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SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS

STATEMENT OF
VICE ADMIRAL ROBIN R. BRAUN, U.S. NAVY
CHIEF OF NAVY RESERVE
BEFORE THE
SENATE SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
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United States Navy Biography

Vice Admiral Robin R. Braun CHIEF OF NAVY RESERVE COMMANDER, NAVY RESERVE FORCE

Vice Adm. Robin Braun is the daughter of a career naval aviator. Born in Pensacola, Florida, she is a graduate of Northern Arizona University and was commissioned in 1980. Designated a naval aviator in February 1981, her first assignment was to Training Squadron (VT) 31, NAS Corpus Christi, Texas, where she served as an instructor pilot in the T-44 aircraft.

In 1983, Braun was assigned to Fleet Air Reconnaissance Squadron (VQ) 3, NAS Barbers Point, Hawaii, serving as a mission commander, aircraft commander, and instructor pilot in the EC-130Q aircraft. Subsequent squadron tours include Fleet Logistics Support Squadron (VR) 61, NAS Whidbey Island, Wash., and VR-51, NAS Glenview, Illinois. Staff assignments include naval intern on the Joint Staff (J3), aviation detailer at Navy Personnel Command, and chief of staff, CNO Operations and Plans supporting OPNAV N3/N5.



Braun served as commanding officer of VR-48, NAF Washington, D.C. During her tour, the squadron was awarded the Battle Efficiency Award and Chief of Naval Operations (CNO) Safety Award. Subsequent command tours include: Navy Air Logistics Office (NALO); Navy Reserve Carrier Strike Group 10 supporting the USS *Harry S. Truman* (CVN 75) and Joint Task Force Katrina; and Tactical Support Center 0793 supporting Patrol and Reconnaissance Wing 5.

Flag assignments include deputy commander, Navy Recruiting Command; director, Total Force Management for the Deputy Chief of Naval Operations for Information Dominance (OPNAV N2/N6), and deputy director of Operations, U.S. European Command, Stuttgart, Germany.

Braun became the Chief of Navy Reserve on the staff of the Chief of Naval Operations in August 2012. As Commander, Navy Reserve Force, she leads almost 60,000 personnel who support the Navy, Marine Corps, and Joint Force.

Braun has accumulated over 5,800 flight hours in Navy aircraft. Her awards include the Defense Superior Service Medal, Legion of Merit (three awards), Meritorious Service Medal (four awards), the Navy and Marine Corps Commendation Medal (two awards), and the Navy and Marine Corps Achievement Medal (three awards).

INTRODUCTION

Chairman Cochran, Ranking Member Durbin, and distinguished Members of the Subcommittee, as Chief of Navy Reserve it is my distinct honor to report to you on the state of the Nation's Navy Reserve and our Sailors, who selflessly contribute to the national defense. The Navy Reserve proudly provides trained, equipped and ready Sailors to the Navy, Marine Corps and Joint Force. As an essential component of the Navy, the Navy Reserve is cost-efficient and mission-effective providing operational capability, strategic depth and surge capacity, both overseas and at home, across the full spectrum of naval missions.

Today's Navy Reserve is comprised of 57,400 Citizen Sailors from every state and territory. Since 2001, these dedicated men and women have mobilized over 75,000 times to every theater of operations, including 2,537 personnel in FY15. On behalf of the Navy Reserve, I would like to extend my sincere gratitude for your continued support.

TODAY'S FORCE STRUCTURE

Today's force structure is the result of Navy's imperative to improve the interoperability and operational effectiveness of the Navy Reserve in the months following 9-11. In 2002 the Navy commissioned a study to redesign, integrate and better utilize the Navy Reserve. The resulting plan was titled Active-Reserve Integration (ARI) and included a Zero Based Review of each billet to eliminate inefficiencies and optimize mission effectiveness. As a result, force structure initiatives were implemented to drive integration and Navy Reserve end strength was reduced by nearly 20 percent from FY03-FY06. Since then, due to warfighting capability and capacity tradeoffs balancing risk and resources, Navy Reserve end strength has continued to

decline, leveling off in FY16 at 57,400 for a total end strength reduction of 32 percent since 2001.

