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SENATE SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS**

**STATEMENT OF
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CHIEF OF NAVY RESERVE
BEFORE THE
SUBCOMMITTEE ON DEFENSE
SENATE COMMITTEE ON APPROPRIATIONS
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I. Introduction

Chairman Inouye, Senator Cochran, and distinguished members of the Defense Subcommittee of the Senate Appropriations Committee, thank you for the opportunity to speak with you today about the capabilities, capacity, and readiness of the 63,988 dedicated men and women who serve in our Navy's Reserve Component (RC). I offer my heartfelt thanks for all of the support you have provided these great Sailors.

The U.S. Navy is globally deployed, persistently forward, and actively engaged. America's Navy, year after year, in peace and war, carries out the core capabilities of forward presence, deterrence, sea control, power projection, maritime security, and humanitarian assistance and disaster response. Defense strategy establishes naval power as an enduring concept, and Navy leadership recognizes the Force must constantly evolve and innovate to face emerging and future challenges. These two concepts inform our efforts as we review where we have been and consider our future.

The Navy is critical to our national security and this nation's economic prosperity. With a global economy and global responsibilities, the United States of America is and must remain a maritime nation. Some facts will not change: 70 percent of the globe is covered by water; 80 percent of the world's population lives on or near the coast; and 90 percent of our commerce travels via the oceans. The Navy will continue protecting the interconnected systems of trade, information, and security that underpin American prosperity and global stability. We will continue to be at the front line of our nation's efforts in war and peace with a proud heritage of success in battle on, above, and below the sea.

This nation's Navy derives its strength from the active and reserve Sailors and Navy civilians who comprise our Total Force. We operate as America's Navy, a Global Force for Good, one Navy force with an Active Component (AC) and Reserve Component seamlessly integrated in pursuit of the most effective and efficient way to deliver naval capabilities to deter foreign aggression and, if deterrence fails, win our Nation's wars.

A capable Navy Reserve is an operational and warfighting necessity. As stated in the 2010 Quadrennial Defense Review (QDR) Report, "prevailing in today's wars requires a Reserve Component that can serve in an operational capacity—available, trained, and equipped for predictable routine deployment. Preventing and deterring conflict will likely necessitate the continued use of some elements of the RC—especially those that possess high-demand skill sets—in an operational capacity well into the future." The Navy—active and reserve--will work together to ensure the right capabilities are available to the Nation at the best value to the taxpayer.

II. First Principles

In his ***CNO's Sailing Directions***, the new Chief of Naval Operations (CNO), Admiral Jonathan Greenert, established these first principles for the Navy:

- Warfighting First. Be ready to fight and win today, while building the ability to win tomorrow.
- Operate Forward. Provide offshore options to deter, influence, and win in an era of uncertainty.

- Be Ready. Harness the teamwork, talent and imagination of our diverse force to be ready to fight and responsibly employ our resources.

Today's Navy Reserve is fully aligned with the CNO's Sailing Directions, and we are ready to accept new missions as necessary. The Navy is organized, trained and equipped to deter, fight and decisively win wars; the Navy Reserve is eager to do our duty to ensure our Navy remains the world's preeminent maritime force.

Navy missions are executed by the AC, the RC, or a combination of both. As the CNO stated, "capabilities and missions can be assigned to the Navy Reserve with confidence because the Navy Reserve is ready, innovative, and agile and is fully aligned with Navy mission requirements." Depending on the mission, the Navy RC can mirror or complement the AC. We mirror the AC and provide additional rotational forces for those missions where it makes operational and fiscal sense. We complement the AC by providing unique capabilities in other areas, such as in the Intra-Theater Fleet Logistics Support, Naval Cooperation and Guidance for Shipping, and Navy Special Warfare Helicopter Support missions. The correct AC/RC force allocation varies with each of Navy's wide variety of missions and required capabilities. As new missions emerge and current missions evolve, AC/RC mix solutions are carefully and continually examined. RC Sailors provide full and part-time operational capabilities, and strategic depth, for maritime missions to ensure the Navy is always ready to respond globally to crisis situations while maintaining fiscal efficiency across the spectrum of operations. These broad missions are not mutually exclusive; the Navy Reserve can operate anywhere across the full spectrum of operations. Thanks to the work of this Congress in the National Defense Authorization Act for Fiscal Year 2012, Service Secretaries

have assured access to Reserve Component units which allow the Navy to confidently assign missions to the Navy Reserve anytime from peace to war.

