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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  
APRIL 26, 2017

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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 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 its sailors. Navy Reserve proudly provides properly trained and equipped sailors to the Navy, Marine Corps, and Joint Force. As an essential component of the Navy, the Navy Reserve provides operational capability and surge capacity, both overseas and at home, across the full spectrum of naval missions.

Navy Reserve is comprised of 58,000 citizen sailors from every state and territory. Since 2001, these dedicated men and women have mobilized over 79,000 times to every theater of operations, including 5,755 personnel in FY16. This morning, in addition to individual mobilizations, Navy Reserve has over 12,000 sailors performing Operational Support directly to the fleet around the globe; approximately 20 percent of the force.

In 2016, the Navy Reserve continued its century-long tradition of supporting Navy, Marine Corps and Joint Operations in superb fashion, including the most recent conflicts in Iraq, Afghanistan and against violent extremists. Furthermore, in order to keep pace with improving technology and pivot to confront new and emerging threats, a strategic "deep dive" into the structure and organization of the future Navy Reserve has begun. The resulting Strategic Campaign will be underpinned by lines of effort (LOEs) clearly articulated in the *Navy's Design for Maintaining Maritime Superiority*. Meanwhile, Navy Reserve will continue to do what it does best - combating the complex network of threats that the nation faces across multiple domains.

On behalf of the Navy Reserve, I would like to extend my sincere gratitude for your continued support.

## **FORCE STRUCTURE**

Today's force structure is the result of Navy's imperative to optimize the interoperability and operational effectiveness of the Navy Reserve. As a direct result of the Navy Reserve's force structure realignment, most Reserve sailors now routinely work and train alongside their Active Component (AC) counterparts. Due to the high levels of personnel and mission readiness attained as a result of this synergy, Reserve sailors are able to provide a rapid response to calls for support, often on a moment's notice. Additionally, where appropriate, Reserve Component (RC) hardware units are aligned and integrated with AC unit training and deployment cycles. These RC units, comprised of military professionals with extensive operational experience, act as force multipliers through mission augmentation and provide surge capacity where and when needed. This is one of the most cost-efficient and mission-effective models available across all reserve components today.

Commander Navy Reserve Forces Command (CNFRC) operates six region headquarters (Reserve Component Commands (RCCs)) and 123 Navy Operational Support Centers (NOSCs). Located in all 50 states as well as Puerto Rico and Guam, these facilities collectively serve over 1,400 RC units. NOSCs reside both on and off DoD installations as a mix of stand-alone facilities, Navy-Marine Corps Reserve Centers, and joint Armed Forces Reserve Centers.

Commander Naval Air Forces Reserve (CNAFR) is comprised of three air wings, two Joint Reserve Bases (JRBs) and one Naval Air Facility (NAF): Fleet Logistics Support Wing (FLSW) and Tactical Support Wing (TSW) at Naval Air Station (NAS) JRB Fort Worth, TX, Maritime Support Wing (MSW) at NAS North Island, CA, NAS JRB Fort Worth, TX, NAS JRB New Orleans, LA and NAF Washington, D.C. In addition to these standalone commands, the Navy Reserve operates multiple Squadron Augment Units (SAU) which directly support various

AC Navy squadrons around the country. In all, the Navy Reserve owns and flies approximately 150 aircraft across the force.

## **CURRENT OPERATIONS**

The Navy routinely responds to combatant commander requirements with tailored Reserve units and personnel. This 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 the increased flexibility and depth needed for the Total Force to face the dynamic nature of the global security environment. As of March 31<sup>st</sup>, 2017, 3,018 Reserve sailors were mobilized, 1,576 Reserve sailors were preparing to mobilize, and 343 were de-mobilizing. These sailors are involved in operations directly supporting Central Command (CENTCOM), Southern Command (SOUTHCOM), Africa Command (AFRICOM), and European Command (EUCOM). These individual mobilizations are in addition to the Operational Support that Navy Reserve units provide to combatant commanders on a daily basis in the Expeditionary Warfare, Naval Air Warfare, Fleet Air Logistics, Cyber Warfare, Unmanned Aerial Vehicles, and Shipyard Maintenance domains.