PERMEABILITY

One of the most significant outcomes of the Navy's ARI process is the permeability between the active component (AC) and reserve component (RC).

As a direct result of the RC force structure realignment, most Reserve Sailors now routinely work and train alongside their AC counterparts. Due to the high levels of personnel and mission readiness attained as a result of this synergy, our Sailors are able to provide a rapid response to calls for support from the Navy and Joint Force, often on a moment's notice.

Additionally, where appropriate, our hardware units are aligned and integrated with active component training and deployment cycles. These RC units, comprised of military professionals with extensive operational experience, act as force multipliers through mission augmentation and surge capacity where and when needed. This is one of the most cost-efficient and mission-effective models available across all reserve components today.

CITIZEN SAILORS

Reserve Sailors support the Navy's mission by leveraging their unique combination of civilian and military experience to provide value to the Navy in critical mission areas. Their civilian skill sets add invaluable expertise to our Force, and conversely, their military training and professional development make them more capable leaders in their civilian communities. Citizens who serve in the Navy Reserve strengthen the bond with the American public while inspiring families, employers and communities to support military service.

The Navy Reserve leverages the service of thousands of men and women in uniform as they transition from active duty. This ability to retain their training and experience is a critical element in managing talent in the Navy Reserve and is vital to the future of the Total Force. When in uniform, Reserve Sailors blend seamlessly with their AC counterparts, operating as one team. When out of uniform and serving in the civilian sector, our Sailors learn and hone skills that provide the Navy an asymmetric advantage when combined with their military training.

Whether a tradesman, first responder, executive, or licensed professional, the Navy has long benefitted from the civilian experience and maturity of RC Sailors. Moving forward, we are focused on developing and improving our processes so we can more consistently leverage RC Sailors' civilian skills.

Military commanders often comment that the value of Reserve Sailors' civilian expertise enhances their military service. As one Joint Task Force Commander noted, "The background and contemporary industry knowledge members of the Navy Reserve bring to my organization cannot be overstated – they bring a unique set of skills which consistently results in a better solution or product when they work side-by-side with their active duty counterparts, government civilians and contractors." This unique combination of civilian and military experience and skills provided by Reserve Sailors offers the diversity of thought and insight which inspires innovation and acts as a force multiplier.

INTEGRATED FLEET SUPPORT

Over the past year, the Navy routinely responded to combatant commander requirements with tailored Reserve units and personnel. Our force structure provides integration options ranging from the mobilization of an entire unit to the activation of a single Individual Augmentee (IA) Sailor. This model delivers increased flexibility and depth to the Total Force, and the

experience gained by Navy Reserve Sailors through mobilizations and operational support missions maintains high readiness levels and enhances interoperability with the AC and the Joint Force.

The Navy also continues to leverage RC capacity in support of day-to-day fleet operations. RC Sailors fill manning gaps at sea, bolster understaffed shipyards, and are utilized in daily production as well as surge response. As an example, within the training and education commands they serve as Recruit Division Commanders at Recruit Training Command, and as instructor pilots in aviation training squadrons and are able to expand their support when demand for student throughput increases.

The dynamic nature of the global security environment demands a Navy that can generate forces and capabilities with the agility and adaptability to respond to both persistent and emerging threats. As a result, the Navy Reserve continuously assesses and refines its mission sets. For instance, in 2015 we continued to support operations in Maritime Patrol and Reconnaissance, Air Logistics, Expeditionary Combat, Shipyard Maintenance, and Funeral Honors. We are well positioned to continue delivering operational capacity and capability in an agile and adaptable manner well into the future.

