programs are absolutely vital, and there is no room
10 for any additional delay in the modernization schedule.

11 Mr. Hunter, do I have your commitment that you will
12 make these programs a priority, if confirmed?

13 Mr. Hunter: Senator, the range of programs that the
14 Air Force is engaged in for modernizing our nuclear
15 deterrent are definitely at the top of my list of
16 priorities. Among the many Air Force programs that are
17 ongoing they are at the top of the list. And I would commit
18 to working with you on these programs, if confirmed, to
19 ensure that we deliver the capabilities that our warfighters
20 need, when they need them. You are correct that the
21 timelines for delivering these new systems are very tight.
22 Therefore, we will be pursuing, if I am confirmed, be
23 pursuing these programs with urgency.

24 Senator Fischer: Thank you very much. And Mr. Hunter
25 and Mr. Camarillo, I am sure you both know there are some

1 who argue that investments being made by the Army and the
2 Air Force in long-range weapons, hypersonics in particular,
3 are duplicative. On the other hand, people like General
4 Hiten have argued that these investments are complementary
5 and that there is value in having multiple ways to hold
6 adversary targets at risk. What are your views on this
7 challenge?

8 Mr. Camarillo: Senator, if it okay I will start.
9 Certainly what we see in the National Defense Strategy and
10 responding to the pacing threat of China in the INDOPACOM
11 region, as well as in Europe, is the need for those long-
12 range fires that will be able to degrade the anti-access
13 integrated air defenses that we are likely to face. And so
14 having the ability to defeat these targets, from a range of
15 different capabilities to include those that the Army is
16 developing in my view are absolutely important to our
17 national security.

18 Senator Fischer: Thank you.

19 Mr. Hunter: I concur with Mr. Camarillo, and just add
20 that one of my main areas of focus will be working with our
21 operational commanders to really dig into their specific
22 operational needs and how the acquisition system can deliver
23 capabilities to meet those needs. And I think we can kind
24 of sort the wheat from the chaff if we work closely with
25 commanders to identify what are the true urgent needs and

1 the most important, significant needs, understanding that we
2 still have to work with the Joint Chiefs of Staff to
3 adjudicate when there may be possible duplication, because
4 there are limited resources. We will have to look at that
5 carefully. But I think if we focus on operational needs, we
6 will be able to discriminate the wants from the true needs.

7 Senator Fischer: This has been an area that both
8 services have prioritized in recent years. Do you both
9 agree with that focus?

10 Mr. Camarillo: Yes, Senator.

11 Senator Fischer: Just a yes or no.

12 Mr. Hunter: Yes, Senator.

13 Senator Fischer: Thank you. And also, gentlemen, as
14 we discussed in our earlier conversations, with China
15 modernizing its military at a speed and scale unlike
16 anything we have seen since the Cold War, I remain deeply
17 troubled that the Department of Defense is not moving
18 forward quickly enough with our own modernization efforts.
19 If confirmed, how will you navigate that tension between
20 effectively using scarce resources and also tolerating the
21 amount of risk that is required for innovation to take
22 place? That is a balancing act, at best.

23 We had these conversations on the phone, but if you
24 could articulate them publicly, and also how we could move
25 forward faster on research.

1 Mr. Camarillo: Thank you, Senator. I will start. I
2 certainly agree with you, and in our conversation, that
3 there is a need to carefully balance the technical and
4 programmatic risks in developing new warfighting
5 capabilities. But certainly I think that the Army has done
6 a very good job recently of taking advantage of the new
7 rapid acquisition and prototyping authorities that this
8 committee and the Congress have provided. Those tools
9 enable the Army to go a little bit faster than they
10 otherwise would, and at the same time be able to identify,
11 manage, and mitigate those program risks in order to make
12 sure that we deliver effective and safe capabilities to our
13 soldiers.

14 Mr. Hunter: Mr. Camarillo has said that well. I would
15 just add that, again, as he said, the authorities Congress
16 has provided are very helpful in letting us start programs
17 quickly and also to use prototyping effectively to reduce
18 risk. And by reducing risk we can allow ourselves to be
19 more aggressive in fielding capabilities when the upfront
20 risk has been reduced through our prototyping efforts. If
21 confirmed, that is an approach I look forward to pursuing.

22 Senator Fischer: Thank you very much. Thank you, Mr.
23 Chairman.

24 Chairman Reed: Thank you, Senator Fischer. Let me
25 recognize Senator Hirono, please.

1 Senator Hirono: Thank you, Mr. Chairman.

2 I will start with the following two initial questions
3 that I ask of all nominees who appear before any of the
4 committees on which I sit.

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

8 Mr. Hunter: No.

9 Mr. Wagner: No, Senator.

10 Ms. Jacobson: No.

11 Mr. Camarillo: No.

12 Senator Hirono: Have any of you ever faced discipline
13 or entered into a settlement related to this kind of
14 conduct?

15 Mr. Hunter: No, Senator.

16 Mr. Wagner: No, Senator.

17 Ms. Jacobson: No.

18 Mr. Camarillo: No, Senator.

19 Senator Hirono: Ms. Jacobson, I appreciate your
20 testimony and your commitment to confront climate change,
21 which is very much tied to our national security. I do have
22 a number of questions for Mr. Camarillo.

23 Earlier this year, General McConville released the
24 Multidomain Transformation Strategy, outlining how the
25 military, or how the Army plans to transform itself to

1 support the Joint Forces in the Indo-Pacific. While the
2 Army's number one modernization priority is long-range
3 precision fires, the Marine Corps is also investing heavily
4 in this area. What steps do you plan to take, if confirmed,
5 to ensure that the Army and Marine Corps efforts to support
6 operations in the Indo-Pacific area are complementary and
7 not redundant, to avoid wasting taxpayer dollars?

8 Mr. Camarillo: Senator, let me first say that I agree
9 with you that we need to look at it from a joint perspective
10 and ensure that we have an effective deterrent capability in
11 that region and that we are prepared, as a joint force, to
12 be able to respond to conflict, if it should arise.

13 Certainly if I am confirmed, Senator, my role would be
14 to continue to support Secretary of the Army and General
15 McConville, in their efforts to pursue experimentation, and
16 hopefully that experimentation would continue to work with
17 the other services.

18 You mentioned the multidomain task forces, the three
19 that the Army is currently looking at establishing to help
20 address threats in that region and in other AORs. Certainly
21 I would work to make sure that those efforts reflect a joint
22 consensus, and work with Army leadership to address your
23 concerns.

24 Senator Hirono: And I say that the Marine Corps, in
25 particular, is making some pretty major changes to how it

1 will be operating in this AOR.

2 A focus of the Multidomain Transformation Strategy is
3 leveraging the Army's unique ability to strengthen our
4 alliances and our work with our allies in that area. I
5 assume that if you are confirmed you will commit to
6 maintaining those kinds of strengthening of alliances.

7 Mr. Camarillo: Yes, I would, Senator. I would note
8 that even in the INDOPACOM region, 23 of the 33 senior
9 officers are Army land officers, and our ability to engage
10 in security cooperation activities with those partners and
11 allies is absolutely critical to our ability to project
12 power in the region and to have a very strong deterrent
13 presence.

14 Senator Hirono: I think it is also very important to
15 be very aware of our commitments to our compact nation
16 allies.

17 Mr. Camarillo: Yes, Senator.

18 Senator Hirono: For you once again. In 2019, the Army
19 noted that 45 percent of its infrastructure in Hawaii was in
20 failing condition. This was a much higher percentage than
21 in other installations. And that is why Congress directed
22 the Army to establish the Hawaii Infrastructure Readiness
23 Initiative to address readiness and infrastructure
24 challenges in Hawaii. I was disappointed to learn that the
25 Army has recently decided to terminate HIRI by folding

1 Hawaii infrastructure projects into its Facilities
2 Investment Plan.

3 If confirmed, what steps would you take to ensure the
4 Army addresses these pressing infrastructure challenges in
5 Hawaii that, you know, was noted that we have major
6 infrastructure issues?

7 Mr. Camarillo: Well, Senator, there is no question
8 that installations are critical to our readiness and also
9 critical to quality of life, retention of our soldiers, and
10 certainly the well-being of Army families. I am not
11 familiar with the retention initiative, but certainly if I
12 am confirmed, Senator, I would love to work with you and
13 this committee to ensure that partnering with the Secretary
14 of the Army, that we address those challenges in Hawaii.