Navy Reserve Operational Support missions are broad, diverse, and critical to the mission of each of the geographic combatant commands. For example: In the continental United States, Navy Reserve Coastal Riverine Squadrons (CRS) - specifically CRS 1, CRS 11, CRS 8, and CRS 10 – form the backbone of the Navy's High Value Unit (HVU) escort mission. These units conducted 622 HVU Escort missions in FY16, and have conducted 151 to date this FY, providing afloat escort security for Navy vessels at strategic ports. Outside of the Continental United States a rotating team of CRS personnel (69 sailors strong) conduct HVU operations at

Djibouti, Africa. Additionally, rotating CRS personnel based out of Bahrain continue to support Embarked Security Team (EST) operations, providing maritime security for port visits, underway replenishments, and chokepoint transits in the Middle East.

In the Southern hemisphere, Navy Reserve forces provide timely support to every SOUTHCOM sponsored Humanitarian Assistance exercise, and contribute thousands of man hours to operational and exercise intelligence, medical, and logistics in support of SOUTHCOM's efforts to be the region's preferred security partner. At Joint Interagency Task Force South (JIATF-South), Navy Reservists serve an integral role in the Counter Drug/Counter Narcoterrorism (CD/CNT) detection and monitoring mission. At Joint Task Force Guantanamo Bay (JTF-GTMO) Navy Reserve manpower contributions to medical, intelligence, legal and Chaplain support services are critical to the mission. In Central America, Navy Reservists provide 40 percent of the Force Protection and Information Technology manning requirements at the OCONUS Cooperative Security Location in Comalapa, El Salvador, where deployed P-3C aircraft conduct the Counter Illicit Trafficking (CIT) mission. The Navy Reserve is a significant force multiplier in SOUTHCOM's continuing effort to encourage strength and unity of purpose between the U.S. and our regional partner nations.

In the Pacific, the Reserve Maritime Support Wing (MSW) is supporting Pacific Command (PACOM) objectives to advance stability and security in a volatile region. Specifically, Navy Reserve P-3C squadrons are deployed and flying maritime patrol and reconnaissance missions alongside their sister AC patrol squadrons. This operational deployment of RC capacity has eased the workload of AC units, helping facilitate the transition of the Navy's Maritime Patrol and Reconnaissance Force from the legacy P-3C to the new P-8A aircraft. Meanwhile, Helicopter Sea Combat Squadron (HSC) 85 is deployed and flying

missions in support of Special Operations Command, Pacific (SOCPAC). HSC-85 flies the HH-60H, and is the Navy's only rotary wing squadron solely dedicated to supporting the mission of Naval Special Warfare.

Around the globe, 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. In FY16, FLSW transported more than 115,000 naval personnel and nearly 22 million pounds of cargo in support of Fleet operations while maintaining 24/7/365 C-40A and C-130T support in the CENTCOM, PACOM, and EUCOM AOR's. Additionally, the Naval Information Force Reserve (NAVIFORES), which comprises 15% of the uniformed Navy Reserve, provided over 470,000 man-days of operational support over the course of FY16, a 10% increase over FY15. The command filled over 76% of the total Navy Information Warfare Community Individual Augmentation requirement, providing support in 11 different countries and afloat.

## **NEW & EXPANDING MISSIONS**

The volatile, complex and ambiguous nature of the threats facing the nation demand a Navy that can generate forces and capabilities with the agility and adaptability to respond efficiently and effectively. Specifically, Navy Reserve is expanding in three key emerging mission sets: Cyber warfare, Unmanned Aerial Systems (UAS) and Surge Maintenance Units (SurgeMain).

