

DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2017

WEDNESDAY, MARCH 16, 2016

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

The subcommittee met at 10:29 a.m., in room SD-192, Dirksen Senate Office Building, Hon. Thad Cochran (chairman) presiding.
Present: Senators Cochran, Murkowski, Blunt, Daines, Moran, Tester, Udall, and Schatz.

DEPARTMENT OF DEFENSE

NATIONAL GUARD AND RESERVE

**STATEMENT OF GENERAL FRANK J. GRASS, CHIEF, NATIONAL GUARD
BUREAU**

OPENING STATEMENT OF SENATOR THAD COCHRAN

Senator COCHRAN. Good morning. Welcome to the hearing of our Defense Appropriations Subcommittee. We are reviewing this morning the proposed budget for the National Guard and Reserve. We want to thank all of you who are here to present information and statements to the committee about the budget request.

We especially appreciate the quality of leadership we have in our Armed Forces today: General Frank Grass is Chief of the National Guard Bureau; Major General Brian Neal, Acting Director of the Air National Guard; Lieutenant General Timothy Kadavy, who is Director of the Army National Guard; Lieutenant General Jeffrey Talley, Chief of the Army Reserve; Vice Admiral Robin Braun, Chief of the Navy Reserve; Lieutenant General James Jackson, Chief of the Air Force Reserve; and Lieutenant General Rex McMillian, Commander of Marine Forces Reserve.

The Guard and Reserve, as we all know, provide one-third of the personnel currently serving in our armed services, and they continue to be a vital source of contributions to our military operations overseas and in the defense of our homeland.

Since 2001, the Reserve components have evolved from a strategic force in reserve to an operational reserve. As they have evolved, they have maintained a higher state of readiness, in the event the President or Secretary of Defense calls them to duty.

Despite fiscal and global uncertainties, our guardsmen and reservists have done an outstanding job in answering the call while managing civilian careers in their spare time.

I look forward to hearing about our successes and our challenges from today's panel of witnesses.

The budget request suggests funding for the Guard and Reserve, which is contained within the budget request of the Army, Navy, Marine Corps, and Air Force, at an amount of \$46.6 billion for fiscal year 2017. The request is \$400 million less than the current level.

However, evolving requirements for mobilized guardsmen and reservists make it very important for this Committee to get it right. And we value the insight and assistance of this distinguished panel.

[The statement follows:]

PREPARED STATEMENT OF SENATOR THAD COCHRAN

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Senator COCHRAN. Your full statements, which you have prepared, will be included at this point in the record. I want to welcome in this order and let you make opening statements, the Chief of the National Guard Bureau, General Frank Grass; Acting Director of the Air National Guard, Major General Brian Neal; Director of the Army National Guard, Lieutenant General Timothy J. Kadavy; Chief of the Army Reserve, Lieutenant General Jeffrey W. Talley; Chief of the Navy Reserve, Vice Admiral Robin Braun; Chief of the Air Force Reserve, Lieutenant General James Jackson; and Commander of the Marine Forces Reserve, Lieutenant General Rex C. McMillian.

I am very pleased to invite you to make opening statements, as you see fit. How do you want us to start? General Grass?

General GRASS. Chairman, I will go ahead and start, if that's okay?

Senator COCHRAN. Thank you.

SUMMARY STATEMENT OF GENERAL FRANK J. GRASS

General GRASS. Chairman Cochran, it is a pleasure to be here today with my Guard and Reserve fellow leaders. I am honored to represent the more than 453,000 citizen soldiers and airmen of the Army and Air National Guard and their families, communities, and employers who support them.

The Guard is tremendously appreciative of this committee's support. Your investment has resulted in the finest and most diverse National Guard I've witnessed throughout my career.

In countries such as Afghanistan, Djibouti, Iraq, Kosovo, Qatar, the Sinai, and many other locations, our guardsmen work seamlessly with their Active Duty counterparts to ensure security around the world.

Since 9/11, the Guard has mobilized nearly 780,000 citizen soldiers and airmen conducting complex operations around the globe. The experience and capabilities gained from our Federal mission along with the equipment and leadership skills utilized overseas yields a highly responsive National Guard here in the homeland with roughly 4,000 citizen soldiers and airmen and on-duty each day.

Of course, the success of our warfighting and our homeland mission are directly linked to our incredible and enduring partnerships with international, Federal, State, and local partners.

Our Nation is currently facing unprecedented security challenges at home and abroad. These challenges come during a turbulent fiscal environment. Your passage of the Bipartisan Budget Act brought some much-needed relief.

However, if we return to sequestration levels of funding, the National Guard will be the smallest that it has been since the Korean War, and at a time the population of the United States has doubled.

Your continued investment in training, manning, and equipping is needed to maintain the readiness of your National Guard as a combat reserve of the Army and Air Force, the same force that is called upon by the Governors in times of need in the homeland.

General Kadavy and General Neal will further elaborate on specific Army and Air Guard issues, so I won't go into too much detail. However, I would like to briefly emphasize a few key programs that need your continued support.

First, a full-time manning program is absolutely critical to delivering the very foundational levels of readiness needed during global and homeland crises.

Second, our successful State Partnership Program has established enduring partnerships with 76 partner countries and continue to provide these forces in coalition operations worldwide, and have improved their own interoperability with U.S. forces.

Third, our counterdrug program is a crucial tool in the whole-of-government approach to combating transnational organized crime.

Fourth, the National Guard cyber program provides the Nation with cutting-edge capabilities to protect our Nation's critical infrastructure and systems, and utilizes the skills of our citizen soldiers and airmen gained through their civilian careers.

Lastly, roughly 140,000 graduates from the National Guard Youth Challenge program, which provides at-risk youth with an opportunity to learn skills, get an education, and have an opportunity in life.

Your support of these programs, as well as other programs that allow us to accomplish our mission and take care of our servicemembers, their families, and their communities, is greatly appreciated.

Recently, the National Commission on the Future of the Army came out with its recommendations. I thank the commission for their hard work. Similar to the collaborative effort that followed the Air Force Commission report in 2014, we are working diligently as a total Army to build the strongest ground force possible for the Nation.

I would like to offer my sincere appreciation to acting Secretary Murphy and to General Mark Milley for their incredible leadership in this transformative process.

Again, I am honored to be here today representing the men and women of the National Guard and their families who support them. I thank you for your continued support.

[The statement follows:]

PREPARED STATEMENT OF GENERAL FRANK J. GRASS

OPENING REMARKS

This past fall, I passed my 46th year in uniform and during that time, I have witnessed extraordinary change—change in our military and change in the security environment in which we live. The challenge of maintaining a capable, accessible, and affordable operational National Guard comes at a pivotal time in our history, where the actions we take now will set the course for future generations.

As I visit with our citizen soldiers and airmen in our States, territories and countries where our service members are deployed, I see the most ready, accessible, and capable Guardsmen and units in my 46 years of service. With continued resourcing, I am confident that we will always be ready to fight America's wars, secure our homeland, and continue to forge enduring partnerships.

I visited with Guardsmen forward deployed in Afghanistan, Djibouti, Iraq, Kosovo, Kuwait, Qatar, and the Sinai and enhancing their combat skills at the National Training Center, Joint Readiness Training Center and the Joint Multi-National Training Center in Hohenfels. From Brigade Combat Teams on the ground to expeditionary wings operating in the skies, our Guardsmen help ensure regional stability and security while working seamlessly with our fellow Service members. With nearly 780,000 individual overseas mobilizations since 9/11, the National Guard has proven, time and again, its readiness and warfighting capabilities.

BUILDING GLOBAL AND DOMESTIC PARTNERSHIPS

The leadership, individual and unit skill sets developed from doing complex combat operations enables unsurpassed homeland capabilities and response. As the original homeland security and defense force, our unique array of authorities allows us to respond to the needs of the Nation and the States. Whether assisting victims of natural disasters such as wildfires, winter storms, or hurricanes, or working hand-in-hand with State and local leaders and emergency personnel during times of crises, the National Guard is postured in nearly 2,600 communities across America and is the first military force to reach the scene.

Recent cyber intrusions and espionage on our businesses and institutions highlight why cyber is a national priority. The National Guard is at the cutting edge with its cyber capabilities. The skills acquired by our Guardsmen in their civilian capacity is an excellent fit for evolving DOD cyber missions. The National Guard's cyber capacity will play an integral role as we coordinate with State and Federal cyber professionals through Army and Air Guard cyber units and continue to grow our cyber forces.