15 Senator Hirono: Thank you. I really appreciate that.
16 And one more thing, Mr. Camarillo. You have a commitment
17 to addressing the issue of sexual harassment and the scourge
18 of sexual assault in the military, and there is a plan to go
19 forward. I have a concern that there is a pretty long
20 implementation period for that plan, 5 years. I hope that
21 you will address yourself to that plan and why it should
22 take that long, and I am hopeful that we can implement the
23 recommendations made by Secretary Austin's group to
24 implement the changes much sooner.

25 Mr. Camarillo: Senator, I certainly share the view

1 that, you know, this is an urgent, pressing problem for the
2 Army and for the Department as a whole, and if I am
3 confirmed I would certainly work with leaders in the
4 Department, and with Secretary Wormuth, to ensure that we
5 make the changes that are appropriate as quickly as we
6 possibly can to tackle this tough problem.

7 Senator Hirono: Thank you. Thank you, Mr. Chairman.

8 Chairman Reed: Thank you, Senator Hirono. Let me
9 recognize Senator Scott, please.

10 Senator Scott: Thank you, Chairman. I am very
11 concerned about where Communist China, the actions of
12 Communist China. If you just look over decade after decade,
13 what administration after administration has done is watch
14 as they have stolen our jobs, they have stolen our
15 technology, they have put the Uyghurs in prison, they lied
16 to us about the South China Sea, completely lied to us about
17 not militarizing the South China Sea. Then, in the last
18 couple of years, they just, like that, took all the basic
19 rights away from the Hong Kong citizens.

20 The United States and the international community has
21 basically done nothing really to stop the actions of
22 Communist China, and now the latest is Taiwan. So over 50
23 years Taiwan has been a growing democracy. They have been a
24 great partner to the United States. They have operated
25 outside the control of the Communist Party of China. They

1 have been a significant contributor to peace and prosperity
2 and stability around the world. As you know, they were
3 treated horribly by the WHO.

4 And what we have seen, over the weekend, is we saw the
5 government of Communist China fly more than 93 different
6 military aircraft near Taiwan air space. On Monday, the
7 People's Liberation Army of Communist China flew 56
8 aircraft, including more than a dozen bombers, near Taiwan,
9 which is the largest single show of force by Beijing against
10 Taipei.

11 So, I mean, this has to alarm all of us. And we are
12 not just talking about whether Communist China tries to take
13 over Taiwan, but this is just, you know, first they
14 demilitarized the South China Sea, then they take away the
15 basic rights of Hong Kong. Now it is Taiwan.

16 So, Mr. Camarillo, do you believe, and do you agree
17 that Communist China is bent on world domination and likely
18 to increase its aggression against Taiwan?

19 Mr. Camarillo: Senator, there is no question that as
20 Secretary Austin has stated that China is the pacing threat
21 for our national security. Certainly I am concerned about
22 ensuring that the Army and the Department of Defense as a
23 whole can maintain a very strong and effective deterrent
24 capability in the region, and that we are prepared to
25 respond to conflict and aggression, should it arise. And

1 certainly I can assure you, Senator, that if I am confirmed,
2 that will be a very top priority for me, in working with
3 Army leadership.

4 Senator Scott: For decades, the United States has had
5 a policy of ambiguity with regard to our relationship with
6 Taiwan and our willingness to support their democracy. I
7 have a bill called the Taiwan Invasion Protection Act, which
8 would end our policy of strategic ambiguity with Taiwan. Do
9 you believe that the existing policy of ambiguity has
10 worked, and should we have a new policy of making it clear,
11 we will defend, with Japan, Taiwan?

12 Mr. Camarillo: Senator, if I am confirmed, what I
13 would first do is make sure that these issues are addressed
14 in the ongoing National Defense Strategy review that the
15 Department is currently undertaking, and certainly would
16 want to work with you, as part of that effort, to ensure
17 that your concerns regarding our relationship, vis-à-vis
18 Taiwan, and the clarity of that relationship is addressed.

19 Senator Scott: Do you think that ambiguity has worked?

20 Mr. Camarillo: Senator, I think certainly we need to
21 make sure that we maintain a very strong commitment to
22 having a deterrent capability in that region, and that would
23 be my area of focus if I am confirmed into this position.

24 Senator Scott: Do you believe if had made clear to
25 Communist China clear that we will defend Taiwan they would

1 be doing these sorties all over Taiwan?

2 Mr. Camarillo: Senator, I have not seen the
3 intelligence assessments or been privy to that analysis to
4 be able to give you an accurate assessment, but certainly if
5 I am confirmed, I would be happy to work with you on this to
6 address this concern and make sure that we are responding
7 appropriately.

8 Senator Scott: What is the Army's role in the
9 strategic competition with Communist China?

10 Mr. Camarillo: Well, Senator, as it has been stated
11 before, you know, the Army plays a very important role as
12 part of the joint force, to include the ability to have
13 long-range fires that will help degrade the anti-access area
14 of denial defenses that we see in the region, to providing
15 tactical, assured communications upon which the joint force
16 will rely, and then in addition to that, supporting
17 logistics, which will present some really significant
18 challenges to us in that region, just given the tremendous
19 geographic distances there. But I would also note that in
20 the area of security cooperation, as I noted to Senator
21 Hirono earlier, it is very important that the Army develop
22 partnerships and alliances and help support the United
23 States in doing so, and certainly if I am confirmed, I would
24 help the Secretary and Army leadership accomplish these
25 goals.

1 Senator Scott: So we have got quite a few adversaries.
2 I do not know what you want to call them, whether it is
3 Communist China, the government of Communist China, whether
4 it is Russia, Iran, North Korea, you can name them. Do you
5 think Army has the ability to successfully confront our
6 adversaries?

7 Mr. Camarillo: Senator, what I have noticed is that
8 every time the Army gets called to perform and to meet
9 mission requirements in support of our national security, it
10 has done so admirably and with success. And so I am
11 incredibly proud of the men and women that support our Army
12 and what they have been able to do.

13 I know we continue to ask them to take on new missions,
14 and certainly if I am confirmed my role would be to support
15 Secretary Wormuth, partner with her to ensure that we can
16 meet all of our combatant commanders' requirements across
17 the globe.

18 Senator Scott: Thank you. Thank you, Chairman Reed.

19 Chairman Reed: Thank you, Senator Scott. Senator
20 Kaine, please.

21 Senator Kaine: Thank you, Mr. Chair, Ranking Member
22 Inhofe, and congratulations to the nominees. You are well
23 qualified for the positions for which the President has
24 nominated you.

25 Mr. Camarillo, there have been different pronunciations

1 of your name today. Do you pronounce it Cama-rillo or Cama-
2 reyo?

3 Mr. Camarillo: It is Cama-reyo, with a Y sound.

4 Senator Kaine: Okay. So the Spanish pronunciation.

5 Mr. Camarillo and Ms. Jacobson, this question is for you.

6 Senator Inhofe asked a question about military housing,
7 and Ms. Jacobson, you talked about your enforcement
8 background, and that is great. I will say my disappointment
9 on the military housing issue has been even greater
10 internally with the Pentagon than it has been with the
11 private providers, and I am very disappointed in the private
12 providers.

13 But basically, you know, our troops did not sign up to
14 be somebody's tenant. They signed up to be in the U.S.
15 military, and it is the U.S. military that owes them housing
16 that is decent, and the U.S. military was asleep at the
17 switch. They were not enforcing contracts. Base commanders
18 were giving out end-of-the-year bonus money, just handing it
19 all out without even checking to see whether the housing
20 companies had provided quality service. On many bases,
21 people, when they complained about the quality of housing
22 were being told, "We cannot do anything about it. It is a
23 private contract now," which was false. They always had the
24 ability to do something about it.

25 So I guess what I want to ask you, Mr. Camarillo and

1 Ms. Jacobson, is what will be your approach to kind of the
2 internal aspect of managing this important housing function,
3 whether it is privatized housing or barracks, and putting,
4 you know, real accountability on the shoulders of base
5 commanders and others to make sure that these contracts are
6 supervised?