As the cyber warfare threat continues to grow, the Navy Reserve is growing its capacity to meet this challenge. The Reserve Information Warfare Community will grow by over 300



personnel to provide support to the Cyber Mission Force integration strategy within the Navy Reserve's authorized strength levels. Moving forward, Commander, U. S. Fleet Cyber Command will continue to assess requirements for Reserve integration into Navy's Cyber Mission Force, and the potential for creating Reserve Cyber Mission Support Units or Detachments.

With reliance on Unmanned Aircraft Systems (UAS) continuing to expand, the Navy Reserve is well positioned to provide remote operator support, as the planned and periodic operating construct of UAS operations 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, these 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 provide operational support to these ISR detachments on a rotational basis.

The MQ-4C Triton, formerly known as Broad Area Maritime Surveillance UAS, is a maritime UAS that provides real-time ISR over vast ocean and coastal regions. Twenty percent of the Navy's MQ-4 mission will be supported by over 100 members of the Navy Reserve. These reservists consist of Full Time Support Reservists (FTS) and Selected Reservists (SELRES) whose ranks are filled with pilots, naval flights officers and aviation warfare operators as well as reservists in various administrative and supportive roles. As a group they will operate as a SAU, providing valuable stability to the ever growing and evolving missions in which UAS participate.

Navy Reserve SurgeMain Units are made up of a part-time, flexible, fully qualified maintenance work force that provides skilled labor vital to Navy shipbuilding. These teams of RC sailors become a mobilization force when the Navy needs to "surge" its maintenance

infrastructure to support fleet readiness and the Optimized Fleet Response Plan. Over 1,400 SurgeMain sailors provided over 12,000 man-days of shipyard support in FY16. 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 work force attrition. In addition to providing additional manpower, SurgeMain sailors often bring new perspectives to problem solving as well as best practices from their civilian experience at a significant cost savings. Accordingly, Navy intends to increase its investment in RC SurgeMain manpower moving forward. Over the next few years, the shipyard augmentation work force is forecast to grow by 394 billets to 1,856 personnel (within authorized end strength levels), which is a testament to the success of the SurgeMain program and the skill and dedication of its sailors.

## **ENABLERS**

### **FISCAL PREDICTABILITY**

Predictable and dependable funding ensures that Navy Reserve sailors are able to provide consistent and timely operational support to the Navy, Marine Corps, and Joint Force. Reserve Personnel, Navy (RPN) funding is the primary fiscal means with which the Navy Reserve provides this support. Currently, the RPN account is funded to a level that enables the Navy Reserve to support 31 percent of operational demand. Your continued support in ensuring RPN funding remains robust, consistent, and predictable is a key enabler in maintaining readiness and accomplishing the Navy Reserve's mission.

## **CIVILIAN SKILLS**

Many of the civilian skill sets of Reserve sailors add invaluable expertise and capability to the force. In some cases, RC sailors' civilian skills have provided exclusive and much needed capabilities in critical mission areas. 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 educating families, employers and communities about military service.

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, the Navy Reserve is focused on developing and improving its processes so it can more consistently leverage these abilities. 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.

Military commanders often comment that the value of Reserve sailors' civilian expertise enhances their unit's mission effectiveness. 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."

## **TALENT MANAGEMENT**

The Navy Reserve has numerous initiatives underway to retain and extend 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 Navy talent and is vital to the future health of the Total Force.

Many of Navy's talent management programs fall under the concept of Continuum of Service (CoS), a transformational approach to personnel management that provides opportunities for seamless transitions between the active and reserve components. CoS provides flexible service options and improves life-work balance, which directly helps RC sailors. CoS provides both full-time and part-time service opportunities, depending on the Navy's needs and sailors' own personal desires. This supports CNO's vision of a seamless Navy Total Force that is valued for their service, and enables them to volunteer for meaningful work that supports the Navy mission. Retaining sailors in the Navy Reserve when they leave active service enhances readiness and reduces personnel training costs by capitalizing investments made when serving on active duty and building a Total Force team of trained and experienced professionals.