Serving in support of their strategic depth role, Navy Reserve P-3C squadrons are augmenting deployment requirements for AC maritime patrol squadrons in the Pacific Command Area of Responsibility (AOR). This operational deployment of RC capacity is enabling the AC to transition from the legacy P-3C to the new P-8A aircraft. Navy began utilizing RC maritime patrol in this capacity in 2013 and will sustain P-3C operations through 2020.

The Navy Reserve's Fleet Logistics Support Wing (FLSW) provides 100 percent of the Navy's intra-theater air logistics capability. FLSW aircraft and flight crews are essential to

sustaining maritime operations, transporting naval personnel and priority cargo to forward deployed units throughout the world. For example, when USS DONALD COOK (DDG-75) experienced an engineering casualty that prevented them from accomplishing their CENTCOM assigned mission in support of Operation INHERENT RESOLVE, a FLSW aircraft was able to launch on short-notice, transporting approximately 2,000 pounds of high-priority parts to Souda Bay, Greece thereby enabling COOK to rapidly return to a fully mission capable status. In FY15 FLSW transported more than 121,000 naval personnel and nearly 25 million pounds of cargo in support of Fleet operations.

Navy Expeditionary Combat Command (NECC) serves as the functional command for the Navy's expeditionary force. The Reserve Component, which comprises 50 percent of all NECC forces, is integrated into the global deployment schedule. Navy Reserve Construction Battalions and Coastal Riverine Squadrons represent two communities within NECC.

In 2015, Navy Reserve Construction Battalion Seabees continued to mobilize in support of overseas contingency operations, deploying nearly 800 Reserve Sailors to the CENTCOM and AFRICOM AORs to provide expeditionary construction, forward operating base maintenance, host nation infrastructure improvements, and support for Special Operations Forces.

Reserve Coastal Riverine Squadrons (CRS) are responsible for the Navy's High Value Unit (HVV) escort mission and have conducted over 1,022 HVV Escort missions to date, providing afloat escort security for Navy vessels at strategic ports in the Continental United States. Additionally, CRS personnel continued to mobilize in FY15, providing maritime security for port visits, underway replenishments, and chokepoint transits in the Middle East.

Navy Reserve Surge Maintenance Units (SurgeMain) are an augmentation workforce providing skilled labor vital to Navy's shipyard mission. Over 1,400 SurgeMain Sailors

provided 14,090 man-days of critical support in FY15, contributing to fleet operational readiness. These units have been instrumental in mitigating risk by filling capability and manpower gaps created as a result of an increased shipyard workload and civilian workforce attrition. SurgeMain Sailors often bring new perspectives to problem solving as well as best practices from their civilian experience at a significant cost savings. For instance, in 2015 SurgeMain Sailors helped Norfolk Naval Shipyard complete planned maintenance on USS GEORGE BUSH (CVN 77). The SurgeMain team responded to this request within just two weeks and delivered over 1,200 man-days of production support over a two-month period, thereby, enabling on-time completion of construction.

Here at home, there is no duty that we treat with more respect, humility and distinction than rendering final honors for our fallen veterans. In FY15 the Navy Reserve performed 74 percent of all Navy funeral honors, supporting more than 43,000 services. By virtue of our geographic dispersion, Navy Reserve personnel are well-positioned to provide the vast majority of Navy funeral honors for our veterans across the country.

READINESS

The Navy Reserve's primary mission is to provide mobilization ready Sailors, available at a moment's notice, to the Navy, Marine Corps and Joint Force. Navy Reserve Sailors train to the same standards as their active component counterparts, maintaining high levels of mobilization and medical readiness. In addition, individual Sailor participation rates are monitored to ensure all Selected Reserve members meet minimum annual requirements as well as any additional training that may be dictated by their operational commanders.