The National Guard enhances its warfighting and homeland capabilities through the partnerships that it builds. We forge close working partnerships with global,

Federal, regional, and State partners. In the global sphere, the National Guard's State Partnership Program (SPP), established 23 years ago, continues to flourish and has evolved into enduring partnerships with 76 nations. This program, which pairs individual U.S. States with partner nations, continues to pay huge dividends in establishing long-term security and personal relationships while generating a significant return on investment. For example, 13 SPP partner nations have achieved NATO membership. Overall, National Guard States have conducted 79 co-deployments with their SPP partners to Afghanistan and Iraq. SPP countries in the Middle East and Africa, with collaboration of National Guard State counterparts, are participating in international coalition efforts to combat terrorist and extremist organizations. In the Western Hemisphere, the National Guard and its partners work closely on counter drug programs to help stem the flow of illegal drugs into this country. A true measure of the program's success is underscored by the successful transition of many of our SPP partners from security consumers to security providers, and the enhanced interoperability with our military.

During this past year, the SPP continued its expansion by formalizing two new partnerships between Kentucky-Djibouti and Massachusetts-Kenya. SPP partnerships stand as some of the strongest and most effective security cooperation relationships in the world. The SPP delivers wide strategic benefits by reducing the staggering costs of the U.S. going it alone. These partnerships are grounded in common interests and shared values. They develop strong bonds of cooperation, understanding, and trust that enable us to work together effectively to meet the evolving security challenges of this new century.

We look forward to continued expansion of the program and will work closely with the Department of Defense, geographic combatant commands, and the Department of State in addressing future challenges, enhancing capabilities, promoting interoperability, and furthering the progress we have made with our partner nations.

In the homeland, we forge close partnerships with local, State, and Federal agencies to prepare for contingencies and disasters that may strike at home. We also work with individual geo-specific consortiums such as those created for the Cascadia Subduction Zone and the New Madrid Seismic Zone. In our communities, our Guardsmen, in both their civilian and military roles, are active with programs and services such as Youth ChalleNGe, Joining Community Forces, and rendering military funeral honors for veterans. These programs provide critical support to families and individuals when they need it the most. For example, Youth ChalleNGe is an alternative program for high-school drop-outs to learn life skills and earn a high school diploma or equivalency. Since the start of the ChalleNGe program in 1993, we had more than 140,000 graduates; better posturing high-school drop-outs to becoming more productive citizens.

The threats we face at home and abroad today are unprecedented in their scope and variety. The recent terror events of Paris and San Bernardino, Calif., the rise of China and its ambitions, the regional challenges posed by a resurgent Russia, cyber attacks on our homeland, and an exploding migrant and refugee situation that has engulfed the borders of many nations around the world are just some of the issues we see in the headlines on every major newspaper around the world.

These global realities are intertwined with changes in our society that come at extraordinary speed, have undefined borders, and coincide with a modern American public that has higher expectations of its military. We face these realities within a daunting fiscal environment that requires us to balance the need to keep Americans safe against budgetary constraints and increasing national debt.

Within this security backdrop, it is more important than ever to ensure America has a resourced National Guard that can be a critical component of the solution during these uncertain times. The Guard is a cost-effective, scalable, operational force that preserves capability and capacity, rather than forcing the Nation to choose between them. Resourcing the operational National Guard leverages the tremendous value the Guard provides America with a force ready to meet our domestic and overseas requirements.

The National Guard is also setting an environmental example within the DOD. Embracing the motto to "make training lands accessible to Soldiers," the Florida and Minnesota Army Guard environmental programs earned DOD-level recognition. Florida's Camp Blanding Joint Training Center was lauded for their natural resources conservation efforts to protect 39 threatened and endangered animal and plant species. The endeavor provided the four military services and State agencies access to the 73,000-acre training installation. Minnesota's Camp Ripley earned DOD's highest award for their sustainability initiative to install solar panels, reducing their installation's energy consumption by 45 percent. Such money-saving efforts help combat the reduction of programmed resources and enable greater readiness.

The Army National Guard and the U.S. Army are making the readiness of the “Total Army” a top priority. The Director of the Army National Guard established four lines of effort designed to enhance that readiness: leader development; ready forces; operational forces; and resilient communities. Leader development seeks to mold competent leaders of character who inspire, plan and execute our dual-mission. Ready Forces is an effort to ensure we continue to recruit and retain quality, deployable Soldiers. As an Operational Force, it’s imperative that our resourcing and policies allow the Army Guard to seamlessly blend with the Army to perform any mission assigned. Finally, our Soldiers and their families are part of a Resilient Community because of substantial investments made to programs that support their needs and recognize their service. As part of each line of effort, accountability is integral to ensuring our success. Accountability demands ethical decisionmaking, transparent processes, thorough oversight and fiscal responsibility.

We need to ensure our Soldiers are trained to project land power anywhere our Nation requires, within appropriate timeframes. Units across all three components of the U.S. Army must remain interoperable. Our military and civilian leaders require and deserve a full range of options to address the threats and instability our Nation faces today, both at home and abroad.

The Air National Guard continues to make significant contributions to our national security at home and abroad. Overseas, the Air National Guard provides both operational combat and support capabilities to warfighters that meet our Nation’s defense objectives. Guard Airmen supported more than 9,000 deployment requirements to 56 countries and on every continent last year. At home, the Air National Guard secures America’s skies as the primary force supporting the North American Aerospace Defense Command. Simultaneously, Guard Airmen respond daily to requests from their local communities for assistance during emergencies and times of need. The Air Guard will continue to answer our Nation’s call by adapting to the Nation’s 21st century security needs.

CLOSING REMARKS

The National Guard mirrors the communities that it serves and our people are its foundation. We will continue to embrace diversity and inclusion to ensure we tap into our entire reservoir of talent. As the National Guard strives to become a model of fiscal stewardship within the Department of Defense, we must also continue to do more in eliminating abuse, harassment, and discrimination. Suicide prevention will always be a priority and we must do all that we can to ensure we have the proper education, training, and availability of mental health professionals to create resilient soldiers and airmen. We must ensure that we assist returning soldiers and airmen, wounded warriors, and veterans reintegrate into their communities and honor our fallen service members. We will continuously examine our actions and progress through candid and critical assessments from top to bottom. The National Guard greatly appreciates the resources our Nation invests in our wide array of effective programs.

It is inspiring to see what the men and women of our National Guard do for our States, territories, and our Nation. Our soldiers and airmen continue to show great valor in combat. Our people continue to leave their jobs and families and report to their armories and bases, and bring calm after storms, fires, and floods have devastated communities. And, our Guardsmen strengthen and stabilize regions around the world while we develop meaningful security partnerships.

As we face the challenges of this new century, the National Guard is ready to carry out its missions through the capable men and women who serve. They are part of a proud heritage dating back to 1636—nearly 400 years of protecting our Nation. I am proud to serve with each and every Guardsmen. Their dedication and professionalism is truly remarkable.

I want to thank this Committee for your continued support of our Citizen-Soldiers, Airmen and their families. I look forward to your questions.

Senator COCHRAN. Thank you very much. The next witness is.

General NEAL. Sir, Major General Brian Neal, Acting Director of the Air National Guard.

Senator COCHRAN. General Neal, welcome.

STATEMENT OF MAJOR GENERAL BRIAN NEAL, ACTING DIRECTOR, AIR NATIONAL GUARD

General NEAL. Thank you, Chairman. Thank you and all the members who have invited me here today to speak.

I want to start by publicly thanking the over 105,000 dedicated professional men and women of the Air National Guard for the tremendous job they do every day, both at home and overseas. I also want to thank you for your support for the Air National Guard.

When the Air National Guard was created, its primary mission was to train for the next major conflict. The concept of training 1 weekend a month, 2 weeks a year was based on the original strategic reserve model. Today, the Air Guard is, as you said, Chairman, an operational reserve, a force that contributes every day to both the war fight and also provides surge capacity for crises.

The men and women of the Air National Guard have stepped up gallantly to meet the demands of the operational reserve force.

As the acting director, it is my job to ensure our Guard airmen have the resources and training they need to do the jobs we ask of them. My priorities are, first, support for the 21st century Guard airmen; second, readiness; and third, modernization and recapitalization.

Overall, we must ensure that the men and women of the Air National Guard have the support they need as they balance civilian careers, family responsibilities, domestic response needs, and their growing responsibilities to national security. We must make sure our Guard airmen and their families have access to the spiritual, psychological, and medical support they may need. Our Guard airmen need equipment that is capable of integrating seamlessly into the combat environment, and we must ensure they are trained for the full spectrum of operations we expect them to perform.

In closing, I want to thank you for your support of the National Guard and Reserve Equipment Account (NGREA). NGREA is essential for the Air National Guard for the accomplishment of both of its Federal and domestic missions. NGREA keeps our combat equipment safe, reliable, and compatible within the combat environment, and it is the Air Guard's primary source for dual-use equipment needed to respond to domestic emergencies.

If it were not for NGREA-funded programs, the Air National Guard would simply not be the force we are today.

Again, thank you for inviting me here today, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF MAJOR GENERAL BRIAN G. NEAL

INTRODUCTION

The Air National Guard has been at war as an integral and essential part of the Total Air Force for 25 years. During this time, the men and women of the Air National Guard have proven to be remarkably adaptive, versatile, and resilient.

