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SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS

STATEMENT OF
VICE ADMIRAL LUKE M. McCOLLUM, U.S. NAVY
CHIEF OF NAVY RESERVE
BEFORE THE
SENATE SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
FISCAL YEAR 2019 NATIONAL GUARD AND RESERVE
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United States Navy Biography

Vice Admiral Luke M. McCollum
Chief of Navy Reserve
Commander, Navy Reserve Force

Vice Adm. Luke McCollum is a native of Stephenville, Texas, and is the son of a WWII veteran. He is a 1983 graduate of the U.S. Naval Academy and is a designated surface warfare officer. McCollum holds a Master of Science in Computer Systems Management from the University of Maryland, University College and is also a graduate of Capstone, the Armed Forces Staff College Advanced Joint Professional Military Education curriculum and the Royal Australian Naval Staff College in Sydney.

At sea, McCollum served on USS Blue Ridge (LCC 19), USS Kinkaid (DD 965) and USS Valley Forge (CG 50), with deployments to the Western Pacific, Indian Ocean, Arabian Gulf and operations off South America. Ashore, he served in the Pentagon as naval aide to the 23rd chief of naval operations (CNO).



In 1993 McCollum accepted a commission in the Navy Reserve where he has since served in support of Navy and joint forces worldwide. He has commanded reserve units with U.S. Fleet Forces Command, Military Sealift Command and Naval Coastal Warfare. From 2008 to 2009, he commanded Maritime Expeditionary Squadron (MSRON) 1 and Combined Task Group 56.5 in support of Operation Iraqi Freedom. He also served as the Navy Emergency Preparedness liaison officer (NEPLO) for the state of Arkansas.

As a flag officer, McCollum has served as reserve deputy commander, Naval Surface Force, U.S. Pacific Fleet; vice commander, Naval Forces, Central Command, Manama, Bahrain; Reserve deputy director, Maritime Headquarters, U.S. Fleet Forces Command; and deputy commander, Navy Expeditionary Combat Command.

McCollum became the 14th chief of Navy Reserve in September 2016. As commander, Navy Reserve Force, he leads approximately 60,000 Reserve Component personnel who support the Navy, Marine Corps and joint force.

He is the recipient of various personal decorations and campaign medals and has had the distinct honor of serving with shipmates and on teams who were awarded the Joint Meritorious Unit Award, the Navy Unit Commendation, the Meritorious Unit Award and the Navy "E" Ribbon.

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INTRODUCTION

Chairman Shelby, Vice Chairman 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 United States Navy Reserve and to discuss our fiscal year (FY) 2019 budget request.

The value of the Nation's investments in the Navy Reserve cannot be overstated. Our force is comprised of 59,000 citizen sailors from every state and territory. Historically comprising less than 2 percent of the Navy's total annual budget, Navy Reserve Sailors have mobilized over 81,000 times to every theater of operation since 2001, including 2,961 personnel in FY 2017. On any given day, 20 percent of the Reserve force is operating, delivering critical support to our forces around the globe. As a perpetually-ready surge capability, operationally integrated with the total force, your Navy Reserve continues to deliver scalable lethality in defense of our Nation. On behalf of Navy reservists and their families, I would like to extend my sincere gratitude for your continued support. The work of the defense committees makes this capability possible.

FORCE STRUCTURE

Today's force structure is the result of Navy's imperative to optimize the interoperability and operational effectiveness of the Navy Reserve. Due to Active/Reserve integration efforts over the past 15 years, Reserve Sailors train and work alongside Active Component (AC) counterparts and units. Integrated partners in the Navy total force, Reserve Sailors provide a rapid response to calls for support, often on short notice. Additionally, Reserve Component (RC) hardware units, aligned and integrated with AC unit training and deployment cycles, are force

multipliers through mission augmentation that provide surge capacity to Combatant Commands worldwide.

Commander, Navy Reserve Forces Command operates six regional headquarters and 123 Navy Operational Support Centers (NOSCs), located in all 50 states, Puerto Rico, and Guam. NOSCs collectively serve as drilling locations and provide administrative support to over 1,400 RC units. NOSCs reside on and off DoD installations, a mix of stand-alone facilities, Navy-Marine Corps Reserve Centers, and joint Armed Forces Reserve Centers.

Commander, Naval Air Forces Reserve comprises three air wings, two Joint Reserve Bases and one Naval Air Facility. Fleet Logistics Support Wing and Tactical Support Wing reside at Naval Air Station-Joint Reserve Base Fort Worth, TX, while Maritime Support Wing is headquartered at Naval Air Station North Island, CA. Naval Air Forces Reserve Joint Reserve Bases are in Fort Worth, TX, New Orleans, LA, and the Naval Air Facility is in Washington, D.C. In addition to these standalone commands, the Navy Reserve operates multiple Squadron Augment Units which directly support various AC Navy squadrons around the country. Navy Reserve owns and flies approximately 150 aircraft supporting the Navy total force.