7 Mr. Camarillo: Senator Kaine, I will start. Certainly
8 I start with the premise that it is unacceptable for us to
9 put soldiers and their families in substandard housing. It
10 is absolutely critical to our readiness, it is part of the
11 compact that we have with the men and women who serve, and
12 it affects our retention, our ability to retain talent that
13 we definitely need in the Army. So it would be a top
14 priority of mine, Senator, if I am confirmed, to make sure
15 that I work with Army leaders, including Ms. Jacobson, if
16 she is confirmed, and the Secretary of the Army, to deal
17 with it.

18 What I have seen is that the Army has reorganized to
19 tackle the problem, placing it, as she said, under the
20 purview of the Army Materiel commander, four-star commander.
21 But beyond that, my understanding is the Army has also
22 revised the metrics by which they evaluate these privatized
23 housing companies, you know, things from how long it takes
24 to get a maintenance work order processed, what is the
25 quality of life, how quickly are improvements done at each

1 particular facility?

2 Certainly if I am confirmed, I would work with Army
3 leadership to ensure that these metrics accurately address
4 the concerns. My understanding is also that there are
5 regular monthly town halls at each installation, at
6 privatized housing units, to be able to address those
7 concerns. And so I would want to see what the results are
8 of those efforts and fine-tune them and adjust as needed and
9 work with Army leadership to do that.

10 Senator Kaine: Ms. Jacobson, do you have anything to
11 add to that?

12 Ms. Jacobson: Senator, the reforms directed by
13 Congress have been transformative with leadership from this
14 committee, to bring to light these important issues, and
15 Secretary Wormuth has acknowledged that this affects
16 recruitment, retention, and readiness. Housing is
17 imperative.

18 In addition to the reforms that Mr. Camarillo
19 described, such as placing leadership in Army Material
20 Command and making sure installation commanders have
21 accountability, the NDA also creates a position of Chief
22 Housing Officer within DoD, which is also important, so
23 there is departmental-wide oversight of this issue. But
24 also because there is the Tenant Bill of Rights, that gives
25 much more voice and participation to soldiers and their

1 families and gives them rights to dispute and so forth, to
2 make sure that issues are being addressed. Plus there will
3 perhaps be more flexibility in these contracts going
4 forward, so that we can really bring accountability,
5 rigorous enforcement of accountability on these issues. And
6 I look forward to working with Mr. Camarillo and the rest of
7 the DoD-wide on these important issues, if confirmed.

8 Senator Kaine: Excellent. Here is something that I
9 would like your advice about, should you be confirmed and
10 have a chance to work in this area. I think the committee
11 could be helped if you would provide advice on this topic.
12 Some of the housing providers talk about the fact that they
13 financed their capital improvements in military housing
14 through issuance of bonds, pursuant to a Treasury
15 regulation. The bonds that were issued back in the '90s,
16 they cannot refinance them without either a change in the
17 regulation or some action by Congress. The interest rates
18 of those bonds are dramatically higher than what they would
19 be if they were seeking financing now. And many of them
20 have said if they could refinance, just like I could
21 refinance my mortgage, to today's rate, they could free up
22 enormous money that they could put back into more capital
23 improvements in military housing.

24 I would like for you, at an appropriate time, should
25 you be confirmed, to report back to the committee if there

1 is action that we should take that would facilitate the
2 refinancing of these bonds and free up more dollars that
3 could be utilized to do capital improvements in housing, and
4 should you be confirmed I will look forward to reaching out
5 and hopefully getting your advice about that.

6 Ms. Jacobson: If confirmed, Senator, absolutely, I
7 will look into this issue and report back to the committee.

8 Senator Kaine: Great. Thank you so much. Thank you,
9 Mr. Chair.

10 Chairman Reed: Thank you, Senator Kaine. Senator
11 Hawley, please.

12 Senator Hawley: Thank you very much, Mr. Chairman, and
13 thanks to the witnesses for being here. Good to see all of
14 you.

15 Mr. Camarillo, let me start with you, if I could. I
16 spoke with Secretary Wormuth and General McConville earlier
17 this year about the need to replace some of the housing at
18 Fort Leonard Wood, in my home state. They assured me that
19 this was the top priority and that the Army Materiel Command
20 has done the same.

21 Here is my question, though. As I have looked into it
22 I have learned that the Army has not yet set a timeline for
23 the replacement of these housing units. So if confirmed,
24 can you commit to ensuring that funds are set aside in a
25 timely manner so that we make sure that these housing units

1 get replaced and that all the members, all of the
2 servicemembers at Fort Leonard Wood are able to continue to
3 access high-quality housing?

4 Mr. Camarillo: Senator Hawley, it is absolutely
5 important that we make sure that we have quality housing for
6 our soldiers at Fort Leonard Wood and at all Army
7 installations. I am not familiar with the particular
8 prioritization that you referenced but I would be happy to
9 work with you, if I am confirmed, to ensure that any needs
10 at that installation get addressed.

11 Senator Hawley: Very good. Ms. Jacobson, can I have
12 your commitment to do the same?

13 Ms. Jacobson: Absolutely, Senator.

14 Senator Hawley: Very good. Thank you.

15 Mr. Camarillo, Fort Leonard Wood is also home to the
16 Maneuver Support Center for Excellence, which, as you know,
17 includes the Army's Engineer, Military Police, and CBRN
18 Schools. Now it is my view, and you and I have discussed
19 this a little bit, that the units that are trained and the
20 capabilities that are developed there at the Maneuver
21 Support Center will play a very essential role as the Army
22 pursues modernization for the future.

23 Let me just ask you if you agree with that, and if you
24 do, how you see these forces contributing to the Army's
25 mission as it shifts back towards great power, near-peer

1 competition?

2 Mr. Camarillo: Senator, as we discussed earlier,
3 absolutely, I would be happy to work with you on these
4 issues. Clearly, in order to be able to project power,
5 there is a need to make sure that we are addressing enabling
6 capabilities, such as those that are trained at Fort Leonard
7 Wood, to include our CBRNE capabilities, would absolutely be
8 critical for us in the future, and if I am confirmed, I
9 would be happy to work with you to ensure that their needs
10 are addressed.

11 Senator Hawley: Very good. Could you just give me a
12 sense, if you are confirmed, how you will commit to making
13 sure that the Army fully leverages all of the training
14 opportunities that are available at Fort Leonard Wood? Talk
15 to me a little bit about that.

16 Mr. Camarillo: Senator Hawley, if I am confirmed, the
17 first thing I would do is conduct an assessment with the
18 Secretary of how we are utilizing our facilities and our
19 training capabilities across the Army. If there are gaps in
20 which certain areas are underutilized and we can make more
21 efficient and effective use of them, I would certainly work
22 with Army leaders to ensure that we address those gaps.

23 Senator Hawley: Very good. Mr. Camarillo, Secretary
24 Austin and Deputy Secretary Hicks have testified that the
25 Indo-Pacific is the Department's pacing theater, and more

1 specifically still, China is the pacing threat. I just want
2 to get you on the record on this. Do you agree with those
3 assessments?

4 Mr. Camarillo: Yes, Senator, I do. I certainly do.
5 And I feel that the Army has a very important role to play
6 in that INDOPACOM region.

7 Senator Hawley: Let me ask you a little bit more about
8 that. TRADOC's December 2018 publication, which was called
9 "The Army Multidomain Operations in 2028," stated that the
10 Army needs to demonstrate the ability to immediately deny a
11 fait accompli in order to deter an adversary like China.

12 I have asked General McConville about this earlier this
13 year. He stated that that assessment was still accurate and
14 one that he agreed with. Do you agree with that assessment
15 that the Army needs to be able to maintain the ability to
16 deny a fait accompli against China?

17 Mr. Camarillo: Senator, there is no question I would
18 agree that the ability to have a strong deterrent capability
19 in that region is absolutely critical to our national
20 security.

21 Senator Hawley: Let me ask you about something the
22 Secretary has testified to with regard to a Chinese fait
23 accompli against Taiwan. She said, and I am going to quote
24 here, "My own view is that we want to develop the kinds of
25 capabilities required to present a sufficiently strong

1 deterrent force, to make the Chinese continue to think twice
2 about whether they actually want to undertake that
3 amphibious landing."

4 Do you agree with the Secretary that the Army should
5 continue to prioritize development of the forces and
6 capabilities that are required to deter a Chinese fait
7 accompli against Taiwan?