The first Gulf War, Operation DESERT SHIELD/STORM, utilized the forces, tactics and doctrine designed during the Cold War to defend NATO from an attack by the Warsaw Pact. As a result, the Air National Guard contributed to the fight as a voluntary, strategic reserve force augmenting Air Force contingency operations.

The security environment changed significantly after the first Gulf War. First, the end of the war did not signal an end of hostilities, as the Air Force launched into a series of airpower-centric operations including Operations Northern and Southern Watch, Bosnia-Herzegovina, Somalia, Kosovo, Afghanistan, Libya, Mali, back to Iraq, and now Syria. At the same time, the Department of Defense went through a post-Cold War drawdown and a restructuring of forces including a 33.7 percent cut in Air Force manpower and a 41.5 percent reduction in aircraft between 1990 and 2015. This restructuring included a change from a forward-basing posture to

a forward-presence strategy, and a shift in the apportionment of forces within the Total Air Force.

The combination of a continued high-demand for Air Force capabilities and a decrease in active duty Air Force capacity resulted in greater reliance upon the Air National Guard and Air Force Reserve. In 1990, the Air National Guard was 15.1 percent of the Total Air Force manpower and operated 19.3 percent of the aircraft; by 2015 the Air Guard contribution had increased to 21.5 percent and 21.4 percent respectively. For the men and women of the Air National Guard, what began as volunteering for operational missions during Operation DESERT SHIELD/STORM evolved into the most significant application of involuntary mobilization since the Korean War.

For the National Guard, including the Air Guard, the demands of Overseas Contingency Operations were compounded by increased calls to protect life and property at home from natural disasters or terrorist attacks. Federal, State, and local communities began to increasingly recognize and rely upon the versatility of Guard Airmen to adapt their training and equipment, designed for the Air Guard's Federal, national security mission, to assist them in responding to State and local emergencies—commonly referred to as “dual-use” capabilities.

The dedication of the men and women of the Air National Guard has facilitated the transformation of the Air Guard from a strategic reserve to an operational reserve. The Air National Guard does not simply train at home for the next major war, but instead augments the Total Air Force in day-to-day operations and provides surge capacity for unforeseen emergencies at home or abroad. Today's Air National Guard is:

- A Proven Choice in the Warfight;
- A First Choice in Homeland Operations; and
- An Enduring Choice in Building & Maintaining Partnerships.

The men and women of the Air National Guard continue to do a remarkable job fulfilling the tasks asked of them as an operational reserve. As leaders, we must ensure that they receive the foundational support, training and equipment necessary to continue to meet the needs of the Nation and their communities.

YEAR IN REVIEW

A Proven Choice in the Warfight

The Air National Guard is integral and essential to the U.S. Air Force's contribution to our Nation's security; our Guard Airmen's dedication to the Nation is clearly evident. In 2015, the men and women of the Air National Guard filled 9,006 combatant command requests for support deployments to combat zones, and U.S.-based support for combat operations, many as volunteers. The Air National Guard contributed to the U.S. Air Force's deterrence and assurance mission with deployments to U.S. special interest areas such as Japan, South Korea, and Europe—often back-filling Air Force forward-based units deployed to combat.

While the war on terrorism is predominantly fought overseas, many Guard Airmen are actively engaged State-side, defending the homeland. The Air National Guard is the primary force responsible for defending the airspace over U.S. territory—monitoring radar scopes, manning the command and control system that coordinates airspace defense, piloting the fighter aircraft that intercept potential threats and the aerial refueling tankers that extend the range and endurance of the fighters—the men and women of the Air National Guard are Always on Mission 24/7/365.

Guard Airmen are fully engaged in “reach-back” missions, i.e., missions that use global communications and data links to provide direct support to deployed warfighters from U.S. locations. Air National Guard Remotely Piloted Aircraft (RPA) units in California, North Dakota, Arizona, Texas, New York, Ohio, Tennessee, and Iowa are currently flying 14 combat orbits providing armed reconnaissance to forward-deployed forces. Units in Tennessee and Iowa are converting from MQ-1 to MQ-9 RPA and will be operational this year. Four additional MQ-9 units in Pennsylvania, Arkansas, Michigan, and New York are scheduled to be operational in fiscal year 2017. The intelligence, surveillance, and reconnaissance (ISR) data collected by the RPAs is integrated into the joint ISR architecture at the Air Force Distributed Common Ground Systems (DCGS). Air National Guard DCGS units process, exploit, and disseminate actionable intelligence from data collected by a variety of sensors on the U-2, RQ-4 Global Hawk, MQ-1 Predator, MQ-9 Reaper, and other ISR platforms.

Cyber security is another global national security mission the men and women of the Air National Guard support from their home stations. According to the Department of Defense (DOD) Cyber Strategy of 2015, the Department will:

- Build and maintain ready forces and capabilities to conduct cyberspace operations;
- Defend the DOD information network, secure DOD data, and mitigate risks to DOD missions;
- Be prepared to defend the U.S. Homeland and U.S. vital interests from disruptive or destructive cyberattacks of significant consequence;
- Build and maintain viable cyber options and plan to use those options to control conflict escalation and to shape the conflict environment at all stages; and
- Build and maintain robust international alliances and partnerships to deter shared threats and increase international security and stability.

Over 6,600 Guard Airmen support the 21st century cyber mission. In 2015, 12 Cyber Protection Teams were stood up to identify and counter threats to critical mission assets in support of USCYBERCOM. Teams include Cyber Tactics, Test & Evaluation, Cyberspace Command & Control, Active Cyber Defense, Information Aggressors, three National Mission Teams and two Cyber Training/Distance Learning Squadrons. Air Guard “cyber warriors” support the Total Air Force contribution to the DOD cyber mission. In order to support both national and domestic needs, Air National Guard cyber units are geographically distributed among the ten Federal Emergency Management Agency (FEMA) regions.

The strategic deterrence mission is a top priority for the Air Force and the Air National Guard is an active participant. The 131st Missouri Air National Guard Wing transitioned from F-15s to the B-2 stealth bombers in 2008 and became the first nuclear strategic bombing wing in the Air National Guard. Today, the 131st Bomb Wing, in a classic association with the Air Force’s 509th Bomb Wing, Whiteman Air Force Base, is integral to the Air Force Global Strike Command mission. The Air Guard also supports the strategic deterrence with KC-135 aerial refueling tankers. In addition, North Dakota Air National Guard Security Forces help protect two components of the nuclear triad at Minot Air Force Base.

The men and women of the Air National Guard also assist the Air Force in its space superiority mission with two Space Warning Squadrons, two space Command and Control Squadrons, a Space Operations Squadron, and two Space Control Squadrons. Collectively, Air Guard Space Squadrons provide missile warning, satellite maneuver, configuration, and operation for MILSTAR and Advanced Extremely High Frequency constellation, and space situational awareness in support of global and theater campaigns.

When our Guard Airmen return from deployment, overseas or at home, they do not simply return home to their civilian jobs. First, many have to regain currency in skill-sets that were not used supporting the current Overseas Contingency Operations. For example, F-15 and F-16 pilots seldom use their air-to-air warfighting skills when deployed to the Middle East; therefore, they must refresh those skills through both home-station training and exercises such as Red Flag to regain their full-spectrum combat qualification. Finally, as members of the National Guard, our members have additional homeland/domestic commitments.

A First Choice for Homeland Operations

The Air National Guard’s responsibilities go beyond fighting America’s wars. As the air component of the National Guard, the men and women of the Air National Guard are charged to provide for the protection of life and property and to preserve peace, order, and public safety. The most visible role of the National Guard is its response to domestic emergencies: natural disasters such as hurricanes, floods, blizzards, wildfires, and man-made disasters such as terrorist attacks and civil unrest. Our Guard Airmen are ready to help their neighbors in any way, but most often, they employ their dual-use capabilities, i.e., they adapt their combat equipment and skills to serve their communities. For example, during winter storm Jonas, the Air National Guard provided over 5,000 man-hours to their local communities. Guard Airmen augmented local first responders (emergency medical, firefighting, search & rescue), manned emergency shelters, provided emergency transportation for personnel and supplies, and setup and operated backup power generators and communication networks. As a result of the Baltimore riots in April 2015, our Air Guard members were requested by the Governor to assist the overwhelmed law enforcement officials. Air Guard members utilized crowd control techniques to help stabilize the situation. In October 2015, South Carolina received historic rainfall from Hurricane Joaquin and our Air Guard members were there to assist the community. They executed civil-authority support missions to preserve the lives and safety of South Carolina residents and assisted with recovery efforts.