Commander, Naval Information Force Reserve, Ft. Worth, TX, is executive agent for nine of 28 multi-service Joint Reserve Intelligence Centers (JRICs) located throughout the country. These facilities provide fully capable intelligence and cyber warfare centers enabling wartime readiness through training and operations, and real-time intelligence support to Combatant Commands, Combat Support Agencies, the intelligence community, and Navy fleets.

CURRENT OPERATIONS

In 2017, Navy Reserve continued its century-long tradition of supporting Navy, Marine Corps and Joint Operations, contributing to overseas contingency operations in every Area of Responsibility, increasing the collective lethality of our total force. Navy Reserve offers a unique response capability and range of options to Combatant Commander requirements – from mobilization of an entire unit to activation of a single Individual Augmentee Sailor. This model delivers increased flexibility, with both operational capacity and strategic depth for the total force, in a dynamic global security environment.

In mid-January, over 3,000 Navy Reservists were mobilized, 1,076 were preparing to mobilize, and 188 were de-mobilizing. These sailors support Combatant Commands around the globe, and individual mobilizations add to the broad and diverse operational support missions Navy Reserve executes on a daily basis, including Expeditionary Warfare, Naval Air Warfare, Fleet Air Logistics, Cyber Warfare, Unmanned Aerial Vehicles, and Shipyard Maintenance. One example is Navy Expeditionary Combat Command, 50 percent of which is composed of Reserve Component Sailors.

READINESS

Navy Reserve's #1 guiding principle is warfighting. We are a ready and lethal military force, maximizing value to the Nation by modernizing the way we do business. We work hard to efficiently and effectively support the Active Component, while making optimal use of talented Reserve Sailors to increase total force capability. We develop Sailors who are "Ready to Win". This concept accelerates the impact of Navy Reserve's mission in the new competitive global environment, through four key focus areas:

- Resourcing the manning, training, and equipment that delivers Navy Reserve capabilities to the fleet;
- Leveraging Reserve Sailors' civilian skills and partnerships with industry and academia;
- Enabling Sailors to more effectively provide warfighting capabilities through innovative application of technology and supportive policies; and,
- Simplifying the way Reserve Sailors support the fleet.

RESOURCE

FISCAL PREDICTABILITY

Predictable and dependable funding ensures that Navy Reserve Sailors are able to provide consistent and timely operational support to the Total Force. Discretionary Reserve Personnel, Navy (RPN) funding is the primary fiscal means by which the Navy Reserve provides this support. Current RPN funding level supports 31 percent of Combatant Commander operational demand. Your continued support to ensure robust, consistent, and predictable RPN funding is the most important enabler for maintaining readiness and Navy Reserve mission accomplishment.

EQUIPPING THE FORCE

The Navy Reserve provides additional capacity and lethality to the total force. To maximize this capability, aircraft recapitalization is without question Navy Reserve's number one equipment priority – critically important to supporting the warfighter. Almost 16 years of increased operational tempo within a constrained procurement environment has taken its toll on the aircraft and equipment that RC sailors operate. Navy Reserve's integrated force structure depends on the ability to quickly and seamlessly assimilate with active units to execute the

mission. Accordingly, Navy Reserve depends on the availability of modern, compatible hardware to support the AC fleet.

The Navy Reserve air logistics component, made up entirely of RC sailors, fulfills the Navy's requirement for Navy Unique Fleet Essential Airlift capability. Operating C-40A and C-130T aircraft, Navy Reserve executes 100 percent of the Navy's organic air logistics support mission providing responsive, flexible, and rapidly deployable air logistics support required to sustain combat operations at sea. We appreciate this committee's support, which permitted Navy Reserve to purchase two additional C-40A aircraft which, once delivered to Kaneohe Bay, HI, will fulfill the risk-adjusted wartime inventory requirement of 17 aircraft. Meanwhile, our C-130T aircraft average age is 23 years, and maintenance issues heavily impact their reliability. Since the C-130T propeller grounding bulletin was issued by Naval Air Systems Command in September of last year, the Navy Reserve C-130T fleet has been grounded until critical maintenance is completed. This event has degraded Navy's organic lift capability, further highlighting the value to the total force. Accordingly, Navy has committed to recapitalizing these assets with KC-130Js, an exceptional and proven system, already operating in DoD, which ensures the foreseeable security and capability of Navy Air Logistics. There are currently three such aircraft programed into the President's 2019 budget with procurement set to begin in FY 2023. Finally, to address the short and medium term impacts of the C-130 grounding, the Navy Reserve is replacing the legacy propeller system with an upgraded system currently in use on Navy E-2 Hawkeyes. This proven system has also flown for over five years on Air Force C-130s, ensuring continued safety and viability of our legacy C-130T fleet until KC-130J recapitalization is complete.