8 Mr. Camarillo: I do agree with her, Senator.

9 Senator Hawley: Okay. Very good.

10 Mr. Hunter, let me just come to you. If you are
11 confirmed you will be responsible for overseeing many of the
12 Air Force's most ambitious programs. Here is my question,
13 which is rooted in a concern. The concern is that many of
14 those programs will not mature until the 2030s, if I am not
15 mistaken. Meanwhile, Admiral Davidson and others have
16 testified to this committee that the Chinese threat in
17 PACOM, particularly as it relates to Taiwan, could mature as
18 soon as the 2020s, as early, as Admiral Davidson testified,
19 as 2027.

20 Give me a sense of what you will do, if you are
21 confirmed, to accelerate as many of those key programs as
22 possible so that we can both deter China in the 2030s -- we
23 all agree that that is vitally important -- but also so that
24 we can meet this threat in the latter part of this decade.

25 Mr. Hunter: Well, Senator, in my previous service in

1 the Department of Defense I was able to work as Director of
2 the Joint Rapid Acquisition Cell, working specifically on
3 urgent operational needs. At the time that was very much
4 focused on Afghanistan. But I bring that mindset, as well,
5 to my next job, if confirmed. And so my approach would be
6 to work closely with our operational commanders, to
7 understand what makes a difference in the near term, what
8 makes a difference in the long term, and to ensure that the
9 Air Force elements of the acquisition system are working to
10 deliver those capabilities in a timely manner.

11 And I am very thankful that the Congress has given the
12 Department a number of authorities to accelerate the
13 delivery of capability, and if confirmed, would look to
14 utilize those authorities to deliver timely capability.

15 Senator Hawley: Thank you all. Thank you, Mr.
16 Chairman.

17 Chairman Reed: Thank you, Senator. Senator King,
18 please.

19 Senator King: Thank you, Mr. Chairman. A question or
20 a comment to Mr. Camarillo and Mr. Wagner.

21 In 2018, the Pentagon commissioned a study by the
22 Institute on Defense Analysis on geographic diversity within
23 the military, and they made some rather startling findings.
24 In 1975, 48 percent of those serving in the military were
25 from the South and the West, and at that same time, 47

1 percent were from the Midwest and the Northeast. Today it
2 is 67 percent from the South and the West and only 30
3 percent from the Midwest and the Northeast.

4 Mr. Camarillo, I have a concern about that, that we do
5 not want our professional standing Army, if you will, to
6 reflect only one or two regions of the country. What can we
7 do to strengthen the diversity, the geographic diversity as
8 well as other areas of diversity, but I am interested
9 particularly in geography? Do we need additional recruiting
10 effort, change of strategy? I do not think it is healthy
11 for the country to have a regional standing army.

12 Mr. Camarillo: Senator, I agree with you on the need
13 to pursue more geographic diversity in our recruiting
14 efforts, and it is a view that I believe is shared by the
15 Army leadership right now. As you noted, and we discussed
16 this before, the number of youths in this country that are
17 propensed to serve in the military has declined over the
18 last couple of decades, which makes it very hard to be able
19 to attract the talent that we need for our all-volunteer
20 force. Certainly the ability to cast a wide net,
21 geographically, across the United States and all the talent
22 that it has to offer is an absolute imperative.

23 Now, Senator, my understanding is that the Army has
24 taken steps in this direction by looking at major urban
25 centers in different population areas in the country, other

1 than those where it typically recruits, to be able to
2 establish different recruiting efforts, to be able to
3 attract talent into the Army in those regions. And if I am
4 confirmed, Senator, I would work with Army leaders and with
5 Secretary Wormuth and with you to be able to address that
6 issue as it relates to the Northeast.

7 Senator King: I think one of the other things that has
8 contributed to this, it is an unintended consequence of the
9 way base distribution has been changed over the last 40 or
10 50 years. There are no substantial military bases in the
11 Northeast. My hometown was home, for 50 years, to a naval
12 air station. It was BRAC'ed at the beginning of this
13 century, and so we lost those Navy people that the young
14 people saw and would look up to. And this report, in fact,
15 refers to that as one of the major factors, is do the young
16 people growing up in a community have some contact with, or
17 familiarization with, the military? And so we have changed
18 that, fundamentally, because of decisions that I do not
19 think all of which were well founded. But I think this is a
20 serious problem.

21 Mr. Wagner, Manpower and Reserve Affairs, same
22 question.

23 Mr. Wagner: Senator, clearly diversity is one of
24 America's greatest strengths, and it is not only the right
25 thing to do but it also provides strategic advances, as you

1 have pointed out. That includes geographic diversity.

2 When I served previously in the Department of the Army
3 we were aware of the problem that you point out, what we
4 called "the smile" that goes through the southern half of
5 the United States. And as I noted in my opening statement,
6 I am an example of exactly what you point out. Growing up
7 in Los Angeles, going to college in Rhode Island, and living
8 in Seattle, I had scarce ability to interact with people who
9 served, to see them every day, to socialize with peers and
10 to have people to look up to. I was not until later on in
11 my life that I actually engaged anyone in the military.

12 Senator King: I do not mean to interrupt but I am
13 running out of time. But I just hope that both of you, in
14 your positions, will make a conscious effort to address this
15 problem, not just, oh, we are having additional recruiting
16 office in Boston or something, but to really think about
17 this, because those numbers are pretty startling, to have
18 gone from an even distribution in 1975, to a two-thirds/one-
19 third today. That is a shocking change to me.

20 Final question, in a few minutes, to Mr. Hunter. More
21 of a statement, and this goes to the sustainment cost. When
22 you are buying platforms, I hope that you will insist -- in
23 fact, I will insist that you insist -- that you buy the
24 intellectual property along with the platform, so that we
25 can 3D print parts, that we are not subject to supply chain

1 of OEM and the rest of the supply chain. The intellectual
2 property is part of what we should be paying billions of
3 dollars to acquire. Do you agree?

4 Mr. Hunter: Senator, I do agree. I commit to you
5 that, if confirmed, I will work on the intellectual property
6 to ensure that we are acquiring the intellectual property
7 the services need to sustain their systems, and to promote
8 competition over the long term.

9 Senator King: Thank you. Thank you, Mr. Chairman.

10 Chairman Reed: Thank you, Senator King. Senator
11 Tillis, please.

12 Senator Tillis: Thank you, Mr. Chairman. Thank you
13 all for being here. Congratulations on your nominations.

14 Mr. Camarillo, the INF, the United States followed the
15 agreement. China never signed it. Russia cheated. And now
16 we believe, with respect to long-range precision fires they
17 have a discernable advantage in terms of where they are in
18 development. Many believe that at this point U.S. forces
19 could be outranged and outgunned.

20 So one question. How important are investments in
21 long-range precision fires for the Army, and what
22 investments are they making, and do you agree that that
23 should be a priority? And I am also kind of curious to see
24 your thoughts on the deterrent value for land-based, long-
25 range precision fires position in Indo-Pacific.

1 Mr. Camarillo: Senator, thank you for the question. I
2 agree that those are very top priorities for the Army, and I
3 am encouraged by the investments that they have been making
4 in this area, to include, of course, the development of
5 long-range hypersonic weapons, a precision strike missile
6 that can exceed 500 kilometers in terms of its range and
7 accuracy and lethality. These and other investments, I
8 think are very critical to address the threats and the gaps
9 that you just identified, and certainly, as you referenced,
10 Senator, in the INDOPACOM region the Army will play a very
11 important role in terms of providing that land-based, long-
12 range fire capability to help degrade any A2/AD defenses
13 that we encounter in the region.

14 Senator Tillis: Thank you. Ms. Jacobson, for several
15 years, first as chair of the Personnel Subcommittee and now
16 as ranking member, Senator Gillibrand and I have worked on
17 the issue of military family housing. Between Fort Bragg
18 and Camp Lejeune, we have a lot of families in housing that
19 I have observed first-hand that are simply unacceptable.

20 So do you have any sense -- and I assume that you have
21 at least tracked it, it was very much in the public view
22 over the past couple of years -- do you have any sense of
23 what we need to do to, first, restore the trust of the
24 families in there, but also work with the vendors to have a
25 continuous improvement over the current situation?