While Reserve support for ongoing operations is vital to the Navy's success, about two-thirds of the Reserve Force performs an equally important role: building and maintaining our capacity through its part-time service. Capacity held in the Reserve Component provides our Nation a wide range of options at an affordable cost. Risk is no longer an all-or-nothing proposition. Rather than completely abandoning a capability, the part-time service of our Sailors preserves capabilities at a lower cost in exchange for a calculated level of risk. The value of these Sailors is a function of readiness, accessibility and capacity. It is not enough for our Sailors to be trained; we must be able to deliver the right amount of required naval warfighting capabilities when and where needed by the combatant commanders, including the option to restore or revert them to full-time status if and when needed. This "reversibility"—the ability to regenerate capabilities that might be needed to meet future demands (maintaining intellectual capital and rank structure that could be called upon to expand elements of the force)—is a key part of Department of Defense (DoD) decision calculus.

The Navy Reserve is, as our motto states, **Ready Now, Anytime, Anywhere**. We have made great strides in improving the planning and notification process for Sailors selected to mobilize in support of Navy or Joint requirements. Every year, our Ready Mobilization Pool (RMP) is published to identify Sailors and units with the potential to mobilize. This allows commanders to focus our resources on the readiness levels of the right Sailors and units. Those RC Sailors not on the list can be fairly confident that they will not mobilize in the next 12-18 months. Our Volunteer Portal

helps identify those Sailors who desire to be mobilized, and to match qualified volunteers with validated mobilization requirements. Feedback from the Force has been very positive regarding both the RMP and the Volunteer Portal.

Longer notification time directly translates into readiness. Our Navy families can plan for impending mobilizations, and our Sailors can prepare themselves medically, physically, and administratively. It also allows employers more time to prepare for the absence of mobilized employees and eases tension in the workplace.

Through improvements to our procedures, policies and systems, we have reduced the time it takes for a Reserve Component Sailor to transition to Active Duty from weeks to days. Longer lead time plus shorter processing time results in ready Sailors, ready families, supportive employers, and capability quickly delivered.

III. Sailors

The mission of the Navy Reserve is to provide strategic depth and deliver operational capabilities to our Navy and Marine Corps team and Joint forces, from peace to war. Our Navy Reserve is relevant and capable today because we have invested in our people and our equipment, we have assigned them real and meaningful work, and we have honored the support of our families and our employers.

The success of the Navy Reserve Force is due first and foremost to the professionalism of the Sailors who volunteer to serve in a wide array of environments. The Navy Reserve is a healthy force, manned with Sailors of diverse backgrounds that are dedicated to providing for the defense of the nation's citizens and the global good. As a workforce, we are becoming leaner and more versatile, utilizing new technologies

adapted to the Defense environment. The success of the Force is due to the dedication, sacrifices, and service of our Sailors, and the support they receive from their families and employers, and I believe Navy policies reflect that same level of commitment from Department leadership to our Sailors.

Navy Reserve leadership continually reviews policies and laws, ensuring our Sailors are afforded the greatest opportunity to participate in Navy's Total Force while also ensuring each Sailor's family and employer are appropriately recognized for their sacrifices on behalf of the service member. The fiscal year (FY) 2013 budget request of \$1.938B (including Overseas Contingency Operations (OCO) funding) for Reserve Personnel, Navy will continue to support the Manpower needs and policies of the Navy Reserve. I thank you for your support of our many programs, several of which will be described in this testimony.

In the decade since 9/11, the Navy Reserve has performed nearly 64,000 mobilizations to active duty. Today, more than 3,000 Reserve Sailors are forward, combating terrorism around the globe – truly on the front lines of freedom. Mobilized Navy Reserve Hospital Corpsmen are embedded with ground units in Afghanistan with their Marine platoons. Reserve Seabees are building critical infrastructure to stabilize Afghanistan's fragile but determined democracy, as well as participating in Southern Partnership Station activities in South America. And many Sailors are Individual Augmentees (IAs) bringing their expertise to Army, Joint and Combined commands. These IAs are performing intelligence, information technology, logistics and other specialized missions.