The Navy is addressing much needed RC strike-fighter aircraft recapitalization requirements. The 31 F-18A+ legacy Hornets assigned to Navy Reserve squadrons include some of the oldest in operation, and are unable to deploy. Significant maintenance issues limit aircraft availability as these squadrons struggle to meet their operational mission, while system compatibility limitations hamper fulfillment of their strategic reserve role. In the near term, Navy plans to recapitalize RC F/A-18A+ aircraft with F/A-18C/Ds from the active duty fleet. When the AC completes the transition from legacy Hornets to Super Hornets and begins transitioning squadrons to the Joint Strike Fighter, an eventual transition of RC Hornets to later generation strike fighters will be possible. This recapitalization is directly linked to improved depot throughput and timely AC recapitalization through procurement of advanced strike aircraft. The additional 10 F/A-18s included in the FY 2018 budget and 24 in the FY 2019 budget request help increase the pace of this program and continued attention will help improve Navy Reserve's timeline for recapitalization.

Navy's surge capacity within the Maritime Patrol and Reconnaissance Force consists of two RC patrol squadrons operating legacy P-3C Orion aircraft. These squadrons comprise 13 percent of Navy's current Intelligence, Surveillance and Reconnaissance capacity and provide Combatant Commanders with a vital asset. Previous fiscal constraints have prevented transition to P-8A aircraft for the Navy Reserve resulting in the shutdown of the two Reserve squadrons in Whidbey Island, Washington, and Jacksonville, Florida in 2023.

The overall health of the nine Navy-hosted JRICs is second to none. Each year, the Joint Reserve Intelligence Program recognizes one of the Service's JRICs that best demonstrates the core values of the program: promoting Jointness, providing flexible access to allow tenants to meet mission needs, and providing first class facilities and staff support. Since 2002, Navy JRICs

have won the award nine times, with JRIC Minneapolis, MN winning in 2017. Although Navy hosts less than a third of all JRICs (9 of 28), they have won 60 percent of these annual awards.

JRIC Norfolk, VA is currently undergoing a multiyear, \$10 million renovation to bring this aging facility up to current day operational standards. In New Orleans, LA, we are executing Military Construction to build a new JRIC, repurposing an existing building, to build a state of the art intelligence facility. In Denver, CO and Jacksonville, FL the JRIC server rooms are under renovation, correcting deficiencies and increasing operational capabilities. Across all JRICs, plans are underway to modernize our security systems and networks protecting our facilities, providing secure classified facilities for Reservists throughout the country.

LEVERAGE

CIVILIAN SKILLS

Many skills possessed by Reserve Sailors add invaluable expertise and capability to the total force. In some cases, RC Sailors' civilian skills have provided unique capabilities in critical mission areas not specifically cultivated in the AC. Conversely, the military training and professional development provided to Reservists make them more capable leaders in their civilian communities. Citizens who serve in the Navy Reserve strengthen the bond with the American public, while educating families, employers, and communities about military service. Whether a tradesman, first responder, executive, or licensed professional, Navy has long benefitted from the civilian experience and maturity of RC sailors. Most recently, Navy has called to serve Digital Warfare experts, Advanced IT Programmers, and Additive Manufacturing Experts, because of their specialized capabilities across critical mission areas.

Having a pool of ready civilian professionals across numerous mission areas is an invaluable strategic capability that only a Reserve force can provide. Going forward, the Navy Reserve is reevaluating and improving processes in order to more completely capture and leverage these abilities. This unique combination of civilian and military experience and skills offers diversity of thought and insight, which inspires innovation and acts as a force multiplier. There is no question that, on a daily basis, specific civilian skills are being utilized across the total force.

ENABLE

TRANSFORMATION

Navy's Manpower Personnel Training and Education (MPT&E) Enterprise is undergoing a holistic, end-to-end, transformation of business processes and information technology systems. MPT&E Transformation is built around four fundamental pillars: Overhaul Processes, Modernize Information Technology Systems, Develop a Single Source of Data Truth and Comprehensive Analytics, and Create World Class Sailor Self Service. Together these pillars will improve personnel customer service, data and data reporting accuracy, auditability, and permeability between the active and reserve components.