1 Ms. Jacobson: Senator, I very much share your concern
2 about the condition of housing. As described by Secretary
3 Wormuth, housing is imperative for retention, readiness, and
4 recruitment. And this Congress, particularly with the
5 leadership of this committee, has made transformative
6 changes in the way housing oversight will be conducted,
7 Department-level wide.

8 As far as the Army is concerned, there is a new chain
9 of command to oversee the provision of housing that will be
10 led by Army Materiel Command with the involvement of base
11 commanders. But also, significantly and importantly, the
12 Tenant Bill of Rights, which gives soldiers and families a
13 seat at the table, which gives them meaningful participation
14 to make sure that their concerns are addressed, gives them a
15 right for conflict resolution, and so forth, will also help
16 in this regard.

17 And also to the extent that the contractors have had
18 certain impediments, as discussed previously by Senator
19 Kaine, such as lack of ability to refinance to make these
20 improvements and so forth, it is also important to work
21 cooperatively with them to find solutions. Sometimes it
22 might have to be voluntary because of the contract's long-
23 term effect, but if they are willing to step up and make
24 some voluntary improvements then I am also going to be
25 willing to work with them in that regard, if confirmed.

1 Senator Tillis: Yeah, and I think a part of working on
2 the problem, to Senator Kaine's point, is to go back and
3 rethink. I do know that these are long-term, bonded
4 investments, so there are all kinds of complexities in it,
5 but there seems to me some constraint that may have made
6 sense at the time. But now you have, I think, almost 80
7 different contracts governing military installations in
8 stovepipes, instead of looking at the portfolio across any
9 one of the private contractors has to be looked at. It has
10 to be fair.

11 I am not going to go further, except to say I will be
12 talking with you once you are confirmed about some of the
13 health implications, because this military housing is not
14 only unsafe or unclean housing, but there are a number of
15 incidences, particularly with children and others, with
16 respiratory conditions, mold, a number of other things, that
17 we need to make sure that we are taking care of them after
18 they have occupied what I consider to be unsafe housing.

19 Mr. Hunter, I am running out of time, but I did want to
20 ask you a question about going into the role. You know, how
21 would you describe the current industrial base that supports
22 the Air Force and Space Force right now in the United
23 States?

24 Mr. Hunter: Well, Senator, it is a relatively strong
25 industrial base. I think we have world-leading companies

1 across most of the major areas of the defense industry that
2 you would look to. At the same time, it is an industrial
3 base under challenge, because of COVID, because of other
4 vulnerabilities in supply chain, gaps in our modernization
5 approach which have led to fragility in the industrial base,
6 particularly among small suppliers.

7 So I think there is a real challenge there, and
8 unquestionably the industrial base is critical to our
9 national security, and so it is an area of focus and it will
10 be a priority for me, if confirmed.

11 Senator Tillis: Thank you, Mr. Wagner. I will submit
12 a question for military family considerations, particularly
13 something that I have seen where the Air Force is
14 surprisingly behind some of the other service lines with
15 respect to providing high-quality childcare. But I will
16 submit that for the record.

17 Thank you, Mr. Chair.

18 Chairman Reed: Thank you, Senator Tillis. Let me now
19 recognize, via Webex, Senator Manchin.

20 Senator Manchin: Hello.

21 Chairman Reed: We can hear you, Senator. We can see
22 you now.

23 Senator Manchin: Okay. Thank you. Thank you, Mr.
24 Chairman. And for Ms. Jacobson, one of the technologies
25 that I have advocated for developing to combat climate

1 change are micronuclear reactors, and the Department of
2 Defense has an unparalleled record for safety in operating
3 nuclear reactors.

4 One particular program I am following closely, from the
5 Strategic Capabilities Office and the Department of Defense
6 is Project, they call it Pele. It is spelled "pele" but it
7 called, which will begin constructing prototype mobile
8 microreactors next year. I have also included language
9 within this year's NDAA to authorize level funding and
10 incorporate on the National Guard and the reactors testing
11 an evaluation, which the Army will be overseeing at the Ames
12 National Laboratory in Iowa.

13 So my question would be, how and where do you see a
14 technology like this being used by the Army to offset
15 greenhouse gas and ensure stable, reliable power and austere
16 environments or after natural disasters?

17 Ms. Jacobson: Senator, I think it is absolutely
18 critical that we look at these sorts of technologies to
19 promote energy security, energy resilience, and especially
20 also operationally, in the field, not just on installations.
21 And the kind of technology you are talking about with
22 microreactors and other technology that can promote grid
23 independence and grid security on military bases, so that
24 bases are not subject to power outages from either natural,
25 physical, or cyber events is absolutely critical.

1 Senator Manchin: If I may -- and I am sure when you
2 are confirmed, and you will be, if you could just commit
3 that within 30 or 60 days, no later than that, that you will
4 be brought up to speed on, if you have not already, be
5 brought up to speed on this tremendous opportunity we have,
6 and not just for the bases that we currently have, but
7 basically as we are moving around the world, this is a very
8 mobile type operation, mobile type of technologies that can
9 present the reliable power that we need and not reliant on
10 the areas that we may be in, in parts of the world. We just
11 need you up to speed as quickly as we can, and we will come
12 back and visit this again.

13 Ms. Jacobson: If confirmed, I will get up to speed as
14 quickly as possible and come back and discuss this with you.
15 I would like to do that. Thank you.

16 Senator Manchin: And I would love to. Okay. Thank
17 you.

18 Also, to Mr. Camarillo and Mr. Hunter, the force for
19 tomorrow's fight against a near-peer adversary requires
20 significant investment in manpower, recruitment, training,
21 and systems acquisition. I am a firm believer that the
22 interoperability amongst the services lacks as much in
23 systems as it does in the process of acquisition of assets.

24 My question is, I would like to hear from each of you
25 on your views of joint programs versus service-specific

1 programs and how we can ensure every asset across the
2 service is compatible to the other. The redundancy is
3 sometimes just mind-boggling.

4 Mr. Camarillo: Senator Manchin, I appreciate the basis
5 for the question. I would share your view that we ought to
6 pursue joint programs, where possible, certainly where they
7 achieve similar requirements and make more effective and
8 efficient use of taxpayer dollars. And if I am confirmed,
9 Senator, I commit to you that I would work within the
10 Department to ensure that we are addressing that concern.

11 Senator Manchin: How do we change the industrial base,
12 basically, and get them to understand the need to change, so
13 we can support interoperability? I understand the process.
14 I have been around long enough to understand what goes on.
15 And the industrial base is quite strong and much needed, but
16 they are not being responsible as far as with our taxpayers'
17 resources, and also with our ability to have
18 interoperability, no matter what the service, whether it is
19 the Army or the Marines, the Air Force, the Navy, whoever.
20 We are all one big military might, to defend our country.

21 Anybody else want to speak on this? Guys, we need your
22 help on this.

23 Mr. Hunter: Senator, I would like to address that as
24 well, and thank you for the question. You know, jointness
25 is critical to the way that we operate, and we need to

1 understand that as we acquire systems. There are a number
2 of efforts that have sought to solve this problem or sought
3 to at least mitigate and remove the chance for redundancy or
4 for systems that cannot talk to one another. Famously,
5 there are Air Force systems that were built by the same
6 manufacturer that do not talk to one another, although that
7 problem is being addressed.

8 Senator Manchin: I know that very well, what you are
9 talking about.

10 Mr. Hunter: You know, I am aware the Air Force, you
11 know, is taking a lead with its Advanced Battle Management
12 Systems towards sort of joint, all-domain command and
13 control, which is one effort to help us bring things
14 together and to work jointly. And if confirmed, I can
15 pledge to you that I will work very carefully with my other
16 service counterparts to address that need.

17 Senator Manchin: Well, I also pledge to all of you
18 that we will not let this fall by the wayside, because this
19 is so important for our country but also for us to be able
20 to defend ourselves in do it in a most prudent way possible,
21 responsible way.

22 Thank you all. Thank you, Mr. Chairman.

23 Chairman Reed: Thank you, Senator Manchin, and Senator
24 Sullivan, you are recognized, please.

25 Senator Sullivan: Thank you, Mr. Chairman. Thank you

1 to our witnesses for your willingness to serve our country,
2 and your families' willingness to sacrifice, along with you.

3 Let me get a commitment from each of you to come visit
4 the great state of Alaska, maybe even in February or
5 January? Can I get a commitment?