Our mobilized Sailors are not only talented, they are motivated. When I visit our deployed and returning Sailors, they state that while the work is hard and separation from family is challenging, they are proud to serve and the capabilities they bring are essential. We cannot thank them enough for their honorable and faithful service.

I am particularly humbled by the fact that every Navy Reserve Sailor serving today has enlisted, reenlisted, or reaffirmed their oath of office in the decade since 9/11. They make this commitment knowing mobilization is not only possible, but probable. Our Navy Reserve Sailors exemplify our Navy core values of Honor, Courage and Commitment.

One of the Navy Reserve's strategic focus areas is to enable the Continuum of Service (CoS). CoS is not a program but a concept that will enable us to increase the return on investment in our people, and give our Sailors more opportunities for a lifetime of Service. CoS is a transformational approach to personnel management that provides opportunities for seamless transition across service status categories to meet mission requirements and encourage a lifetime of service. Enabling the CoS philosophy by fully incorporating opportunities unique to the reserve, we recruit Sailors once and retain them for life through variable and flexible service options that provide a career continuum of meaningful and valued work.

There were many important accomplishments associated with our CoS efforts in FY 2011. Our Continuum of Service Working Group (CoSWG) is fully engaged, with representation by all key stakeholders of Navy uniformed personnel. The purpose of the CoSWG is to provide policy, managerial, and technical advice to the Chief of Navy Personnel (CNP) and the Chief of Navy Reserve (CNR) on all matters related to the

development and implementation of a true Continuum of Service for the Navy. The CoSWG Charter was signed by CNP and CNR in February 2011. The CoSWG meets via teleconference every two weeks to facilitate the exchange and leveraging of information, ideas, expertise and capabilities; share technological solutions and jointly participate in CoS planning efforts. The CoSWG engages DoD and the other Services to socialize initiatives and to achieve support and leverage for programs needing joint concurrence and legislative changes in order to implement.

The Career Transition Office (CTO) in the Navy Personnel Command continues to be one of the most exciting developments for CoS. The goal of the CTO is to counsel Sailors before they leave active duty and help them to take advantage of the opportunities in the Navy Reserve. By engaging with our fully qualified, world-wide assignable personnel before leaving active duty, this becomes a retention transaction that complements Navy recruiting efforts. In September 2011, the CTO completed Spiral 3, a pilot program that developed and tested Indefinite Recall processes and procedures for Sailors to transition from RC-to-AC. The CTO transitioned 5 Sailors from RC to AC during the pilot, thoroughly validating the process.

To transition Sailors from RC to AC, we have developed policy that will allow temporary active duty recalls for enlisted Reserve Sailors, increasing their opportunities to serve and allowing AC greater access to RC capabilities and resources. An effective enlisted recall policy will increase Navy Reserve operational mission support and enhance overall manpower utilization. It will also provide our Reserve Sailors with meaningful work as they take on challenging operational AC assignments in support of the Navy Total Force.

To provide our Reserve Sailors with more efficient workforce support tools, Navy Reserve became the first of all the Reserve and Guard components to integrate the Defense Travel System (DTS) with the Reserve Order Writing System. This system integration shortens time to book and modify travel when Reserve Sailors request orders to perform active duty. The integration accelerates processing and payment of travel claims (5-6 days vs. 30-45 days), reduces the number of orders and claims manually processed by Personnel Support Detachments and NOSC's by up to 120,000 annually (thereby eliminating backlogs), improves Government Travel Credit Card repayment rates reducing bad debt and the need for related disciplinary action.

The new Variable Participation Unit (VPU) allows Sailors in key specialties to perform fewer drills than traditional Reserve Sailors while remaining engaged with the Navy and available for duty. This gives the Navy access to individuals whose circumstances wouldn't allow them to serve otherwise.