The Navy Reserve's ability to maintain consistently high levels of readiness is the result of a combination of our integrated force structure, enforcement of military standards, and the

operational support our Sailors routinely perform. In any given week nearly 25 percent of the Navy Reserve is delivering operational support to the Navy and the Joint Force across the globe, generating readiness as a regular product of the way we do business. The Navy Reserve is poised and able to respond rapidly to operational surge demand signals because a surge is simply an extension of how we operate on a daily basis. In fact, Navy relies on RC Sailors to fill 75 percent of Individual Augmentation mobilizations in support of the Joint Force. Over 75,000 mobilizations since 9/11 bear witness to the success and effectiveness of this force generation model.

The Navy Reserve's readiness engine is driven by our Sailors' ability to provide routine and predictable operational support to their AC commands. Discretionary Reserve Personnel, Navy (RPN) funding in the President's Budget for FY17 is the primary means by which we resource this operational support to the fleet and Joint Force. As historical execution rates demonstrate, this funding is vital in maintaining force readiness, training, and interoperability with the AC, and is valued for the immediacy with which it can be allocated to support emergent requirements.

END STRENGTH

An essential metric of any AC/RC mix analysis is personnel end strength. The Navy Reserve has historically ended every year with greater than 99 percent of our authorized end strength. While focusing on placing each Sailor in the right billet, we consider qualifications, experience and training, and in so doing maximize the effectiveness of each Sailor's assignment. As we consider Navy Reserve end strength we strive to forecast the skills and experience needed in the RC to meet future global mission requirements. As previously mentioned, Navy Reserve end strength has been reduced by 32 percent since 2003. Our current authorized end strength of

57,400 represents a lean force. Although programmed to increase slightly over the next two fiscal years, any further reductions in end strength will increase risk in our ability to meet all required mission sets. While the Navy Reserve continues to source approximately 75 percent of Navy's Joint IA requirements, the state of global unrest suggests that Overseas Contingency Operations, security cooperation activities and emergent commitments are expected to be enduring aspects of our national maritime posture. Sufficient end strength also allows us to refit, retrain and reequip units with ready personnel to meet operational requirements and short-notice crisis response.

EQUIPPING

Almost fifteen years of increased operational tempo within a constrained procurement environment have taken a toll on the aircraft and equipment our Sailors operate. In order to safely accomplish our assigned missions and seamlessly integrate with the AC, the Navy Reserve depends on the availability of modern, reliable hardware. As the Navy continues to prioritize investments in advanced aircraft, weapons systems and equipment we must ensure that RC procurement is likewise adequately resourced in order to maintain safety and interoperability. Should an equipment interoperability gap between the AC and RC develop, it will be challenging to integrate RC units and Sailors with their AC counterparts.

Aircraft recapitalization is absolutely our number one equipping priority. It is critical for the Navy Reserve's required operational support to the Naval Aviation Enterprise. Fiscal constraints have created an environment where we must be increasingly focused on extending the service life of our infrastructure and hardware; however, each has a finite lifespan and we accept increasing risk as we approach that limit. Compounding the situation are the long process

times at our aviation depot level maintenance facilities caused by reductions in the skilled work force.

Even when we are able to extend the life of legacy equipment such as F/A-18A+, P-3C and C-20G aircraft, we cannot overcome the resulting interoperability barriers, increased maintenance costs and obsolescence issues associated with extending the service life of these legacy aircraft. For example, four squadrons from the Navy Reserve Tactical Support Wing (TSW) provide adversary training to the Fleet and assist in Fleet Replacement aircrew production. Two of these squadrons, VFA-204 and VFC-12, are equipped with F/A-18A+ aircraft and also serve as the Navy's carrier-capable strategic reserve strike fighter element. They accomplish some of their readiness requirements concurrently with filling an essential fleet operational support role of providing dedicated adversary support, also known as "Red Air", for Fleet Replacement Squadrons and deploying carrier air wings. Effective air-to-air training requires a skilled Red Air opponent and these squadrons provide the Navy's recognized experts in advanced air combat tactics.