Aside from disasters, Air National Guard emergency response units assist their communities at home. Units typically include trained Airmen and equipment for fire response, security, Explosive Ordnance Disposal (EOD), medical response, and other

civil support functions. Through mutual support agreements, Air Guard organizations are quick to respond, equipped and manned to support their local civilian communities. Nearly every day, Air National Guard fire departments are called upon to augment local fire responses and/or to back-fill local first responders when out on calls. Air Guard security forces are routinely asked to assist local police with traffic control after a major vehicle accident or unexpected road closure. In many areas, the Air Guard has the only EOD capability available to respond to local incidents making them an invaluable part of their communities.

An Enduring Choice for Building and Maintaining Long-Term Partnerships

Many people join the Air National Guard because the Guard personnel system will allow them to serve from their local community. This assignment stability inherent to the National Guard also enables it to support enduring relationships both at home and abroad. The Guard Airmen contribute to a number of programs designed to improve partner nations capabilities and U.S. interagency cooperation.

The Air National Guard is an active participant in the Department of Defense State Partnership Program. The State Partnership Program pairs U.S. States and territories with partner countries in a cooperative, mutually beneficial relationship. The objectives of the Program are to build defense relationships that promote specific U.S. security interests, develop allied and friendly military capabilities for self-defense and multinational operations, and provide U.S. forces with peacetime and contingency access to a host nation. Last year Guard Airmen participated in 119 State Partnership Program events. For example, the South Carolina Air National Guard worked with the El Salvador military to help them improve their disaster response management and capacity; the Maryland Guard helped the Estonian Air Force improve their airport security and airspace management system; and, Soldiers and Airmen from Illinois helped the Polish military establish a noncommissioned officer leadership training program.

In addition to the State Partnership Program, the Air National Guard conducts formal military training for allies and partners. Last year, the 162nd Arizona Air National Guard Wing trained 31 F-16 pilots from Singapore, Indonesia, Norway, Oman, Denmark, Iraq, and Thailand. The 174th Attack Wing, New York Air National Guard trained 16 airmen from France and the United Kingdom on MQ-9 maintenance. The 143rd Airlift Wing of the Rhode Island Air National Guard trained C-130 aircrew members and maintainers from Iraq. Lastly, the 139th Airlift Wing provided Advanced Airlift Tactics Training to 75 students from eight allied nations including Japan, New Zealand, Germany, Belgium, and Australia.

Air Guard members also participate in training programs run by U.S. allies. Eight Guard noncommissioned officers attended the International Noncommissioned Leadership Development in Canada and five Air Guard junior officers attended the International Junior Officer Leadership Development program in Germany. These programs are run by the International Air Reserve Symposium, an informal organization of chiefs of air reserve components from around the world.

Air National Guard units have ongoing interagency partnership relationships. Of special note is the relationship between the New York Air National Guard and the National Science Foundation under which Guard Airmen operate the U.S. Air Force's only ski-equipped C-130s (LC-130) to provide logistical support to Science Foundation expeditions to Antarctica and Iceland. While the National Science Foundation provides the funding for this support, the Air Guard participants gain invaluable training and experience.

The Air Guard has a long-standing partnership with the U.S. Department of Agriculture's Forest Service. Under this support agreement, members of the California, North Carolina, and Wyoming Air National Guard supplement Forest Service aerial firefighting capacity using C-130 transportable Modular Airborne Firefighting System (MAFFS). Last year, Guard Airmen flew 350.9 hours and dropped 246,000 gallons of fire retardant on U.S. forest fires.

BUILDING FOR THE FUTURE

The Air National Guard priorities for this year are our Airmen, Readiness, and Modernization & Recapitalization. The men and women of the Air National Guard have done a remarkable job of responding to the needs of the nation both overseas and at home. Most of today's Airmen joined the Air National Guard after 9/11 with the full understanding of the demands of the new Air National Guard. However, the Air National Guard is now an operational reserve, but stands upon a foundation built when it was a strategic reserve. This foundation consists of the Air Guard's infrastructure and organizational manning. If the Air Guard is to continue as an operational reserve, we must ensure the foundation is sound. This year's priorities are intended to identify and reset the foundations for the new Air National Guard.

Support for the 21st Century Guard Airman

While the hard work and dedication of the Guard Airmen, their families, and their employers made possible the transformation from a strategic reserve to an operational reserve, they now bear the greatest burden. We have seen evidence of the stress on our extended Air Guard family due to repeated deployments and the demands of balancing military and civilian careers. Much like changing civilian careers or jobs, we see anxiety in our Airmen as they transition into new missions, especially in emerging missions such as Remotely Piloted Aircraft or cyber. We are closely watching for what may be a new version of post-traumatic stress in those Airmen who are fighting the war from their home stations, e.g., the Guard Airmen who are targeting enemy combatants with Remotely Piloted Aircraft and then go home to “normal” family life. Additionally, this stress does not end with the actual operators; it also extends to the Airmen supporting them, their families and their employers.

We, like all the military services, see changes in the demographics of our force. The force is younger; only 41 percent of today’s Guard enlisted Airmen are over 35, as compared with 52 percent in 2003. More of the Guard Airmen are married than in the past, to include our young enlisted Airmen. We have seen a reduction in the number of enlisted Airmen joining the Air Guard after serving in the regular, active-duty military (prior-service). Changes in the Air Guard’s demographics impact recruiting, training, deployments, career progression, retention, family support programs, physical and mental health programs, and employer relations—nearly every aspect of the Air National Guard.

Last year, Congress provided the resources necessary for the Air Guard to hire Directors of Psychological Health for each wing. The Directors coordinate the various wellness resources available both in the military and the local communities, and help Guard Airmen and their families access these resources. Air National Guard Directors of Psychological Health provide early intervention, crisis support, clinical referrals to service members and their families. Airmen and Family Readiness Program Managers (AFRPMs) reached nearly 719,000 Airmen/family members through formal and informal contacts in fiscal year 2014.

The Department of Defense and the Air Force are currently working on a number of new programs to support and assist military members and their families, including enhancements to Sexual Assault Prevention and Response (SAPR), Airmen Family Readiness, and suicide prevention. These are all excellent programs, but most are designed for the active duty military with centrally located manpower and infrastructure to implement the programs. The Air Guard is currently exploring cost effective ways to export the programs to the Guard’s geographically dispersed, 67 percent traditional or part-time workforce.

The challenging global environment means our Guard Airmen are busier than ever and the skills required for that environment continue to become more complex. The traditional model of 1 weekend a month and 2 weeks a year has become overburdened with time consuming ancillary training programs that take away from our Airmen’s availability for skills training. During 2015, we completed the first year of a 3-year test of the new Ancillary Training Pilot Program developed by the Air National Guard. The Ancillary Training Pilot Program has resulted in added flexibility, greater commander and supervisor involvement and an 80-percent reduction in hours spent outside of core skills training. The program has been so successful that we are now working with the Air Force Reserve to implement a similar program for their members.

The Air National Guard’s fiscal year 2017 budget request includes an increase in Air Guard end-strength to an approved steady-state end-strength of 105,700 through fiscal year 2017. This reflects the full restoration of A-10 aircraft manpower.

Readiness

The official Department of Defense definition of readiness is, “The ability of military forces to fight and meet the demands of assigned missions,” but the concept is far more complex. The “demands of assigned missions” are not the same for every mission; a unit may be ready for one mission but not others. There are many variables that go into the Readiness calculus, including recruiting and retaining quality manpower, initial skills training, currency training, and upgrade training, personal readiness including medical and dental requirement, and equipment availability and mission capability status. The changing demographics of the Air National Guard, equipment age, mission changes, operational demand on personnel and equipment, availability of and funding for formal schools, and many other factors all impact Air Guard readiness. For example, the Air Guard recruits non-prior-service Airmen (a member who has not previously served in the military), the recruits must be sent

to Basic Military Training and a formal school for initial training in their mission specialty. Initial training is followed by Mission Essential Skills Training to “season” the individual Airman, integrate them into their unit, and prepare them to work with/on the specific equipment assigned to their unit. All this takes time and money. These recruits must be brought onto active duty, sent to school, and once back at their unit, given sufficient man-days to become a productive member of the unit. Airmen require unit equipment for hands-on training and skilled unit instructors to conduct the training.

Our demographics are shifting to a younger workforce and we are beginning to encounter a noticeable decline in the experience levels of our full time force. An Air National Guard wing’s full time force is the source of training for our traditional Guard members. They are the key to the maintenance of readiness for our units and their personnel. An informal look at the experience levels of our full time technician force in six States showed that 55-percent of permanent technician pilots have less than 6 years of full-time experience. Experience levels are declining, at a time when skill complexities required to accomplish the mission are increasing and aircraft mission capable rates are lower.

In addition to a declining operator experience level, the maintenance force is also younger and less experienced. This decrease in the age and experience among maintenance personnel, coupled with an aging aircraft fleet that requires more maintenance, creates challenges to maintaining a mission capable rate at our units sufficient to maintain the robust flying schedules necessary to keep our younger, less experienced aviators current and proficient.