## **MOBILE TECHNOLOGY**

Mobile access to a myriad of Navy IT systems is a key enabler for Navy Reserve sailors to maintain mobilization readiness and to perform their mission requirements, even when not at their assigned command. Navy Reserve must consolidate and modernize the systems used to 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. Reserve sailors can now securely conduct business utilizing a mobile application to access various Navy and Navy Reserve IT systems, a cloud-based pilot to provide access to office productivity and collaborative tools, and expanded Navy NOSC hotspot capabilities to optimize the use of personal devices during drill weekends. Collectively, these solutions reduce

the time and effort required to meet readiness and training requirements. Every Reserve sailor's time must be focused to the greatest possible extent on the mission and not on administrative overhead.

## **EMPLOYERS**

The RC relies heavily upon 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 even go above and beyond what is required by law and continue to support members of the RC with pay and benefits while they are activated. 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 while serving their country. The value of this reassuring message cannot be overstated—an employer's level of cooperation and encouragement is directly related to the productivity and mission focus of RC members when they put on the uniform. Employer support is a vital component of the success of the entire RC, and the Navy Reserve goes to great lengths to recognize supportive employers every year through various programs and initiatives.

## **MEDICAL PROFESSIONALS**

RC sailors must be healthy, fit, mobilization ready and mission capable. To ensure high levels of medical and dental readiness throughout the force, Navy Reserve continues to leverage the skills and experience of the Navy Reserve's Medical Professionals in support of completion of Periodic Health Assessments (PHAs), immunizations and dental screenings. These medical

personnel contribute to all Reserve sailor Individual Medical Readiness (IMR) requirements. Drilling medical personnel, primarily in the Operational Health Support Units (OHSUs), support RC sailors drilling at the NOSC's on a regular basis on drill weekends. Additionally, since 2001, over 6,700 Navy Reserve Medical Professionals and Hospital Corpsmen have been deployed across the globe in support of combat operations, bringing critical skills that have directly contributed to the impressive and unprecedented combat survival rate experienced over the past 16 years of conflict.

## **RESILIENCE AND PREVENTION PROGRAMS**

Navy Reserve resilience programs connect with other military and family programs to promote the mission-ready sailor. Key to this effort is providing a support network, programs, resources, and training needed to build life skills and winning in adverse environments. Building resilience through a culture of wellness - physical, mental, social and spiritual - will remain one of the Navy Reserve's top priorities.

Serving as a reservist requires RC 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. The Navy Reserve's Psychological Health Outreach Program (PHOP) ensures all Reserve sailors have access to appropriate psychological health care services. Regional PHOP counselors provide Operational Stress Control (OSC) briefings and behavioral health screenings to Reserve sailors across the nation. The 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 is a proven way to ensure sailors have access to counseling support from

providers who are trained in resiliency methods to deal with common issues associated with the military lifestyle, including the stress related to family separation, continuous deployments, and post-mobilization reintegration.

The Yellow Ribbon Reintegration Program (YRRP) supports Reserve sailors and their families through all phases of the deployment cycle. All deploying sailors participate in Pre-Deployment Health Assessments (PDHA) and Post-Deployment Health Reassessments (PDHRA). Thanks to Congress, the language in the FY16 NDAA amended the number of YRRP phases from four (Pre/During/Demobilization/Post) to three (Before/During/After) which helps to simplify and streamline service delivery. A key program within the YRRP is the Returning Warrior Workshop (RWW), which focuses on the reintegration process for service members and their spouse/family members, and helps identify sailors in need of follow-on care. 663 service members and an additional 530 spouse/family members attended an RWW in FY16. Navy leadership routinely receives positive feedback on the impact that this dynamic program has towards the reintegration process. Continued funding for the YRRP is vital to Navy Reserve's continuum of care.

The Navy Reserve remains committed to eradicating self-destructive behavior. The Navy's mantra of "Every Sailor, Every Day" promotes a culture that educates, trains, and empowers sailors to identify signs and trends that are indicative of impending self-destructive behaviors. Navy Resilience and Suicide Prevention Programs promote community and embody comprehensive wellness.