VFA-204, based in New Orleans, and VFC-12, based in Virginia Beach, operate legacy F/A-18A+ Hornets that are nearing the end of their service life. As a group, the aircraft assigned to VFA-204 and VFC-12 represent the oldest Hornets in the Navy, resulting in increased interoperability gaps as well as increased maintenance challenges. Replacement aircraft will be necessary in the future in order to retain the tactical expertise resident in these squadrons.

The Navy's surge capacity within the Maritime Patrol and Reconnaissance Force (MPRF) consists of two RC patrol squadrons that operate legacy P-3C Orion aircraft. As AC patrol squadrons transition from the P-3C to the new P-8A Poseidon, these RC squadrons have been relied upon to fill operational and capability gaps in both deployed and homeland defense roles.

Navy Reserve VP deployments began in 2013 and are scheduled to continue through 2020. To retain surge capacity in the maritime patrol mission, reserve patrol squadrons must transition to the P-8A aircraft in the future.

The Fleet Logistics Support Wing executes the Navy Unique Fleet Essential Airlift mission to provide responsive, flexible, and rapid deployable air logistics support required to sustain combat operations at sea. The aircraft that support this mission are the C-40A, C-130T and C-20G. Procurement of the C-40A began in 1997 as a replacement for Navy Reserve's fleet of legacy C-9 and C-20G aircraft. The wartime requirement for the C-40A was assessed to be 23 aircraft; however the risk adjusted inventory objective was determined to be 17 aircraft. To date the Navy Reserve has taken possession of 14 C-40As with the 15th airframe due for delivery in FY17. The C-40A offers increased range, payload, reliability, cost effectiveness and the unique capability of carrying hazardous cargo and passengers simultaneously. The C-40A aircraft represents the most cost-effective, responsive, and flexible option for Fleet air logistics support.

ACCESS

The Navy has grown dependent on regular and reliable access to the RC over the past decade. Under the Presidential Declaration of National Emergency (DNE), the services and combatant commanders have benefitted from involuntary access to the RC via Title 10 USC 12302 authority. In a global environment that requires the ability to rapidly respond to emergent threats and requirements, it is imperative that leaders have access authorities that optimize involuntary access, flexibility and responsiveness for both the AC and RC in order to maximize Total Force resourcing and effectiveness. When there is no longer a need for an annual DNE,

involuntary mobilization access to the RC is under Title 10 USC 12304b authority, which provides access only for preplanned missions in support of combatant commander requirements.

FACILITIES

The Navy Reserve operates six region headquarters (Reserve Component Commands), two Joint Reserve Bases and 123 Navy Operational Support Centers (NOSCs). These facilities serve Navy Reserve Sailors and are located in all 50 states as well as Puerto Rico and Guam. Our NOSCs reside both on and off DoD installations as a mix of stand-alone NOSCs, Navy-Marine Corps Reserve Centers and joint Armed Forces Reserve Centers.

As part of the Navy's active-reserve integration efforts, the Navy Reserve consolidated many of its facilities, closing 23 percent of NOSCs since 2005. Where able, we have partnered with other service components to relocate NOSCs onto military installations to leverage existing infrastructure and force protection resources. We have also partnered with other service components to establish joint reserve facilities. The resulting optimal footprint has allowed us to make best use of limited military construction and facilities sustainment funding in order to provide an environment for our Sailors to maintain their mobilization, training and readiness standards.

As a part of the Navy's Energy Program for Security and Independence, the Navy Reserve continues to seek opportunities to gain energy efficiencies through facilities modernization and new construction. When we are able to invest our limited funds in Military Construction, Navy Reserve projects, we focus on building modern, energy-efficient, and technologically current facilities. Our plans prioritize vacating obsolete buildings, such as those currently occupied by NOSC Augusta, Georgia and NOSC Reno, Nevada. They also support the

modernization and construction of two Joint Reserve Intelligence Centers. These facilities are “hubs” of intelligence expertise that facilitate direct support to forward deployed warfighters and are a critical part of the Joint Intelligence Program.