The Air Guard is continually evaluating and adjusting its military personnel (MILPERS) and operations & maintenance (O&M) budgets to meet the dynamic requirements of the Air Force and our Air Guard units. Over the next year, we plan to closely examine the foundational assumptions used to resource the Air National Guard to ensure its resourcing matches its operational posture for the future.

Modernization and Recapitalization

The objective of all recapitalization and modernization programs is to ensure that an organization’s equipment is both safe to operate and capable of accomplishing the organization’s mission. Technically, recapitalization is trading in old equipment for new and modernization is updating old equipment. Recapitalization of all components of the Air Force is primarily the purview of the Air Force in coordination with the Air National Guard. For the Air National Guard, which operates some of the oldest Air Force equipment and has both Federal and State responsibilities, modernization is always a priority. It is vital to ensure that we maintain the right capabilities. Last year the Air National Guard equipped 217 F-16C aircraft with the Scorpion Helmet Mounted Integrated Targeting (HMIT) system. HMIT is an integral piece of the kill-chain, allowing the pilot to rapidly cue sensors and/or weapons to targets of interest. This increase in situational awareness, both day and night, allows Guard pilots to de-conflict operations with friendly air and ground forces, minimizing fratricide and enhancing weapons employment.

To improve its capability to respond to domestic emergencies, the Air Guard procured 21 Mobile Emergency Operations Centers (MEOC). This equipment provides a rapid response, comprehensive command and control capability for commanders, first responders, local civil authorities, and other government agencies. The MEOC assigned to the 127th Wing, Michigan Air National Guard, served as the chief command and control outpost for the first 36 hours in response to the Flint, Michigan water crisis.

The Air National Guard continues to work closely with the Air Force and Congress on C-130 modernization plans. Ensuring the Air Guard’s C-130 fleet meets U.S. and international air traffic control requirements by 2020 is one of our top modernization requirements.

CONCLUSION

The men and women of the Air National Guard were instrumental in transforming the organization from a strategic reserve to an operational reserve. When one considers all of the wonderful work our Guard Airmen are doing around the world, it is clear that they are up to the task, understand this is not their parents’ Air National Guard, and are prepared for this “new normal.” However, much of the foundation upon which this operational reserve Air National Guard was built and designed was put in place to support a strategic reserve force. Now that our Guard Airmen have settled into the “new normal,” it is time to step back and make sure the foundation can continue to support the organization. Identifying and modernizing the strategic reserve foundations of today’s operational Air National Guard

will take time, but the changes are necessary to ensure the men and women of the Air National Guard are able to continue to answer the call.

The Bipartisan Budget Act has provided needed stability and predictability. However, with a non-sequestered budget, the Air Guard can begin to address the foundational changes that must be made to preserve our role as an operational reserve, improve readiness and to modernize and recapitalize Air Guard capabilities to meet future security challenges.

Senator COCHRAN. Thank you, General.

We will now hear from the Director of the Army National Guard, Lieutenant General Kadavy.

STATEMENT OF LIEUTENANT GENERAL TIMOTHY J. KADAVY, DIRECTOR, ARMY NATIONAL GUARD

General KADAVY. Thank you, Senator. Chairman Cochran, Vice Chairman Durbin, distinguished members of the committee, thank you for allowing me the opportunity to represent the 348,000 soldiers of the Army National Guard.

I am happy to report that the Army National Guard's relationship with the Army is strong and enduring. We are a valued and integrated part of the United States Army.

I am working closely with General Milley, General Grass, Acting Secretary of the Army Murphy, and the Adjutants General to strengthen our total Army.

The Army National Guard is regularly employed, and when deployed, goes with the Army's most modern equipment and training. Soldiers from all three components are continuing to work side-by-side in exercises and operations around the globe, including reassuring allies in Europe and the Pacific.

As we move forward, readiness remains our top concern. Increased training, equipment modernization, continued commitment for our full-time support requirements, and regular rotational utilization will ensure our forces continued readiness.

And when it comes to the Army National Guard, readiness for combat also translates into readiness for missions at home, as we recently witnessed with Winter Storm Jonas in this local area.

I would like to thank the committee for providing us with the programming and resources we need in order to serve the Nation, particularly your generous support for the National Guard and Reserve Equipment Account has enabled us to remain a modern and interoperable force. Modernization is an ongoing effort, and your support has been critical in allowing us to meet that responsibility.

I would also like to thank the members of the National Commission on the Future of the Army for their hard work. I want to ensure the committee that we are working with the Army leadership to assess the commission's recommendations. We take special interest in recommendations such as multi-component unit solutions, additional combat training center rotations, and increased flying hours for training, all of which will certainly enhance our readiness.

We are also looking closely at the commission's recommendation for enhanced support to the Pacific and the European combatant commands. The Army National Guard looks forward to being part of the Army strategy to support these commands.

Additionally, we know there is great interest on certain issues such as the aviation restructure initiative. I can assure you that we

are looking at all of the commission's recommendations comprehensively and as part of the Army team. We will present our findings in the near future.

Lastly, with regard to the commission's determination that a force of 980,000 is minimally sufficient to meet the Nation's challenges, I agree with General Milley that this places us at the edge of being able to meet the current strategy.

I would like to close by saying thank you. Thank you for allowing me to speak before you today and for all that you do for the soldiers, civilians, and families of the Army National Guard. I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL TIMOTHY J. KADAVY

INTRODUCTION

As the combat reserve of the Army, the 342,000 Soldiers of the Army National Guard are trained and equipped as part of the Total Army to fight and win America's wars. We have stood shoulder-to-shoulder as part of the U.S. Army through every major conflict in our Nation's history, from the Revolutionary War to today's global operations. Simply stated, the Army National Guard plays an essential role in our Army's ability to go to war or engage in sustained operations.

Everything we do in the Army National Guard is focused toward building and sustaining readiness. Investments in Army National Guard manning, training, and equipping enable us to respond to the Nation's call to service, whether participating in combat operations abroad or saving lives and protecting property at home. Reducing the time it takes for Soldiers and units to be ready for deployment is the primary concern for all Army National Guard leaders, and is a goal toward which we are always focused.

PRIORITIES AND LINES OF EFFORT

In my first year as Director of the Army National Guard, I have established five priorities that align our force with General Milley's vision for the U.S. Army. This will ensure that the Army National Guard is ready and responsive to the needs of our Army as well as our Nation's governors. These priorities are: Leader Development, Ensuring Operational Capability, Maintaining Resourcing and Modernization, Ensuring Ready Soldiers and Families, and Maintaining Full-Time Support personnel.

In order to operationalize these five priorities, I have directed the Army National Guard to focus on four lines of effort: Leader Development, Ready Forces, Operational Forces, and Resilient Communities.

Accountability is inherent in these priorities and lines of effort. In order to maintain the trust of the American people; we must remain accountable to the Army profession, our civilian leadership, and to each other. Adherence to Army and Department of Defense standards, fiscal stewardship and audit readiness, provide the foundation for my five priorities.

LEADER DEVELOPMENT

Leader development is one of my top concerns. Soldiers require years of training, experience and mentoring to develop into effective midlevel and senior Army National Guard leaders. You cannot recruit a battalion commander, sergeant major, or chief warrant officer. Therefore, we must provide Soldiers with the professional educational experiences and leadership development opportunities they need to grow into tomorrow's Army National Guard leaders.

For the Army National Guard, a key component of leader development is experience in real-world deployments and realistic collective training. Army National Guard Soldiers have limited opportunities to lead in real-world operational environments in comparison to their Active Component counterparts. This is a critical reason why consistent utilization, as well as planned rotations within the Army's Sustainable Readiness process are essential to Army National Guard readiness.

Leaders drive the Army's professional culture. I want to ensure that the Army National Guard develops strong leaders of character. In order to be effective in combat, Soldiers must trust and respect their leaders. As we promote leader develop-

ment as a readiness principle, we must ensure that accountability and adherence to Army professional standards remain core tenants.

READY FORCES

Because the Army is a people-centric force consisting of Soldiers, Families and Civilians, the first step in building a ready force is to ensure it is properly manned. Our manning efforts are focused to ensure that we continue to recruit and retain quality Soldiers. Because of the nature of attrition and end-strength reductions, we must continue to recruit new Soldiers even as we reduce the size and structure of the force.

A force that is manned but not trained cannot be considered ready. Soldiers that are not educated in their specialties and trained in their missions are not ready for deployment. Initial Entry Training and Military Occupational Skills training are essential for individual Soldier readiness. Individual Soldier training is the foundation for unit readiness.

Additionally, units that have not trained together are placed at greater risk when conducting combat operations. Modern warfare requires careful, proficient coordination between units, Services, and allied militaries. Collective unit training is the means by which Soldiers learn to work as a cohesive fighting team—that team includes the Army National Guard.