6 Mr. Camarillo: Yes, Senator. Absolutely.

7 Ms. Jacobson: Absolutely. I love Alaska, even in the
8 winter.

9 Mr. Wagner: Yes, sir. I am looking forward to coming
10 back.

11 Mr. Hunter: Yes, Senator.

12 Senator Sullivan: Great. You know, the father of the
13 Air Force, Billy Mitchell, called it "the most strategic
14 place in the world." Secretary Austin was recently in
15 Alaska, visiting our troops. He pretty much said the same
16 thing. I do not want to paraphrase him but it was pretty
17 much close. Take a look at his press conference in Alaska.

18 You know, on the Air Force side we will have, by the
19 end of the year, over 100 fifth-generation fighters
20 stationed in Alaska. You can get to the Taiwan Strait,
21 Russia, Ukraine, anywhere, real fast -- 100. There is no
22 place on the Planet Earth that has over 100 fifth-gen
23 fighters but in my state. So very important in terms of the
24 Air Force but also in terms of the Army.

25 Mr. Camarillo and Ms. Jacobson, I recently was briefed

1 by the Secretary of the Army and the Chief of Staff of the
2 Army on the Army's Arctic strategy. It plans to establish a
3 new, two-star headquarters, an operational headquarters,
4 specially trained and equipped combat brigades, improved
5 material readiness for extended operations all the Arctic,
6 better-trained regional forces, and importantly, quality of
7 life improvement for personnel. Can I get your commitment
8 to work with me and the Secretary, your Secretary, and the
9 Chief of Staff to fully implement that robust Arctic
10 strategy that the Army put out?

11 Mr. Camarillo: Yes, Senator. I definitely commit, and
12 I want to thank you and congratulate you for calling
13 attention to this important area of strategic competition.

14 Senator Sullivan: Great. Thank you. Ms. Jacobson?

15 Ms. Jacobson: Absolutely. I will provide whatever --

16 Senator Sullivan: Have either of you read that Army
17 Arctic strategy?

18 Mr. Camarillo: Senator, I have.

19 Senator Sullivan: Good. Have you?

20 Ms. Jacobson: I saw a summary of it, Senator.

21 Senator Sullivan: Good. Thank you. I look forward to
22 working with you on that.

23 Let me mention a related topic. Again, this has gone
24 all the way to the chairman, the Secretary of Defense, not
25 just Secretary of the Army. We had this amazing training,

1 strategic location, although we have had problems, and one
2 big one is a real troubling topic. Over the past 5 years,
3 U.S. Army Alaska has experienced 32 suicides. Think about
4 that. In the same period, 2016 to 2021, we lost 41 military
5 members in Afghanistan in combat deaths due to hostile
6 actions. So almost as many deaths by suicide, just in
7 Alaska, in garrison, as we had in terms of combat deaths in
8 Afghanistan.

9 Can I get a commitment from all of you to again
10 continue the focus -- and this is from the Secretary of
11 Defense on down, and the Secretary of the Army, the Chief of
12 Staff of the Army -- they are very focused on addressing
13 this. I have a lot of appreciation for that. It is
14 military installation. It is more morale welfare aspects.
15 In Alaska they have a plan, they are implementing it, but I
16 want to get your commitment that you will strongly support
17 your leadership in the Army and DoD on the implementation of
18 this. Literally lives are at stake. Too many good young
19 men and women, the best, in my view, that our country has to
20 offer, are taking their lives, a lot of them in my state,
21 and it is very tragic.

22 Mr. Camarillo: Yes, Senator, you have my commitment.
23 It is deeply troubling.

24 Ms. Jacobson: You have my commitment as well, Senator.

25 Senator Sullivan: Thank you. Let me turn to our Air

1 Force friends, Mr. Wagner and Mr. Hunter. Do you have any
2 views on the E-3 AWACS replacement? Let me give you a quick
3 anecdote. You know, the strategic competition, great-power
4 competition is happening in the Arctic all the time --
5 China, Russia. Last year you may have read about the
6 Russians sent five different sorties at the same time to
7 Alaska. They have never done anything that aggressive, and
8 we had to go intercept these -- our great men and women in
9 the Air Force do this -- five at the same time.
10 Unbelievable, right? All the way up to Utqiagvik, down to
11 Kodiak. Like they were essentially attacking our country,
12 our state.

13 The great men and women -- and, by the way, women, too,
14 flying these F-22s -- went and intercepted these Russians.
15 It is a dangerous mission, at night. We had no AWACS at the
16 time to quarterback these missions. Very, very dangerous,
17 because these AWACS break all the time. I think one was
18 down in the Lower 48. Normally we have AWACS stationed in
19 Alaska.

20 Do you have a view on AWACS replacements, the E-3,
21 maybe with the E-7 or other elements of this important
22 aircraft that is old, and yet we need it, and this was a
23 good example where we did not have it. Our great pilots did
24 their job. Any views on that?

25 Mr. Hunter: Senator, I think what you have described

1 is certainly part of the challenge that we have with the Air
2 Force of an aging fleet and the challenge of sustaining it,
3 keeping our current fleet operating and also modernizing it,
4 and enhancing our capabilities and ensuring that we can
5 share information with all of our assets in the field.

6 So, if confirmed, I would look forward to working with
7 you on this and making sure that we have those command and
8 control assets for both our tactical operations and also our
9 strategic forces, and that those capabilities are meeting
10 the need.

11 Senator Sullivan: Great. Mr. Wagner?

12 Mr. Wagner: Senator, I understand that having a
13 sufficient number of pilots ready to fly these planes is
14 critical to our readiness and our mission accomplishment,
15 and if confirmed, I will look forward to working with you
16 and the rest of the committee to make sure that we have the
17 right pilots able to accomplish this incredibly important
18 mission.

19 Senator Peters: Thank you. Thank you, Mr. Chairman.
20 I have a few more questions for the record that I will
21 submit to the committee. Thank you.

22 Chairman Reed: Thank you, Senator Sullivan. Senator
23 Peters, please.

24 Senator Peters: Thank you, Mr. Chairman, and to each
25 of you congratulations on your nomination and thank you for

1 being here today.

2 Mr. Camarillo, you will be assuming the number two
3 position at the Army at a time when the service is
4 attempting to transform itself into a force capable of
5 dominating 21st century warfare. That includes setting up a
6 futures command, embracing multidomain operations, and, of
7 course, bolstering our presence in the INDOPACOM.

8 In Michigan, we have been proud to host the Detroit
9 Arsenal for more than 80 years. The Ground Vehicle System
10 Center in Detroit Arsenal is right now conducting
11 groundbreaking research in how military vehicles of the
12 future are going to be developed, how they are going to be
13 operated, how they are going to be powered.

14 And so my question for you is, if confirmed, what will
15 be your vision for developing an Army vehicle fleet that is
16 autonomous, electric, and resilient?

17 Mr. Camarillo: Senator, I am very familiar with the
18 capabilities at the Ground Vehicle System Center and in the
19 broader Detroit Arsenal, and certainly appreciate the role
20 that combat vehicle modernization plays in our ability to
21 meet threats in the future. As many know and have noted,
22 our current combat fleet is extremely capable, but there are
23 areas in which we need to invest in modernization to be able
24 to have the next-generation capabilities.

25 And so if I am confirmed, Senator, I would certainly

1 work with the Secretary of the Army, certainly with other
2 leaders in the Army, to ensure that these modernization
3 programs and these efforts continue to move forward.

4 Senator Peters: Great. Thank you.

5 Mr. Hunter, the Air Force is eager to divest legacy
6 systems from its inventory to free up funding and personnel
7 for missions that are clearly aligned with the future
8 direction of the services, you have articulated, and others.
9 Yet the Air Force has struggled to bring online airframes
10 into service, such as the F-35 and the KC-46.

11 So my question for you is, if confirmed, you are going
12 to be serving under an Air Force Secretary who is well
13 versed in DoD acquisition policy and I know is eager for
14 divestment, and you will be serving as the principal
15 official driving that acquisition process. So my question
16 for you is, how will the Air Force manage its desire to
17 divest legacy systems, such as the KC-135, and the A-10,
18 while also grappling with the, I should say, extensive
19 acquisition issues related to the newer airframes, like the
20 KC-46 and F-35, which are designed to replace the KC-135 and
21 the A-10?