Two information technology systems will work together to provide necessary processing, data retention and reporting: The Navy Personnel and Pay system and the Authoritative Data Environment. Navy MPT&E is also shifting to a centralized, and standardized, customer service model, which will ensure data input is faster and more accurate, while providing greater access to the metrics necessary for performance monitoring and improvement. Standup of the My Navy Call Center will include a dedicated Shared Service Center Reserve Branch, in which Reserve

active duty personnel/pay transactions will be centralized. Combined, these efforts will improve and simplify Navy's support to our Reservists, thereby enhancing Reserve support to the total force.

MOBILE TECHNOLOGY

Every Reserve Sailor's time must be focused, to the greatest possible extent, on the mission and not on administrative overhead. As such, mobile access to the myriad of Navy IT systems is a key enabler for Navy Reserve Sailors to maintain mobilization readiness and perform their mission requirements. In conjunction with Navy's MPT&E Transformation and Sailor 2025, the Navy Reserve is both consolidating and modernizing the various systems that enable and manage readiness, while improving access to those systems. Navy Reserve has taken a full-spectrum approach and has partnered with industry to produce creative and advanced IT solutions, such as allowing Sailors to conduct business using a mobile application that grants access to various Navy IT systems, a cloud-based pilot to provide Sailors 24/7 access to office productivity and collaborative tools, and expanded Navy NOSC Wi-Fi capabilities to maximize use of personal devices during drill weekends. Collectively, these solutions reduce the time and effort required to meet readiness and training requirements.

EMPLOYERS

Our Nation's Reserve forces rely heavily on the sacrifice and dedication of local employers in each member's home state to support the nation's hundreds of thousands of Reservists. Many companies provide flexible work options for both drilling and deploying RC service members. Some companies go above and beyond that which is required by law, and continue to support RC members with pay and benefits while activated, to reduce any potential pay gap during Reserve activation. For both large and small companies, this sacrifice can be

considerable. Most importantly, supportive employers send a clear message to RC members that they need not worry about their civilian jobs when called to serve. The value of this simple message cannot be overstated - an employer's level of cooperation, support, and encouragement is directly related to the productivity and mission focus of RC members when they put on the uniform, and ensures that that Reserve service remains a viable option for their employees. Employer support remains a vital component of the success of the entire RC, and Navy Reserve goes to great lengths to recognize supportive employers each year through various programs and initiatives.

FAMILIES

Not only do our Reservists' employers enable our total force, they support the families of those Sailors who also bear a great burden. Through our robust suicide prevention and resilience programs, such as the Returning Warrior Workshop, Psychological Health Outreach Program, the Yellow Ribbon Reintegration Program, Operational Stress Control, and Navigating Stress for Families, the Navy Reserve strives to minimize stressful impacts on families, during and following mobilization.

In spite of all the world-wide pressures we face every day, our Reserve citizen sailors have become incredible managers across three paradigms – military service, civilian employment, and family stability. Please allow me to brag about a few of these great servant leaders. One Petty Officer from Allentown, PA is a Reserve crew chief, serving over 100 days a year in locations around the globe. She also works for a print media company in her hometown, all the while, raising 2 young adults. One Reserve Commander from San Diego, CA has command of a three plane Reserve squadron while growing a restaurant franchise and raising a

family of five. In addition, in 2015 he volunteered as an Individual Augmentee to the Middle East. Bottom line, the sacrifices our citizen sailors make are nothing less than astounding.

SIMPLIFY

DUTY STATUS REFORM

Currently there are dozens of statutory authorities used when activating RC personnel. RC Duty Status Reform is complex and often confusing; as such, multiple studies have been initiated beginning as early as 1999. DoD has developed a proposal to reform the current RC duty status construct, and has begun working on draft legislation due to Congress in April 2019, pursuant to Section 513 of the National Defense Authorization Act for Fiscal Year 2018 (Public Law 115-91).

ACCESS

Navy has become increasingly reliant on regular and reliable access to the RC since September 11, 2001. Under the Presidential Declaration of National Emergency, the Services and Combatant Commanders have relied on involuntary mobilizations under title 10, United States Code, section 12302. However, when National Emergency declaration lapses, RC access would be limited to service performed pursuant section 12304b, which provides involuntary access only for pre-planned missions of units supporting Combatant Commander requirements. In addition, there are differences in benefits the Department provides to Reservists depending on the mobilization authority under which a member has been activated.

CONCLUSION

America's Navy Reserve stands ready. Our proud citizen Sailors continue to carry on the tradition of supporting the Navy, Marine Corps and joint force wherever, and whenever, called to serve. The Navy Reserve will continue to ensure our warfighters have the tools needed to effectively and efficiently accomplish the mission. Through stable and predictable RPN funding and through recapitalizing our aging aircraft we will increase the overall readiness and become a more lethal warfighting force. I look forward to working with you and I thank you for your continued support.