The Chief of Staff of the Army has emphasized the importance of Army National Guard collective unit training, and he is considering additional Combat Training Center rotations for Army National Guard units. We fully support increases in CTC rotations and other collective training events. Collective training is critical for leader development and unit cohesiveness, both of which can quickly erode without comprehensive unit training events.

Modernized, interoperable equipment is what turns trained Soldiers and units into effective and capable Army formations. In order for the Army to fight and win the nation's wars, the Army's equipment and equipping strategy must provide Soldiers with combat overmatch—the combination of Soldier skills and advanced equipment that far exceed enemy capability and capacity.

Today's operating environment is highly complex. The continued technological advancement of our enemies, coupled with the increasingly interconnected nature of equipment and computer networks, requires the Army National Guard to maintain highly modern, interoperable equipment. With a smaller Total Army, the Nation cannot afford to allow Army National Guard equipment capabilities to lag behind those of Active Component formations as we did during the Cold War. Doing so would reduce combat effectiveness and degrade the Army's ability to operate seamlessly on the complex battlefields we will face today and tomorrow.

Congress has invested substantial resources to bring the Army National Guard to equipping parity with the Active Component Army. Today's Army National Guard is the best equipped, most modern force in its history. Yet, fiscal constraints have forced the Army to defer modernization in order to fund readiness, and the impact is very real for the Army National Guard.

For example, the Army National Guard has 556 of the required 826 modernized UH-60 Black Hawk helicopters. Over 66 percent of our HMMWV ground ambulance fleet is modernized, but more than 500 vehicles require modernization. Our armored combat platforms, including the Abrams main battle tank, are behind the Active Component in terms of modernization. The Army National Guard Abrams fleet (with M1A1 variants) is a generation behind the third generation main battle tank (M1A2 variant) in the Active Component. Additionally, the Army National Guard is taking risk with critical mobility systems, such as firefighting, explosive ordnance disposal, and bridging systems.

We request your support of our depot maintenance funding request so the Army Guard is not forced to defer critical depot overhauls, risking fleet operational readiness rates for vehicles and equipment. This has a direct and significant impact on our war-fighting and domestic response capabilities.

OPERATIONAL FORCES

Today's Army National Guard is a reflection of the resourcing and policy decisions to manage the Reserve Component as an Operational Force. As a component of the U.S. Army, the Army National Guard has transformed into an interoperable and experienced ground combat force capable of performing any mission assigned. Since September 11, 2001, Army National Guard Soldiers have conducted more than 544,000 individual mobilizations in support of Federal missions, with more than 320,000 individual Soldier mobilizations to Iraq and Afghanistan during that period. In fiscal year 2015, the Army National Guard mobilized 10,123 Soldiers for service

around the world. Today, we have approximately 11,100 Soldiers mobilized both overseas and in the United States for Federal missions. Many senior leaders within the Department of Defense, the Administration and Congress have stated publicly that the Army would not have been able to accomplish its combat missions without the use of the Army National Guard—and I fully agree. Our force embodies the spirit of the Army Total Force Policy, and we can ill afford a return to pre-9/11 readiness levels. At home, the Army National Guard remains the military's primary domestic responder. In fiscal year 2015, Army Guard Soldiers served nearly 453,850 duty days under the command of the Nation's governors, assisting our fellow citizens during domestic emergencies and aiding Federal authorities in other critical areas such as counterdrug efforts and security along our Southwest border. At home and abroad, the Army National Guard is and will remain an indispensable part of the Army.

Global instability continues to place our Nation's security interests at risk. The Army deployed forces to more than 140 countries last year alone. The threat of a large-scale military conflict with near-peer competitors is growing. Our allies are experiencing increasing pressure in Europe and Asia. Strong transnational terrorist organizations continue to destabilize entire regions and to threaten our security at home.

Within our available resources, the Army National Guard is working to support national theater engagement priorities in Europe and the Pacific. For example, we are conducting Overseas Deployment Training for a battalion task force and engineer forces to support theater deterrence in U.S. Army Europe, and a battalion task force in support of U.S. Army Pacific. This prudent employment of Army National Guard forces can relieve stress on Active Component forces and enable the Army to preserve the decisive action readiness essential for short notice contingencies.

Though major combat operations have ceased in Iraq and Afghanistan, the demand for the Army to perform global missions continues unabated. In order to respond to these growing requirements, and remain a credible deterrent to transnational threats, the Army National Guard must continue to focus on readiness.

RESILIENT COMMUNITIES

Providing support to Soldiers and their families is a critical duty that we fully embrace. Congress and the Department of Defense have invested heavily in programs that build resiliency and ensure that Soldiers and their families get the support they have earned by virtue of their service to the Nation.

Much work remains in vital areas such as suicide prevention and intervention. The Army National Guard lost 100 Soldiers to suicide in calendar year 2015, an increase of 23 from calendar year 2014. The impact of this national epidemic on our force continues to be a top priority for Army National Guard leaders. Our efforts to reduce suicides include: increased Soldier training on suicide warning signs and intervention, training Soldiers to direct those contemplating suicide to appropriate healthcare professionals, supporting partnerships with nonprofit behavioral health organizations and other community resources, and most importantly, improving the ratio of healthcare providers to Army Guard Soldiers within our force.

A key toward building resilient Army National Guard communities is ensuring that Soldiers trust both the Army as an institution, and their fellow Soldiers and leaders. This is why any instance of sexual assault or harassment within our ranks is unacceptable. Sexual assault is a serious crime that leaves victims permanently scarred and severely erodes Soldier trust and unit readiness. The Army National Guard continues to support Soldiers through the Army's Sexual Harassment/Assault Response and Prevention program. We have increased training for and maintained a staff of sexual assault response professionals. We are working to encourage reporting by those that experience sexual assault or harassment, while strengthening the support services that victims of sexual assault receive.

THE PRESIDENT'S FISCAL YEAR 2017 ARMY NATIONAL GUARD BUDGET

The recently passed Bipartisan Budget Agreement of 2015 gives the Army National Guard 2 years of predictable budgets including overseas contingency funding and military construction starts. We thank Congress for passing this legislation, as budget stability allows leaders to make strategic, forward-looking resource allocation decisions.

The President's fiscal year 2017 budget request for the Army Guard is \$15.8 billion and increases funding levels for both Operations and Maintenance and National Guard Personnel, Army accounts compared to fiscal year 2016. Although the fiscal year 2017 request provides some relief, reductions taken in fiscal year 2015 and

2016 require a continued investment to first restore and then sustain lost readiness. Reductions in funding in fiscal year 2015 and 2016 have challenged the Army National Guard to maintain an operational and ready force. The increased investment in fiscal year 2017 will continue to ensure that we are able to recruit, retain, and employ high-quality Soldiers for the Army and our Nation's governors.

Overall, the President's fiscal year 2017 budget provides the Army National Guard with \$515 million over Budget Control Act (BCA) levels.

At \$232.9 million, the fiscal year 2017 budget request for National Guard Military Construction funds only the most critical facility construction needs for a handful of projects across the Nation. However, many of our facilities are not modernized. Forty-seven percent of Army National Guard facilities are over 50 years old. It is necessary that outyear funding levels increase, as these facilities are in need of extensive modernization and resourcing.

As highlighted in the recently published Reserve Component Transformation Master Plan, if future funding levels do not increase we expect our readiness centers to degrade. Our Facilities Sustainment Restoration and Modernization (FSRM) program and Base Operations Support funding are used to maintain existing facilities at minimum safety and operating standards. Funding for these programs dropped significantly over the last several years, which reduced our ability to replace aging infrastructure and preserve existing facilities. The fiscal year 2017 budget request funds the FSRM program at 72 percent of the DOD Facility Sustainment Model. This level represents moderate risk.

UNDERSTANDING ARNG READINESS: FULL-TIME SUPPORT PERSONNEL

Institutional Readiness most appropriately describes our ability to perform the mandatory personnel, administrative, maintenance, and supply functions as directed by Title 10 and Title 32, United States Code and Department of Defense policy. The Soldiers and Civilians who deliver Army programs to our force and their families are our Full-Time Support personnel. They operate critical systems, maintain equipment, recruit and retain quality Soldiers, and perform vital administrative tasks such as paying Soldiers on time and training management. Without Full-Time Support staff, the Army National Guard simply will not function at the level the Nation requires.

THE NATIONAL COMMISSION ON THE FUTURE OF THE ARMY

I would like to thank the members of the National Commission on the Future of the Army for their recommendations to shape the 21st century Army. I look forward to reviewing and working with Army senior leaders to implement the Commission's recommendations. We are one Total Army team, and I look forward to continuing to strengthen the bonds between the Army, Army National Guard, and Army Reserve.