Building on our CoS efforts is one of our enduring priorities. We are currently engaged in a project to develop and introduce Fleet Rating Identification Engine (Fleet RIDE), a web-based program that electronically pairs a Sailor's career interests and qualifications with the needs and requirements of the Navy, into the Selected Reserve (SELRES) to support the Continuum of Service (CoS) for the Navy by providing RC Sailors with the same career counseling capability that is available to their AC shipmates. Fleet RIDE will provide SELRES Sailors with comprehensive rating information as well as both RC and AC career opportunities based on the Navy demand signal balanced with the Sailors interest and aptitude. This integrated information will help Sailors make better informed career decisions regarding rating conversions and

RC to AC lane change options. Fleet RIDE will optimize Force Fit by improving rating manning and will enhance individual Sailors' career progression by streamlining RC to RC rating conversion processes and facilitating timely RC to AC transition requests and approvals.

The Navy Reserve has strengthened all phases of the deployment cycle to take the best possible care of Sailors and their families. Deployment Readiness Training, Command Individual Augmentee Coordinator Program, Returning Warrior Workshops, the Psychological Health Outreach Program, and the Navy's Family Readiness programs, all minimize risk to Navy missions assigned to Navy Reserve Sailors. These programs reassure service members that their families will be cared for while they are away. Through advance preparation they also allow service members to focus on the mission while deployed, and then assist with reintegration after deployment.

The Navy Reserve is committed to providing world-class care for our sailors; especially, for those wounded in support of Overseas Contingency Operations. We continue to provide exceptional service to Sailors assigned to Navy's Medical Hold (MEDHOLD) units. These units provide necessary medical case management and administrative support to Navy's RC Wounded, Ill, and Injured (WII) population. Also in support of WII Sailors, the Navy Safe Harbor program is Navy's lead organization for coordinating non-medical care for seriously WII Sailors and Coast Guardsmen and their families. Safe Harbor provides individually tailored assistance designed to optimize the successful recovery, rehabilitation, and reintegration of our Shipmates.

All Sailors returning from overseas mobilizations are encouraged to attend a Returning Warrior Workshop (RWW), Navy's "signature event" within the DoD's Yellow

Ribbon Reintegration Program (YRRP), supported by the Bureau of Navy Medicine and Surgery (BUMED) as part of psychological health services for Reserve Component Sailors. The RWW is a dedicated weekend designed to facilitate reintegration of Sailors returning from combat zones with their designated representatives. Staged at a high-quality location at no cost to the participants, the RWW employs trained facilitators to lead Warriors and their families/ guests through a series of presentations and tailored break-out group discussions to address post-combat stress and the challenges of transitioning back to civilian life. Defining resilience as more than just simply returning to former levels of functioning, these events help service members recognize what is called “post-traumatic growth”—positive changes made as a result of going through the deployment experience. A total of 87 RWWs have been held to date, attended by 5,937 military personnel (including members of other Services) and 4,758 guests, with twelve additional events scheduled in FY12. Pioneered by the Navy Reserve, these workshops are available for all Navy Individual Augmentees, AC and RC. RWWs are a true success story in honoring our Sailors and their families. It is important to ensure this program continues to have both the full support of Navy leadership and the widest possible participation by all returning Sailors.

RWWs serve as a key venue for utilization of the BUMED Navy Reserve Psychological Health Outreach Program (PHOP). The PHOP employs dedicated teams of mental health professionals to provide psychological health assessments, outreach, and education, including Operational Stress Control and Suicide Prevention training for the Navy and Marine Corps Reserve Communities. Regularly scheduled encounters are held at Deployment Readiness Training (DRT) events to screen service members

prior to and after deployment. The program is designed to identify potential stress disorders, facilitate early intervention, and provide access to psychological health support resources. The availability, quality, and effectiveness of psychological services utilized by Navy / Marine Corps Reserve Sailors and Marines and their families are closely monitored. In FY 2011, the Navy Reserve deployed a user-friendly webpage providing both Sailors and their family members an easy-to-access database of PHOP points of contact.

During FY 2011, 714 Reserve Component Sailors were referred for PHOP services; 668 of these Sailors became ongoing clients. The PHOP teams also attempted calling 3,815 recently demobilized Reserve Sailors. Of these 2,173 were successfully contacted and given the support they needed. PHOP team members also made 193 visits to NOSCs and 129 visits to NMPS sites in Norfolk VA and San Diego CA, where they received referrals and conducted mental health screenings. They also provided briefings to 30,246 Navy Reserve Sailors, unit staff/leadership and family members during DRT events.