The Navy Reserve fosters a climate that is intolerant of sexual assault. Navy leadership is committed to preventing sexual assault by training sailors to intervene in unethical situations, while further improving victim response and care. Navy Reserve sailors are trained and

empowered to intervene and take action to stop behaviors contrary to the Navy's Core Values and Ethos. Navy Reserve promotes a culture of dignity and respect for all, and emphasizes the importance of living with honor, courage and commitment - both on and off duty. To further DoD's Sexual Assault Prevention and Response (SAPR) efforts, Navy Reserve recently released guidance to reinforce and clarify proper handling of SAPR issues unique to Reserve sailors.

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. A trusted VLC program made up of experienced, dedicated judge advocates encourages reporting by giving victims the confidence that their rights will be protected.

## **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. Traditionally, the Navy Reserve maintains readiness as a result of an integrated force structure, enforcement of military standards, and the operational support that RC sailors routinely perform. In any given week, nearly 20 percent of the Navy Reserve is delivering operational support to the Navy and the Joint Force across the globe. Due to the tight integration with the active force, Navy Reserve's readiness levels very closely mirror that of the AC.



## **EQUIPPING THE FORCE**

Aircraft recapitalization is without question Navy Reserve's number one equipping priority and is critical to the Navy Reserve's ability to provide required operational support to the Naval Aviation Enterprise. Almost fifteen years of increased operational tempo within a constrained procurement environment has taken a 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 AC units to execute the mission. Accordingly, the Navy Reserve depends on the availability of modern, compatible hardware. As the Navy continues to prioritize investments in advanced aircraft, weapons systems and equipment, the total force will ensure that RC procurement is adequately resourced in these accounts as well. This will ensure that RC forces maintain high levels of safety, interoperability, and readiness.

For example, the Fleet Logistics Support Wing (FLSW), made up entirely of RC sailors, executes the Navy Unique Fleet Essential Airlift (NUFEA) mission to provide responsive, flexible, and rapidly 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. The C-40As, payload, reliability, cost effectiveness, and unique ability to transport hazardous cargo and passengers simultaneously make it the preeminent platform to conduct fleet air logistics support in all of DoD. 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 15 C-40As. Furthermore, the Navy's venerable fleet of 23 C-130T aircraft is aging rapidly. These C-130T aircraft are 23 years old and maintenance

issues are beginning to impact their reliability. In the not too distant future, the C-130T will require increase maintenance modifications, upgrades and follow-on recapitalization.

RC strike-fighter aircraft are also in need of recapitalization. The F-18A+ aircraft being flown by Navy Reserve are some of the oldest in operation. Significant maintenance and systemic compatibility limitations negatively impact aircraft availability rates and cause these squadrons to struggle to meet their strategic and operational mission. Navy plans to address this shortfall through a “waterfall” process in which F/A-18C and eventually F/A-18E/F aircraft are to be transferred to the RC. This will occur as F-35C and additional F/A-18E/F aircraft are either procured or available via increased depot production throughput.

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. These RC patrol squadrons will be relied upon for operational capacity and capability to support P-3C sensor requirements for Combatant Commanders through mid-2023. Due to current fiscal constraints, there are no plans to fund P-3C sustainment after the AC patrol squadrons have completed the transition to the P-8A.

Navy Reserve executes 100% of the CONUS High Value Unit (HVU) escort mission performed by the Coastal Riverine Force within Navy Expeditionary Combat Command (NECC). The work horse of the HVU mission is the 34ft Patrol Boat. These boats have a 12 year service life, and 79 percent of the Reserve boats will exceed their service life by the end of FY19. Continued operation of a normal 34ft patrol boat beyond the 12-year service life requires a modernization and overhaul service life extension to bring the boat up to current standards. This extension program takes up to 8 months, with an associated cost between \$600,000 and \$800,000 on average per vessel. To operate a boat past the 12-year service life without the

modernization/overhaul risks catastrophic mechanical and/or mission failure. The future platform for HVU operations, and NECC operations as a whole, is the Patrol Boat-X (PB-X) program, which is set to begin production during FY17. In cooperation and coordination with NECC, Navy Reserve will seek to begin this recapitalization effort next year.