CLOSING REMARKS

Today's complex security environment requires a ready, credible ground force to deter aggression, bolster our allies, and when necessary, to fight and win our Nation's wars. The Army National Guard is critical to our national security, and provides vital capabilities to meet the complex challenges our Nation faces at home and abroad. Wherever the Army goes, the Army National Guard must be ready to provide trained Soldiers, leaders, and units.

Congress has consistently provided resources to ensure that the Army National Guard is ready to perform its combat mission. Continued, investment will ensure that the readiness and experience earned through 14 years of combat will not decay. The Army depends on a fully manned, well-trained and properly equipped Army National Guard, led by leaders of character and experience. Governors need personnel and equipment that are ready to respond every single day, at any hour, in life-threatening circumstances. For the Army, our Nation, and our States and territories, Army National Guard readiness is not optional—it's essential.

Thank you for your continued support of the Army National Guard.

Senator COCHRAN. Thank you, General Kadavy.

We will now hear from the Chief of the Army Reserve, Lieutenant General Jeffrey Talley.

**STATEMENT OF LIEUTENANT GENERAL JEFFREY W. TALLEY, CHIEF,
ARMY RESERVE**

General TALLEY. Chairman Cochran, distinguished members of the Committee, for now almost 4 years I have been the Chief of the Army Reserve and Commanding General of the United States Army Reserve Command. This is my final appearance before your committee as I will soon return to civilian sector and retire from America's Army.

I would like to personally thank you, sir, and the committee for your support of our soldiers and civilians and families. As you know, citizen soldiers are critical enablers providing enduring operational capabilities and strategic depth to the Army and the Joint Force.

Because the Army Reserve comprises the majority of the Army's combat support and combat service support, the Nation can afford nothing less than a ready, equipped, and operational Army Reserve. Maintaining the adequate levels of readiness to meet existing demands is my primary concern and my current challenge.

At any given time, between 16,000 and 24,000 Army Reserve soldiers are on Active Duty in service of missions here at home or abroad, but we also need to maintain an additional pool of trained and equipped soldiers annually to support forecasted requirements.

I strongly believe that full-time support is essential for readiness in the Army Reserve. Full-time support provides administrative, medical, training, maintenance, and mobilization support for Army Reserve units and is absolutely necessary for generating sustained readiness, a prerequisite for leader and unit readiness.

Yet the Army Reserve's full-time support program is currently only resourced to 76 percent of its identified requirements. We must maintain and, if possible, increase the Army Reserve's full-time manning support.

One way to increase our full-time support is by placing regular Army soldiers back into Army Reserve units to augment the Active Guard and Reserve and military technician force.

This Title 11 program was tested and implemented back in the 1990s and, in my opinion, should be reinstated. Such an effort would promote readiness and help reinforce our Army's Total Force policy across all three components of our great Army.

Another readiness concern is equipping and modernization. I am very grateful for the support this committee has provided to its NGREA appropriations, which has accounted for more than 35 percent of the Army Reserve's equipment procurements between fiscal year 2013 and fiscal year 2015. Yet equipment modernization rates for the Army Reserve continue to lag behind both of our other Army components.

For fiscal year 2016, we were scheduled to receive 3.1 percent of the Army's procurement budget, which is significantly less than our 9/11 allocation of 6 percent. Continuing to neglect equipment modernization requirements will only exacerbate existing capability gaps between the Army Reserve and the other Army components.

This committee has already heard from Army Chief of Staff Mark Milley about the importance of the Army Total Force Policy. I want to reinforce his testimony by emphasizing the positive impact full implementation of Army Total Force Policy will have on

readiness. Integrating the Active and Reserve components through cross-component assignments and the use of our One Army school system ensures consistent standards across all the components of our Army.

Finally, the importance of funding that account and providing training days for Army Reserve soldiers cannot be overstated. While the current level of training days is sufficient to provide ready forces to meet identified requirements, the resources are not sufficient to build a force capable of responding to unforeseen contingencies.

Mr. Chairman, the Army Reserve supports the most capable Army the world has ever known. This committee's support is crucial to ensuring that we remain ready to provide support to the Total Force, as we meet current global requirements, respond to national emergencies, and mobilize for contingency operations when our Nation needs us most.

In closing, it has been my distinct honor and pleasure to lead the men and women of the Army Reserve. I thank you and the committee for your continued support, and I look forward to your questions. Twice the citizen and I hope you stay Army strong.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JEFFREY W. TALLEY

THE STATE OF THE ARMY RESERVE

The United States Army Reserve is a global operational reserve force, providing operational capability and strategic depth to the Total Army and the Joint Force in support of the National Defense Strategy and Army commitments worldwide. The Army Reserve comprises 20 percent of the Army's organized units, nearly half the Army's total maneuver support, and a quarter of its mobilization base expansion capability.

Globally engaged for more than 14 consecutive years of war, the Army Reserve has been, and continues to be, an essential element of the Total Army and the Joint Force, meeting high operational tempo demands, operating and generating forces as required, and providing predictable capabilities to global Combatant Commands.

Manned, trained and equipped to enable operational forces, the Army Reserve provides quick access to trained and ready Soldiers, leaders and cohesive units, as well as critical enabling capabilities found nowhere else in the Army or the Joint Force. Since 2001, more than 310,000 Army Reserve Soldiers have been mobilized and deployed across the globe, to include every major combat zone.

THE CURRENT AND FUTURE GLOBAL SECURITY ENVIRONMENT

Looking ahead, the United States and its allies face a complex and dynamic global security environment with enemies that are adaptive and growing in numbers, lethality, and the ability to threaten vital U.S. strategic interests around the world. Meeting the defense and security demands of today and tomorrow will require continued access to, and reliance upon, the skills, capabilities, and experience of an operational Army Reserve.

The advantages of a ready and operational Army Reserve are many: A Federal operational Army Reserve force saves the Army money; reduces the demand for Active Army capabilities; helps mitigate current Army capability shortfalls, and allows the Active Component to maximize time at home between deployments. It provides the depth and scalability needed to meet current and anticipated requirements of the Combatant Commands; achieves a cost-efficient balance between the Active Army and the Army Reserve, using the strengths and capabilities of each to full advantage; and provides a sufficient base of trained, equipped and ready Soldiers, leaders and units from which the Active Component can draw when needed. Most importantly, a ready and operational Army Reserve provides the critical enabling capabilities combat forces rely on to initiate, sustain and win prolonged operations. If those capabilities are not prepared and ready for operational use, the Army and the Joint Force could fail their missions.

READINESS, RESOURCING OUR FUTURE FORCE, TAKING CARE OF SOLDIERS

Readiness is the Army Reserve's number one priority. To win in the complex world of today and tomorrow, we must be ready for the threats and challenges of the present and the future.

For the past 4 years, the Army Reserve has been building readiness and preparing for the future primarily through its Plan, Prepare, Provide readiness model. The "Plan" portion of the model regionally aligns Army Reserve Engagement Cells and Teams to support Army Corps, Army Service Component Commands, and Combatant Commands as they seek to prevent conflict across the globe. The "Prepare" portion delivers the military and civilian-acquired skills the Army needs to shape activities and events. "Provide" delivers the combat ready Soldiers, leaders, and units the Army needs to dominate adversaries and win decisively.

Our greatest concern is resources. The current demand for Army Reserve forces is about 25,000 operational troops annually. To generate that number, at least one third of all Army Reserve forces must be sufficiently manned, trained and equipped to meet operational requirements. Without the resources requested in the fiscal year 2017 President's budget to bring those forces to the required level of readiness, the Army Reserve cannot remain an operational reserve.

Other important areas of concern flow from resourcing and readiness—to include modernization and the first principles of readiness: Manning, Training and Equipping. Full Time Support is the foundational enabler that sustains readiness and allows Soldiers and units to be rapidly deployable. Training must be integrated among all three components of the Army to ensure interoperability of our forces. The Army Reserve has taken risk in equipping and modernizing our force, and the fiscal year 2017 President's budget represents the minimum acceptable level of funding which still enables the Army Reserve to respond to emerging global security threats. Finally, our most important resource—our Soldiers and their Families—must be supported with the best possible care, programs and services to ensure their individual physical and mental readiness and well-being.

All of these challenges can be met by relatively simple solutions: maintaining Army Reserve Full Time Support at authorized levels, continued implementation of the Army Total Force Policy, integrating training for all three components, breaking down barriers to continuum of service, and sustaining the Federal operational Army Reserve.

SERVING THE ARMY AND THE NATION

The Army Reserve is the dedicated Federal reserve of the Army. It exists to serve the Army and the Nation, and has always accomplished its mission. Through two World Wars, a Cold War, Korea, Vietnam, the Persian Gulf War, the Global War on Terror, and countless other crises, operations and emergencies, the Warrior Citizens of the Army Reserve have never failed to answer the Nation's call—and we remain ready for what comes next.