PHOP continually reviews the delivery mechanism for their audience to increase exposure to the program. The Northwest Region PHOP team is participating in a pilot project supporting case management for our Wounded Warriors. If effective, the project will expand to all Navy Regions.

Navy continues sexual assault prevention programs while providing compassionate support for victims. A cornerstone of this program is the clear and consistent message from leadership at all levels that sexual assault will not be tolerated in the United States Navy—and I thank you for your emphasis on sexual assault

prevention programs in the FY2012 National Defense Authorization Act that help amplify this message.

Navy has a comprehensive strategy to combat suicide, incorporating four pillars: education and awareness; operational stress control; intervention; and post-intervention support. Navy's Suicide prevention approach builds combined Sailor, family and command resilience with a goal of changing behavior through personal resilience; peer to peer support; leadership intervention throughout the chain of command; enhancing family support; and fostering a command climate where help-seeking behaviors, when required, are expected in order to restore personal readiness.

Programs focused on enhancing the quality of life for Navy Reserve Sailors have paid dividends with regards to the end strength of the Force. FY11 ended with a Navy Reserve inventory of 64,792, or 98.9% of Congressional End Strength (65,500). Most of the shortages were confined to SELRES officer inventory due to our increased focus on Fit rather than Fill, and a reduction in potential recruiting population due to high active component retention. FTS enlisted also under executed with historically low, though higher-than-planned losses. The Navy Reserve continues to focus on Fit and a positive tone of force while applying policies to remain within strength and fiscal controls.

For Enlisted Sailors the Selective Reenlistment Bonus is used to affect retention in targeted specialties, while the affiliation and/or enlistment bonuses are used to recruit targeted ratings.

The Officer Accession Bonus, Affiliation Bonus, and Special Pays (to include Special Pay for the Retention of Healthcare Professionals) are used to

maintain/increase inventory by targeting undermanned pay grades in critical and undermanned skill sets. Additionally, Navy is requesting additional SELRES Officer skills receive “critical” designation from Principal Deputy Under Secretary of Defense (Personnel and Readiness), allowing for a Critical Skills Retention Bonus to begin in FY12 in an effort to further reduce attrition.

In FY12, the Navy Reserve expects high retention and low attrition rates to continue, due to our "Stay Navy" campaign, the ability to provide real and meaningful work, as well as the effects of the current economy. Our close management of planned accessions and losses, coupled with current force-shaping and personnel policies, will ensure we retain the most qualified capable Sailors while adjusting our force towards the FY13 End Strength of 62,500 Sailors.

IV. READY NOW—and into the Future

The Administration recently published ***Sustaining Global Leadership: Defense Priorities in the 21st Century***, in which the requirements of the Joint Force of 2020 are described. The document explicitly makes clear that the Reserve Component will be a valued participant of that Joint Force in stating “Over the past decade, the National Guard and Reserves have consistently demonstrated their readiness and ability to make sustained contributions to national security. The challenges facing the United States today and in the future will require that we continue to employ National Guard and Reserve forces.” The Force of the future is described as versatile, reversible, ready, and cost-efficient—all traits of today’s Reserve Components generally and the Navy Reserve specifically. The document speaks to an opportunity for the RC to

leverage the gains of the last decade in capability and readiness and apply them to a Defense environment where agility, on-demand expertise, and innovation are placed at a premium. Navy Reserve leadership must provide a Force ready to perform those missions it is able to do, as efficiently and effectively as possible, in order for the Active Component to focus on those missions where the AC must provide the solution. At the same time, Navy must plan and program for Reserve Component use of the “Assured Access” authority to ensure the best Total Force Navy response and support of Combatant Commander mission sets.

Our Navy Reserve is relevant and capable today because we made conscious decisions to invest in our people and our equipment, we have assigned them real and meaningful work, and we have honored the support of our families and our employers. In the future, we need to ensure our Sailors continue to have the training and equipment they need to maintain their readiness, and that our families have the tools needed to remain resilient.