Each year we direct our Facilities Sustainment, Repair and Modernization funds to address the highest priority modernization and repair projects. However, in any given year we may only address a portion of our total facilities sustainment requirement. We often need to re-prioritize to maintain adequate facilities, as they are necessary to keep Navy Reserve Sailors ready to mobilize and deploy forward. Your continued support represents an essential investment in the future health and readiness of Navy Reserve Sailors.

FORCE PROTECTION (PHYSICAL SECURITY)

NOSC ARMED SECURITY

Soon after the attack at Navy Operational Support Center Chattanooga on July 16, 2015 that claimed the lives of five Reserve Service members, the Navy Reserve embarked on an effort to provide armed security for our 71 NOSC locations located outside the confines of a major military installation. Assisting in this process are 77 qualified Selected Reserve Master-at-Arms Sailors who maintain the NOSC weapons programs and train select NOSC personnel on Rules for Use of Force and Pre-Planned Responses. To date, more than 178 Reserve Sailors have attended Security Reaction Force Basic School and are qualified to serve as armed watch standers. These Sailors protect their respective facility during working hours and on drill weekends.

NOSC ASSESSMENTS

Additionally, in coordination with Navy Installations Command and Naval Facilities Engineering Command, the Navy Reserve is conducting a broad Anti-Terrorism Force Protection (ATFP) assessment of all off-installation NOSC's to identify measures to enhance our force protection posture. These physical security surveys are ongoing and will be complete by June 2016.

FY16 funds were appropriated to increase physical security at Recruiting Centers and will most assuredly improve force protection measures for recruiters. In FY16 the Navy Reserve will strive to strengthen physical security at our NOSC's in an effort to begin mitigating the security concerns identified during the ATFP assessments. We will schedule installation of enhanced force protection measures based on risk and vulnerability levels.

HEALTH OF THE FORCE

As Navy Reserve end strength increases in FY17, our recruiting goals will increase as well. To further expand transition opportunities for AC Sailors to join our team, we have an ongoing effort to broaden Continuum of Service (CoS) options that enable AC Sailors to transition to the RC. At the same time, we are advertising opportunities for RC Sailors in specific ratings and year groups, to transition from RC to undermanned AC ratings on either a temporary or permanent basis. Last year 292 RC enlisted Sailors permanently transferred to the AC, 89 of which were Master at Arms, meeting an increased force protection demand signal from the Fleet. These CoS options enable the Navy to retain valued skills and experience while supporting the professional needs and desires of our Sailors.

The Navy Reserve employs a focused bonus strategy to selectively target the specific skills and experience needed by the Navy. Selective Reenlistment Bonuses, affiliation and enlistment bonuses are utilized to improve retention and recruitment of enlisted Sailors in

specific specialties. Officer affiliation bonuses and special pays are used to maintain or increase manning levels by targeting pay grades in critical and undermanned skill sets.

Persistent challenges to meeting accession goals for Unrestricted Line (URL) officers and medical officers continued in FY15. Overall, the Navy was able to attain 90 percent of RC officer recruiting goals. However, specific skillsets that remain challenging include SEALs (43% attained), Naval Flight Officers (NFOs) (84%), pilots (88%), Judge Advocate General (42%), nurses (73%) and physicians (76%). Since all RC Unrestricted Line officers are accessed from the active component, continued high active component retention has severely limited the size of the recruiting pool. As a result, reserve affiliation bonuses are offered to officers from the Explosive Ordnance Disposal (EOD), SEAL, and Navy Aviation Communities. Additionally, the Navy Reserve is authorized to use a limited Critical Skills Retention Bonus for Naval Special Warfare/SEAL officers in an effort to reduce attrition in that critical community.

Accessing Health Care Professionals - specifically surgeons, anesthesiologists and perioperative nurses - continues to present a greater recruiting challenge. Navy Reserve uses current statutory authorities to apply targeted special and incentive pays and resources to attract and retain medical professionals in critically undermanned wartime specialties. These recruiting and retention incentives are still necessary to help partially offset a potential income loss while on active duty, as well as some of the negative impacts of mobilizations on civilian medical practices.