## **FACILITY INVESTMENT**

As part of the integration and alignment efforts, Navy Reserve consolidated many of its facilities, closing 23 percent of NOSC's since 2005. Where able, Navy Reserve has partnered with other service components to relocate NOSC's onto military installations in order to leverage existing infrastructure and force protection resources. Navy Reserve has 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 RC sailors to maintain their mobilization, training and readiness standards.

As a piece 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. Navy Reserve military construction projects focus on building modern, energy-efficient, and technologically up-to-date facilities. For example, current plans prioritize vacating obsolete buildings, such as those currently occupied by NOSC Augusta, Georgia and NOSC Reno, Nevada. Navy Reserve has also prioritized 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 Navy Reserve directs allotted Facilities Sustainment, Repair and Modernization funds to address the highest priority modernization and repair projects. However, the funds in any given year are only sufficient to address a portion of the total facilities sustainment requirement. Adequate facilities are necessary to keep Reserve sailors ready to mobilize and deploy forward. Your support represents an essential investment in the future health and readiness of Navy Reserve sailors. Stable, predictable funding levels across the FYDP will allow the Navy Reserve to modernize facilities in the most effective and expeditious manner.

Military Construction, Naval Reserve (MCNR) investments enable the Navy Reserve to support the Navy's operational mission and maintain the readiness of the force. Investments were targeted across the FYDP toward facilities that directly support operations, such as the aforementioned intelligence center, and towards relocating old NOSC's from off-installation to on-installation locations. Navy Reserve projects remain a priority despite budget constraints and limited funding for military construction, requesting MCNR funds for four projects from FY17 through FY19, and additional MCNR projects are being considered for inclusion in the upcoming budget submission. The FY17 Request for Additional Appropriations also includes a request for additional funding to complete construction of the Fallon NOSC. The Navy will continue to appropriately prioritize Navy Reserve projects to ensure the most critical mission requirements are attended to first.

## **NOSC SECURITY**

Navy Reserve has embarked on an initiative to provide armed security for the 71 NOSC's located outside the confines of a major military installation. Assisting in this process are 78

SELRES sailors serving as Master-at-Arms who maintain the NOSC weapons programs and train select NOSC personnel on Standing Rules for Use of Force and Pre-Planned Responses. Currently, more than 284 Reserve sailors are qualified and serving in the NOSC Armed Watch Stander Program. These sailors provide armed security at their respective facilities during working hours and on drill weekends.

Additionally, in coordination with Navy Installations Command and Naval Facilities Engineering Command, the Navy Reserve conducted a broad Anti-Terrorism Force Protection (ATFP) assessment of all off-installation NOSC's to identify measures to enhance each facility's force protection posture. These physical security surveys were completed in June of 2016.

FY16 funds were obligated to address high priority security improvements at 14 NOSC's, and additional funds were provided for Selected Reserve armed security watch standers. Navy Reserve will continue to enhance physical security at the remaining NOSC's to mitigate security concerns identified during the ATFP assessments.

## **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. When there is no longer a need for an annual DNE, access to the RC could be constrained under Title 10 USC 12304b authority, which only provides involuntary access for preplanned missions of units supporting combatant commander requirements.

## CONCLUSION

“Citizen Sailors” continue to carry on the proud tradition of supporting the Navy, Marine Corps and Joint Force looking optimistically to the future in terms of their ability to contribute to vital national security interests. The broad spectrum of capabilities they can bring to bear in the fight against burgeoning superpowers and violent extremists are both effective and efficient. With over 3,000 personnel mobilized around the world and over 12,000 personnel providing global operational support each week, Navy Reserve sailors deliver unique skill sets to the battlefield. Driven and dedicated to serving their country, the men and women of the Navy Reserve have become a cornerstone in the *Navy’s Design for Maintaining Maritime Superiority*.