Upon assuming the office of Chief of Navy Reserve, I authored a memo to Navy leadership detailing how I thought the Navy Reserve would look when the Navy Total Force is “winning.” Some of the concepts I envisioned included:

- There would be seamless transitions (to include pay and personnel records) from AC to RC and back again;
- There would be expanded service options to allow Sailors to “stay Navy” while achieving true life/work balance;
- Navy Reserve Sailors would continually have real and meaningful work to be performed during active duty periods;

- Navy Reserve would be known for world-class customer care and support for all members and their families;
- Navy Reserve would be valued by Navy leadership for efficiently and expeditiously providing expert capabilities for new Navy requirements;
- Navy Reserve would establish and maintain a high state of readiness;
- Navy would implement RC-to-AC transition policies and use our presence throughout the country to assist Navy in meeting recruiting goals;
- The Navy Reserve would be recognized as an integral part of the Navy Total Force by all Sailors and AC leaders; and
- Navy Reserve would become leaders in distributive work using technology and best practices.

These initial ideas served as a roadmap for success in supporting and improving the Total Force, and were the impetus for developing **Ready Now: The Navy Reserve Strategic Plan**. The strategic plan has driven process improvements in each of the past three years that have enabled our Sailors to serve more effectively while ensuring a more seamless integration of the Navy Reserve with the Navy as a whole. The Strategic Plan is updated every year with new “strategic initiatives” that help prioritize and coordinate the efforts of key stakeholders throughout the Force. We have achieved many successes with our strategic initiatives--as a Navy Reserve Force, as a Navy Total Force, and as a Department of Defense force.

The Navy Reserve’s FY13 Operations and Maintenance (OMNR) budget request of \$1.303B (including OCO funding) will continue to provide the Joint Force with the readiness, innovation, and agility to respond to any situation. In doing so, the true prize

for our Sailors and the Navy alike will be real and meaningful work as part of “America’s Navy: A Global Force for Good.”

The Navy Reserve is a force for innovation across all spectrums, but it is especially evident in the area of Information Technology (IT). IT is critical to everything we do as a Navy, and the Navy Reserve has led the Navy in several IT efficiency initiatives. For example, the cost-per-sailor for IT support for the Reserve force has been reduced by forty-three percent since 2008—a total cost savings of \$62M. The Navy Reserve executed these efficiencies while leading the Navy in legacy network reduction, data center consolidation, and account management.

The Navy Reserve is progressing with the first DOD/DON-approved wide scale commercial Wi-Fi access deployment to all Navy Reserve facilities. This project provides SELRES the capability to complete their Navy Reserve training and readiness requirements at a fraction of the expense of equipping each member with hardware workstations while simultaneously improving Sailor satisfaction. The updated technology employed in the new Navy Reserve Homeport will maximize the efficiency and effectiveness of the force through easier and more secure information management and sharing. As a result of previous efforts to explore new network access methodologies, Secure Remote Access is now available to the entire Navy. This initiative empowers the workforce to quickly and securely access their digital resources from any location, using any computer, at any time. Also, to mitigate mission degradation due to budget marks, cost-saving measures have been maximized in several areas, including contracted network services. These measures enabled Navy

Reserve to successfully operate under the substantially decreased budget with minimal impact to the mission effectiveness of the Reserve Forces.

The Navy Reserve continues to modernize the Navy Reserve Data Warehouse. To date, requirements analysis have optimized and streamlined 191 existing reports in the current system to 23 reports in the new system, while the technology modernization effort will expand the number of connections to authoritative data sources from 4 to 12 systems. This will increase the breadth and depth of data available to support headquarters comparative and predictive analysis needed to more efficiently and effectively support readiness efforts for our Reserve Sailors.