RESILIENCE PROGRAMS

Serving in the Navy Reserve requires our Citizen Sailors to balance many priorities associated with their civilian jobs, family commitments, and duties as a part-time Sailor. The Navy Reserve utilizes several tools to help Sailors manage the stressors that can accompany this

busy lifestyle. All Reserve Sailors receive an annual mental health assessment as part of the Navy's Periodic Health Assessment (PHA). Additionally, the Navy Reserve's Psychological Health Outreach Program (PHOP) ensures all Reserve Sailors have access to appropriate psychological health care services. PHOP counselors provide Operational Stress Control (OSC) briefings and behavioral health screenings to Reserve Sailors across the nation. Our new Resiliency Check-in tool allows PHOP counselors to provide one-on-one behavioral health assessments that include on-the-spot initial and follow-up referrals when needed. This minimizes any perceived stigma to seeking help and is a proven way to ensure Sailors have access to the mental health care they need. Referrals to non-medical counseling support military families with a variety of common concerns that can accompany the military lifestyle, including the stress related to family separation, continuous deployments, and post-mobilization reintegration.

All deploying Sailors participate in Pre-Deployment Health Assessments (PDHA) and Post-Deployment Health Reassessments (PDHRA), which can help identify mental health issues requiring attention. The Yellow Ribbon Reintegration Program (YRRP) supports Reserve Sailors and their families through all phases of the deployment cycle. A key program within the YRRP is the Returning Warrior Workshop, which focuses on the reintegration process for service members and their spouse/family member, and helps identify Sailors in need of follow-on care. Continued support for our FY 2017 funding request for the YRRP is vital to our continuum of care.

PREVENTION PROGRAMS

Navy Reserve resilience and suicide prevention programs connect with other military and community programs to promote the mission-ready Sailor. Decreasing the stigma of seeking mental health services remains a priority, as does resiliency training and educating service members to seek help in times of need. While the Navy Reserve suicide rate remained relatively unchanged from 2014 to 2015, we are committed to identifying any trends that can lead to a greater awareness of impending destructive behavior by our shipmates. Most suicides continue to be connected to life stressors not unique to military service. RC members are offered numerous resources available to them and have unique access to the PHOP team. We are dedicated to guaranteeing that our shipmates have the best resources and care, as well as concerned and engaged leadership, to positively impact their psychological well-being.

The Navy Reserve fosters a climate that is intolerant of sexual assault and other unacceptable behaviors such as sexist language, sexual harassment and misconduct, unlawful discrimination and hazing. We promote a culture of dignity and respect for all, and emphasize the importance of living by the Navy's Core Values of Honor, Courage and Commitment - both on and off duty. To further our Sexual Assault Prevention and Response (SAPR) efforts, we recently released guidance to clarify proper handling of SAPR issues unique to Reserve Sailors. We have also continued to focus on empowering Sailors to intervene and take action to stop behaviors contradictory to our Core Values and Navy Ethos. We promulgated Department of Navy Sexual Assault Prevention and Response Office (SAPRO) videos of Navy leaders and victims discussing the impact of sexual assault, and we have invited *Pure Praxis*, a live scenario-based performance troupe, to deliver training at many NOSC's this fiscal year. *Pure Praxis'* presentation allows Sailors to learn and practice intervention techniques in a safe environment,

better preparing them to “Step Up and Step In”. The Navy Reserve is committed to preventing sexual assault by training Sailors to intervene in unethical situations, while further improving victim response and care.