22 Mr. Hunter: Well, Senator, excellent question. The
23 challenge the Air Force has of engaging in strategic
24 competition, competing with peer competitors, meeting the
25 pacing threat, the requirement that that imposes on the Air

1 Force to invest in modernization, combined with our
2 challenge of sustaining an aging fleet, has created this
3 dynamic, requiring Air Force leadership to think actively
4 about how to allocate resources, how to achieve that
5 balance.

6 I know that the Chief and the Secretary have talked
7 about identifying the core assets that the Air Force intends
8 to leverage going forward to achieve its missions, and the
9 4+1 approach, and if confirmed, I would look forward to
10 engaging with them, to understand that strategy and to look
11 at how the acquisition system can implement it.

12 At the same time, I do believe strongly, as I have
13 referenced earlier today that we need to make sure that we
14 are providing the capabilities that our operational
15 commanders need, and that does mean supporting the current
16 force and enhancing its capabilities, where appropriate, so
17 that it can meet mission needs. And that is true for assets
18 that we are bringing into the force, like the KC-46, to get
19 that an operational aircraft to meet our operational needs
20 as soon as possible, and for the aircraft that we are
21 sustaining. And I will stop there.

22 Senator Peters: Well, as the Air Force does move to
23 consolidate the number of airframes, many installations in
24 the Air Force may find themselves obsolete in that plan. So
25 how can the Air Force modernize while also ensuring that we

1 are not going to leave communities behind?

2 Mr. Hunter: Well, Senator, some of my colleagues
3 earlier talked about the strength of having community
4 involvement and having engagement across the geographic
5 range and the strength that diversity brings to that. I
6 share those sentiments. When it comes to the acquisition
7 system, we are typically somewhat agnostic as to where the
8 ultimate operational location will be. But I would look
9 forward to working with Secretary Kendall and the Chiefs
10 within the Air Force and the Space Force on those issues, if
11 confirmed.

12 Senator Peters: Thank you, Mr. Chairman.

13 Chairman Reed: Thank you very much, Senator Peters.
14 Now let me recognize, via Webex, Senator Duckworth.

15 Senator Duckworth: Thank you, Mr. Chairman. Mr.
16 Camarillo, I wanted follow up on our conversation from last
17 week. As chair of the Airland Subcommittee I am closely
18 monitoring the Army's future vertical lift program. A
19 modular systems approach, or MOSA, modernization effort
20 within the future vertical lift cross-functional team's
21 portfolio is a potential game-changer, not only for future
22 vertical lift but other programs currently in development.

23 Mr. Camarillo, given your background in acquisitions,
24 logistics, and technology, can you talk a little bit about
25 the importance of MOSA, and how can we leverage the lessons

1 learned from future vertical lift to ensure that other
2 modernization programs can benefit from this approach?

3 Mr. Camarillo: Senator Duckworth, as we discussed
4 before, certainly the ability to employ a modular open
5 systems approach has two distinct advantages for the Army
6 and for the Department writ large. First, it allows there
7 to be greater competition in terms of the individual
8 components that go into a larger platform or weapons system,
9 and certainly it also allows the Army, in this case, to do
10 technology insertion, so that we have the latest generation
11 capabilities within those platforms.

12 Certainly I would agree with you. The approach taken
13 by the Army in future vertical lift has been a great example
14 of what can work, because it really started from the bottom
15 up. Before, you know, there were prototypes flying and
16 being evaluated there were significant efforts to define a
17 systems architecture that would allow everybody within the
18 industrial base to understand what are the capabilities and
19 what are the interfaces, et cetera, that need to be employed
20 in order to develop these systems.

21 And so that effort to define the architecture was one
22 done with academia, with industry. It was very
23 collaborative. And certainly if I am confirmed, I would
24 work to make sure that we follow that example.

25 Senator Duckworth: Thank you. And I would like to

1 apply that to the broader DoD efforts. Do you see
2 opportunities for the future vertical lift cross-functional
3 teams experience in doing this, on implementing MOSA to not
4 only inform, as you said, future Army programs but broader
5 DoD efforts as well?

6 Mr. Camarillo: Yes, Senator, I do, and I would
7 certainly work with my colleagues in the other services to
8 make sure that those lessons learned are distributed.

9 Senator Duckworth: Can you think of any programs, any
10 other opportunities do you see within the Army modernization
11 priorities that we could apply these new practices? How do
12 we improve our program management practices and build on
13 lessons learned from FVL?

14 Mr. Camarillo: Well, Senator, I think any of the
15 portfolios of Army modernization in which we are looking to
16 upgrade capability continuously over time and that we have
17 the ability to do that technology insertion I referred to,
18 whether it is in our ground combat vehicle portfolio, our
19 other air missile defense portfolios, the same principle
20 would apply in terms of the ability to do that and achieve
21 capability improvements and cost savings over time.

22 Senator Duckworth: Thank you. I think it is
23 absolutely critical that the Army leverage best practices to
24 run its major programs efficiently and deliver high-quality
25 systems to soldiers on time and on budget. I think we owe

1 it both to the warfighter and the American taxpayer.

2 Shifting gears a little bit, Ms. Jacobson, I want to
3 address another program intended to improve efficiency and
4 deliver better value for our taxpayer dollars. Last year, I
5 helped secure authorization to pilot the Army real property
6 online tool to significantly improve the Army's unit
7 stationing process and meet new or evolving mission
8 requirements at lower cost.

9 I appreciate that Rock Island Arsenal in Illinois is
10 leading the first case study, developing and deploying this
11 new capability through the online real property space
12 availability application -- we have got to come up with a
13 good acronym for this. This tool is going to help
14 installation officials at Rock Island Arsenal match the
15 supply of available facilities and installation space with
16 the demand from units and organizations all around the
17 globe.

18 Ms. Jacobson, how can the Army leverage tools such as
19 the real property space availability application to make
20 better use of existing inventory and reduce or avoid
21 installation costs?

22 Ms. Jacobson: Senator, I am a firm believer in
23 efficiencies anywhere across government to save taxpayer
24 dollars, and especially when there is a duplication of
25 assets and facilities, and so forth, it is important to take

1 stock of where the highest and best use for resources and
2 assets can be deployed. And if confirmed, I will look into
3 this issue expeditiously and get back with you, and talk
4 with Secretary Wormuth about recommendations, and then come
5 back and report to you about how we can best accomplish
6 this.

7 Senator Duckworth: Thank you. I look forward to
8 working with you. I think it is a real opportunity. You
9 know, we have all these empty buildings with some of these
10 installations and yet we have units going out and renting
11 space across government, when we could actually be locating
12 them on vacant installation properties.

13 Thank you very much. I yield back, Mr. Chairman.

14 Chairman Reed: Thank you very much, Senator Duckworth.
15 Let me recognize, via Webex, Senator Rosen.

16 Senator Rosen: Well, thank you, Chairman Reed, and, of
17 course, Ranking Member Inhofe. I really appreciate you
18 holding this hearing, and I want to thank the nominees for
19 testifying here today and for your willingness to serve. It
20 is really important.

21 I want to talk a little bit about cyber readiness,
22 because as our nation grapples with the aftermath of recent
23 unprecedented cyberattacks, the U.S. is expected to face a
24 shortage of 3.4 million -- over 3 million skilled technical
25 workers by next year. It is not sometime way in the future,

1 but by next year.

2 There are particularly large gaps in cybersecurity.
3 DoD continues to face challenges addressing requirements for
4 certain key skill areas, such as those in the cyber and STEM
5 fields. To help address this shortfall, inspire future
6 generations of talent, last year's NDAA included a
7 bipartisan bill I introduced with Senators Rounds, Peters,
8 and Blackburn, which authorized the Secretary of Defense to
9 carry out a program to enhance the preparation of students
10 in Junior ROTC for their training and education in the
11 fields of STEM.

12 This year's NDAA, as reported out of committee,
13 included bipartisan legislation I introduced with Senator
14 Blackburn to create a civilian cyber reserve, which will
15 also help address cyber defense personnel needs.

16 So Mr. Wagner, if confirmed, how would you recruit and
17 train personnel in cybersecurity and, of course, all the
18 other STEM fields that we need to ensure that the Air Force
19 maintains its technological superiority?