Ensuring our Reserve Force has the proper equipment to bring our military acumen to bear is one of my ongoing priorities. I thank Congress for the support they provide the Navy Reserve in the many appropriations for the Force. In particular, the Navy and the Joint Forces benefit greatly from Congress' support for recapitalizing Fleet Logistics aircraft by procuring C-40A airframes. The C-40A "Clipper" is a Navy Unique Fleet Essential Airlift (NUFEA) aircraft that provides flexible, time-critical inter- and intra-theater air logistics support to Navy Fleet and Component Commanders as well as providing logistical support for the Navy Fleet Response Plan. The C-40A is a medium lift cargo aircraft, equipped with a cargo door and capable of transporting up to 36,000 pounds of cargo, 121 passengers, or a combination of each. The C-40A is the designated replacement for the Navy Reserve's legacy C-9B and C-20G aircraft. Aircraft recapitalization of the C-9B and C-20G is necessary due to increasing operating and depot costs, decreasing availability, inability to meet future avionics/engine mandates required to operate worldwide, and continued long-term use of the C-20G in

the harsh desert environment. The C-40A has significantly increased range, payload, and days of availability compared to the C-9B and C-20G, and has the unique capability of carrying hazardous cargo and passengers simultaneously. Navy C-40A detachments are forward-deployed 12 months per year to provide around-the-clock support to the U.S. Pacific Command, U.S. Central Command, and U.S. European Command Areas of Responsibility. Additionally, these cargo airplanes are an integral first-responder in emerging Humanitarian Assistance/Disaster Relief core mission sets. Three additional aircraft are required to complete the minimum, risk-adjusted C-40A procurement plan of 17 aircraft which will complete the divestiture of the C-9Bs and C-20Gs. I am greatly appreciative of this Congress' support for the purchase of a 14th C-40A for the NUFEA Fleet. Congressional support for the Navy Reserve C-40A program has placed the VR fleet closer to realizing a more robust and cost-efficient NUFEA capability.

The National Guard and Reserve Equipment Appropriation (NGREA) also funds equipment for the Navy Reserve. Unlike most other appropriations, NGREA provides important, in-execution year flexibility to address equipment needs of the Force. NGREA has allowed us to purchase expeditionary warfighting equipment for the Naval Expeditionary Combat Enterprise in support of operations in Iraq and Afghanistan, essential training upgrades in support of the adversary mission, and warfighting and personal protection equipment for Navy Special Warfare units. For example, NGREA funding allowed for the procurement of 10 Surface Amphibious Navy Maritime Prepositioning Force Utility Boats (MPFUBs). These boats replaced the LCM-8s utilized for Joint Logistics Over the Shore (JLOTS) Navy Beach Group Surface Reserve training missions, providing an essential training upgrade. We augmented these purchases with

additional OMNR funding to provide for spare parts, etc., for the boats life-cycle maintenance.

While Navy Reserve recognizes recent challenges regarding the execution of NGREA funding, we pledge continued emphasis to utilize this valuable appropriation to address the needs of the Force. We will continue to demonstrate a superior level of stewardship of these important taxpayer dollars. I thank you for all the support you have provided to the Navy Reserve through this appropriation in the past.

The readiness, innovation and agility of the Navy Reserve keep RC Sailors at the leading edge of Fleet operations. For example, Selected Reserve Sailors are literally writing the book on the shipboard operation and tactical employment of the MQ-8B Fire Scout, a Vertical Takeoff and Landing Unmanned Aerial Vehicle (VTUAV). In 2011, Reserve Sailors took part in the Fire Scout deployment with Helicopter Anti-Submarine Squadron Light (HSL) 42 aboard USS HALYBURTON (FFG 40), a dynamic and successful deployment from start to finish. Currently, Reserve Sailors from HSL-60 are participating in a Fire Scout Deployment with USS SIMPSON. Also, Sailors from HSL-60 are deployed with USS ELROD to provide a Navy “proof of concept” for Night Airborne Use of Force, a law enforcement mission under tactical control of the United States Coast Guard. As more capabilities are brought to the fleet for employment, Navy Reserves’ “can-do” attitude and legacy provide Navy leadership with important options for critical force allocation decisions.

VI. Conclusion

This is my fourth year appearing before your committee. I am humbled by the accomplishments of the Sailors in our Navy Reserve and the Navy, and I am truly thankful for the support Congress has provided in our quest to achieve a true Total Force. On behalf of the Sailors, civilians, and families of our Navy Reserve, thank you for the continued support within Congress and your commitment to the Navy Reserve.