The Victims’ Legal Counsel (VLC) program provides sexual assault victims with a dedicated attorney to help explain the investigation and military justice process, and protect the victim’s legal rights and interests. The Navy Reserve has played an important role in the VLC program since its inception in August 2013 by consistently filling VLC billets with Reserve judge advocates. Many Reserve judge advocates provide similar services in their civilian careers and are uniquely qualified to provide legal assistance to sexual assault victims in need. A trusted VLC program made up of experienced, dedicated judge advocates encourages reporting by giving victims the confidence that their rights will be protected.

NEW & EXPANDING MISSIONS

Navy continues to assess the role of its reserve component as it fields new weapons systems and capabilities. Deliberate investments in RC manpower, training and equipment can be cost-wise for Navy as a whole. New and expanding missions include cyber warfare, unmanned systems and SurgeMain.

As the cyber warfare threat continues to grow, the Navy Reserve is growing in its capacity to counter those threats. Our Reserve Information Warfare Community is part of the Cyber Mission Force integration strategy, and will grow by over 300 personnel within the FYDP. Moving forward, Commander, U. S. Fleet Cyber Command will continue to assess requirements for Reserve integration into Navy's Cyber Mission Force, to include additional billets, and the potential for creating Reserve Cyber Mission Support Units or Detachments.

With reliance on unmanned systems continuing to expand, the Navy Reserve is well positioned to provide remote operator support, as this planned and periodic operating construct is a perfect fit for RC Sailors. For instance, the Navy Reserve maintains two Navy Special Warfare SEAL Teams to provide additional capacity to the AC. In 2015, the teams began adding unmanned aircraft systems to their mission inventory to meet the increasing requirement for expeditionary Intelligence, Surveillance and Reconnaissance (ISR) capability. Reserve Sailors will help man these ISR detachments on a rotational basis.

The value SurgeMain Sailors add to the ability of Navy shipyards to improve fleet readiness has prompted Navy to increase its investment in RC SurgeMain manpower. Over the next few years, our shipyard augmentation workforce is forecast to grow to 1,856 personnel, an increase of 394 billets, which is a testament to the success of the SurgeMain program and the skill and dedication of its Sailors.

CONCLUSION

The Navy Reserve is well postured to meet the challenges of the future and will remain fully trained and ready in support of Navy's "Design for Maintaining Maritime Superiority". In the words of the Chief of Naval Operations, Admiral John Richardson, "We are one Navy Team – comprised of a diverse mix of active duty and reserve Sailors, Navy civilians, and our families..." The synergistic relationship within the Navy team fosters an environment that inspires the core attributes of integrity, accountability, initiative and toughness. The Navy Reserve's unique force structure and force-generation model, which has evolved over the past decade, serves as a testament to our commitment to the principle of "one team, one fight".

The resources to provide consistent and predictable operational support are the cornerstone of maintaining our readiness and permeability with the AC. This has proven to be one of the most agile, efficient and cost effective models available across all services' reserve components today, and your continued support of RPN funding is greatly appreciated. Equally as important is your support for authorities that ensure viable access to the RC in order to optimize both flexibility and predictability to the AC and RC.

Procurement has been, and will continue to be one of our most acute challenges, particularly in the current fiscally-constrained environment. Aircraft recapitalization in several mission areas remains a great concern. As we consider future investments in the Naval Aviation Enterprise, balancing cost and risk with capacity, capability and wholeness will be of utmost importance.

The Navy Reserve remains seamlessly integrated as a key component of the Navy team, providing accessible forces, strategic depth and surge capacity. We must remain properly manned, trained and equipped to provide rapid response to a vast array of missions, from exercise support to disaster relief and combat operations. We serve in an era of rapid technological advances within an evolving geo-political environment, challenged by new and emerging threats that include violent extremism, cyber-attacks, social unrest, and the proliferation of weapons of mass destruction. These challenges will invariably test the limits of our nations' military capabilities, and will require agile surge forces capable of providing rapid global response at any time. With your continued support the Navy Reserve will remain a critical element of Navy's ability to conduct prompt and sustained combat operations, preserve America's strategic influence in key regions, and decisively defeat any enemy in the maritime domain.