20 Mr. Wagner: Senator, thank you for that important
21 question and for your work highlighting all of those key
22 pieces of legislation. I understand that this committee has
23 long worked hard to expand the authorities available to the
24 Air Force to fight and win in the digital age, and I truly
25 believe in now this golden age of space that the Air Force

1 and the Space Force are uniquely positioned to attract and
2 retain high-quality cyber talent.

3 If confirmed, I will work closely to build military and
4 civilian talent in software engineering, in cybersecurity,
5 in coding, and related disciplines so that the U.S. can
6 continue to maintain its technological edge, as well as
7 leverage my private sector experience working with some of
8 America's most innovative companies who face many of these
9 same challenges.

10 Senator Rosen: Well, thank you. I appreciate that. I
11 want to just follow up a little bit, because how do you
12 envision training the high-skilled airmen when NCOs,
13 warrants, and even officers, they can oftentimes find more
14 lucrative, more balanced work-life opportunities in the
15 private sector? So how are you going to navigate that?

16 Mr. Wagner: Senator, there is no mission like there is
17 defending this nation and our national security, and some of
18 the roles that airmen and guardians will play in the cyber
19 field are unique. You cannot do that in private industry.
20 You certainly cannot do that in Silicon Valley.

21 And so making sure we have the right amount of
22 training, making sure it is effective will help both
23 increase our ability to recruit the best America has to
24 offer and retain them. Because what I have learned
25 consistently is that mission matters, and if confirmed, I

1 really look forward to engaging further with you and the
2 rest of this committee to maintain that important mission,
3 so critical to our readiness.

4 Senator Rosen: Thank you. I want to move over to you,
5 Mr. Hunter, because I am worried about some of the risks to
6 our defense industrial base, because DoD's fiscal year 2020,
7 the Annual Industrial Capabilities Report, it highlighted a
8 number of risks affecting the defense industrial base,
9 including the presence of foreign suppliers and critical
10 supply chains, again, addressing what we just had talked
11 about, poor cybersecurity, constrained domestic production
12 capacity, workforce challenges, among other things.

13 So Mr. Hunter, what are the highest-priority defense
14 industrial base risks you believe are facing the Air Force
15 today, and what steps would you take to pursue to mitigate
16 these risks, if confirmed?

17 Mr. Hunter: Well, Senator, I agree with you that there
18 is a huge challenge facing the supply chain. There are a
19 number of vulnerabilities that have been identified by the
20 Department, and by the companies that work for the
21 Department, and those are things that require us to take a
22 significant focus. That is a commitment that I know several
23 leaders in the Department today -- Secretary Kendall,
24 Secretary Austin, and others -- have made. If confirmed, I
25 would look forward to working with them on that.

1 I would highlight, you know, I mentioned that some of
2 our top priority programs are those associated with nuclear
3 modernization. We certainly have supply chain issues
4 associated with those programs. In addition, when you look
5 at emerging technology that is an area where some of our
6 peer competitors have been very actively working to take
7 technology from U.S. suppliers and also to gain leverage
8 over companies in the United States. So that will be
9 another primary focus, if confirmed.

10 Senator Rosen: Thank you, Mr. Chairman. I see my time
11 is up. I will submit the rest of my questions for the other
12 nominees for the record. Thank you.

13 Chairman Reed: Thank you, Senator Rosen. Let me
14 recognize Senator Kelly, please.

15 Senator Kelly: Thank you, Mr. Chairman, and
16 congratulations on each of the nominees, and thank you for
17 your willingness to continue to serve our nation.

18 If confirmed, I hope you will all spend some time in
19 the great state of Arizona and meet the dedicated men and
20 women serving in the many military installations in our
21 state.

22 Ms. Jacobson, I have got a few questions about
23 combatting climate change on our Army installations, in
24 Arizona, specifically. The Army has greatly benefited from
25 the Readiness and Environmental Protection Integration, or

1 REPI, program, which aims to protect the military's vital
2 test and training missions. Likewise, Sentinel Landscapes,
3 a partnership between the Departments of Agriculture,
4 Defense, and Interior, along with state and local agencies
5 in the private sector have been successful in reducing
6 encroachment and protecting natural resources and wildlife
7 habitat.

8 In the West, where installations often rely, in part,
9 on groundwater, and the program's ability to protect water
10 resources during historic drought, it is especially
11 valuable.

12 So if confirmed, will you continue to support the
13 Army's participation in both the REPI and Sentinel
14 Landscapes programs?

15 Ms. Jacobson: Senator, thank you for that question
16 that is something very near and dear to me. I think I was
17 the signatory on the MOU for the Sentinel Landscapes program
18 while I was at Department of Interior.

19 So having said that, these are vitally important
20 programs. They are innovative. They demonstrate public-
21 private partnerships because these programs involve, by
22 necessity, land trusts, states, counties, willing
23 landowners, tribes, and other Federal agencies, in
24 cooperation, in recognition that these resources are
25 important for conservation purposes, but not only

1 conservation purpose, for military readiness and training
2 and also resiliency.

3 And so if confirmed, I will absolutely make it a
4 priority that these programs continue as successfully as
5 they have in the past. Thank you.

6 Senator Kelly: Thank you. And do you support using
7 these programs for protecting ranges from encroachment,
8 including electronic ranges, like the Electronic Proving
9 Ground at Fort Huachuca?

10 Ms. Jacobson: Absolutely, Senator. This committee
11 leadership in successive defense bills has expanded the
12 authorities, particularly of the REPI program, so that it
13 can be used to mitigate all sorts of potential threats,
14 including the threats you described today.

15 Senator Kelly: Well, thank you. As required by
16 Section 335 of the fiscal year 2018 NDAA, the Army submitted
17 a list of the 10 U.S. installations most at risk from
18 recurring flooding, drought, desertification, wildlife,
19 thawing, permafrost, and rising sea levels. This list
20 included two Army installations in Arizona -- Yuma Proving
21 Grounds and Fort Huachuca -- and listed what they called
22 desertification as the primary concern. Desertification is
23 actually a fairly widespread challenge and was identified as
24 the primary climate driver for 9 of the 10 listed Army
25 installations.

1 It is important that we ensure responses are tailored
2 for the specific needs of each of these 9 installations. So
3 I am concerned that the Army treated both Arizona
4 installations the same, despite the differences in the
5 Köppen climate classification for the two bases. Fort
6 Huachuca is a cooler, semi-arid climate while Yuma is valued
7 by the Army for testing work specifically because of the hot
8 desert climate. So they are a little different. There are
9 also significant differences in annual rainfall between the
10 two installations.

11 I further note that the Army's ranking did not appear
12 to take into account the significant steps taken by
13 installations in Arizona to ensure sustainable operations,
14 including reducing water usage and preserving habitat.
15 These same efforts have been acknowledged in our committee's
16 fiscal year 2021 NDAA report.

17 So if confirmed, will you agree to carefully review the
18 Army's analysis of installations where the primary driver of
19 climate change is desertification?

20 Ms. Jacobson: Absolutely, Senator. The Army does have
21 in place a number of tools that should take into account
22 those kinds of distinctions in planning and addressing
23 specific threats from climate change, and if confirmed, I
24 will look specifically at the desertification questions, and
25 I am happy to report back to you, if confirmed.

1 Senator Kelly: Well, thank you. And in that review I
2 would ask you to do a couple of things. One is recognize
3 the impact of successful programs undertaken by Army
4 installations, like Fort Huachuca to reduce water usage, and
5 take steps to avoid categorizing challenges by state or
6 region and ensure that the Army properly differentiates
7 between bases by considering the unique circumstances of
8 each installation.

9 Ms. Jacobson: Absolutely, I will take those
10 considerations into account in examining these issues, if
11 confirmed.

12 Senator Kelly: Well, thank you, and I encourage you,
13 after you are confirmed, to work with regional and Federal
14 stakeholders to continually strengthen collaborative efforts
15 to address these critical issues. So thank you very much.

16 Ms. Jacobson: Absolutely.

17 Chairman Reed: Thank you, Senator Kelly. Let me thank
18 the witnesses for their very, very informative testimony,
19 and also thank you for your service previously and your
20 expected service. I look forward to your confirmation.

21 Thank you very much. With that I will adjourn the
22 hearing.

23 [Whereupon, at 11:39 a.m., the hearing was adjourned.]

24

25