Today's Army Reserve is the most battle-tested and experienced in our Nation's history. Whether performing combat, contingency and security cooperation missions abroad, or saving lives and protecting property at home, the Army Reserve will continue to offer versatile, available and effective capabilities to the Army and the Nation at reduced cost to the American taxpayer.

Ready now, ready in times of crisis, and ready for whatever threats and challenges lie ahead, the United States Army Reserve is America's life-saving, life-sustaining Federal Reserve force.

INTRODUCTION

Today's operational Army Reserve provides the operational capability and strategic depth the Army needs to support and defend U.S. interests across the globe.

Since September 11, 2001, more than 310,000 Army Reserve Citizen Soldiers have mobilized in support of Total Army and Joint Force requirements.¹ Today, 41,373 Army Reserve Soldiers, or 20.8 percent of current Army Reserve end strength of 198,552² are serving at home and abroad—17,398 in direct support of Army Service

¹ G3, USARC, October 14, 2015. DATA SOURCES: MDIS, TOD, TAPDB-R, RTIMS.

² As of October 14, 2015, from G1, USARC.

Component Commands (ASCC) and Combatant Commands (CCMD),³ and 23,975 performing training support missions.⁴

When sustained unified land operations are required, the Army integrates and synchronizes all of America's military services, but it can do so only with the support of the Army Reserve which provides most of the Army's critical technical enablers. These include Petroleum Pipeline and Terminal Operations, Rail Units, Biological Identification Detachments, Broadcast Operation Detachments, Civil Affairs, Theater Engineer Commands, Medical Logistics, and others crucial to opening and sustaining major operations.

The 2016 Army Reserve Posture Statement outlines specific ways to meet mission requirements without placing undue stress on the force. Chief among them are full implementation of Army Total Force Policy, which will ensure distribution of Army resources among all three components based on size, mission, and requirements; integrated training for all three components to ensure the interoperability of our forces; funding for equipment and modernization to ensure compatibility and the ability to respond to emerging global security threats; and programs and services to support the physical and mental readiness of Soldiers and Families.

Working together, I know we can accomplish these goals, and with the continued strong support of Congress, the Army Reserve will continue to protect and defend the Nation at home and abroad, now and for the foreseeable future.

A GLOBAL OPERATIONAL RESERVE FORCE

Today's United States Army Reserve is the Army's sole flexible, tailorable and accessible Federal Reserve force under Federal control. Manned, trained, and equipped to enable combat forces, the Army Reserve provides quick access to trained and ready Soldiers, leaders and cohesive units with the critical enabling capabilities America's combat units rely upon to sustain prolonged operations and win decisively and dominantly.

Ranging in scope from theater-level capabilities vital to major operations to high-demand career fields difficult to retain on active duty, these capabilities add the operational flexibility and strategic depth essential to the Army's ability to prevent and shape events across the full range of operations in which our Nation is, and will continue to be, engaged.

Globally engaged for more than 14 consecutive years of war, the Army Reserve is an integral and essential element of the Total Army and the Joint Force, meeting high operational tempo demands; operating and generating forces to support the National Military Strategy and U.S. commitments worldwide; and providing predictable capabilities to global combatant commands.

As the only Army component that is also a command, the Army Reserve is organized under a single officer who has both staff responsibilities to the Department of the Army as the Chief of Army Reserve and command authority over most USAR Soldiers as the Commander, U.S. Army Reserve Command. Because the Chief of the Army Reserve is dual-hatted as Commander, U.S. Army Reserve Command, there is a great deal of unity of effort within the Army Reserve. This structure allows the Army Reserve to integrate into, and directly support, every Army Service Component Command and Combatant Command across the globe with a footprint that extends across all 50 States and the District of Columbia, six Territories, and more than 30 countries.

Since 2001, more than 310,000 Army Reserve Soldiers have been mobilized and deployed across the globe, to include every major combat zone. During this time, steady demand for Army Reserve capabilities has introduced a new paradigm of reliance on the Army Reserve as a critical part of our national security architecture and an essential partner in preventing conflict, shaping the strategic environment, and responding to operational contingencies, to include Theater Security Cooperation, overseas disaster response, Homeland Defense, and Defense Support of Civil Authorities.

³ G3, USARC, October 14, 2015. DATA SOURCES: MDIS, TOD, TAPDB-R, RTIMS. 2,960 Soldiers are working in the Continental United States (CONUS), while 14,438 Soldiers are deployed abroad and in support of the Army Service Component Commands, including nearly 780 Soldiers in Afghanistan, 3,650 in the United States, 2,200 in Kuwait, 940 in Cuba, 309 in Qatar, and 200 in Djibouti.

⁴ USARC G-3/5 via HQDA system "MDIS" Mobilization Deployment Information System o/a 19 May 2015.

CURRENT AND FUTURE GLOBAL SECURITY ENVIRONMENT

The United States and its allies face a complex and dynamic global security environment with enemies that are adaptive and growing in numbers, lethality, and the ability to threaten vital U.S. strategic interests around the world. Meeting the defense and security demands of today and tomorrow will require continued access to, and reliance upon, the skills, capabilities, and experience of an operational Army Reserve.

The advantages of a ready and operational Army Reserve are many. When deployed to support operational contingencies and theater cooperation missions, a Federal operational Army Reserve force saves the Army money. It reduces the demand for Active Army capabilities, helps mitigate current Army capability shortfalls, and allows the Active Component to maximize time at home between deployments. A ready and operational Army Reserve provides the depth and scalability the Army needs to meet current and anticipated requirements of the Combatant Commands. It achieves a cost-efficient balance between the utilization of Active Army and Army Reserve forces, applying the strengths and capabilities of each to full advantage, and it provides a sufficient base of trained, equipped and ready Soldiers, leaders and units from which the Active Component can draw when needed. Most importantly, a ready and operational Army Reserve provides the critical enabling capabilities combat forces rely on to initiate, sustain and win prolonged operations. If those capabilities are not prepared and ready for operational use, the Army and the Joint Force could fail their missions.

READINESS, RESOURCING THE FUTURE FORCE, TAKING CARE OF SOLDIERS

Readiness is the Army Reserve's number one priority. To win in the complex world of today and tomorrow, we must be ready for the threats and challenges of the present and the future.

The Army Reserve's greatest concern is resources. The current demand for Army Reserve forces is about 25,000 operational troops annually. To generate that number, at least one third of all Army Reserve forces must maintain prescribed levels of readiness for manning, equipping and training to meet operational requirements. Without the resources requested in the fiscal year 2017 President's budget to man, train and equip those forces, the Army Reserve cannot remain an operational reserve.

Full Time Support is a foundational enabler that sustains readiness and allows Soldiers and units to be rapidly deployable. Training must be integrated among all three Army components to ensure interoperability of our forces. The Army Reserve has taken risk in equipping and modernizing our force, which may affect our ability to respond to emerging global security threats. Finally, our most important resource—our Soldiers, and their families—must be supported with the best possible care, programs and services to ensure their individual physical and mental readiness and well-being.

All of these challenges can be met by relatively simple solutions, including implementing Army Total Force Policy, integrated training for all three components, and sustaining the operational Army Reserve.

Plan, Prepare and Provide

Plan, Prepare and Provide is the readiness model of the Army Reserve. Under this model, the Army Reserve provides trained, equipped, and ready Soldiers and cohesive units to meet global requirements in support of Unified Land Operations.

The "Plan" portion of the readiness model regionally aligns Army Reserve units to Army Service Component Commands (ASCC) and Combatant Commands (CCMD). Army Reserve Engagement Cells (ARECs), Army Reserve Engagement Teams (ARETs),⁵ and direct staff planning support provide reach-back capability to assist ASCCs and CCMDs with accessing capability found in Army Reserve forces. "Prepare" involves training, assessing and certifying Soldiers, leaders and units for contingent and combat missions. "Provide" is the act of deploying those trained and ready Army Reserve Soldiers and units in support of planned or unforeseen ASCC or CCMD mission requirements under the auspices of Army Total Force Policy (ATFP).

Army Reserve Engagement Cells (ARECs) are technical and tactical experts who provide direct staff planning support to Army Service Component Commands and

⁵ The Army Reserve (USAR) established Army Reserve Engagement Cells (ARECs) and smaller Army Reserve Engagement Teams (ARETs) at Army Service Component Commands (ASCCs) at both Army Corps-level commands and Geographic Combatant Commands (GCCs) to facilitate access to USAR Regionally Aligned Forces (RAF).

Field Armies. Army Reserve Engagement Teams (ARETs) are smaller elements that help integrate Army Reserve capabilities into Combatant Command- and Corps-level plans across war-fighting functions. Together they address long-term opportunities for the Army Reserve to support Combatant Commanders, facilitate unit and individual training, and provide a reach-back conduit to CONUS-based capabilities.

Army Reserve Engagement Cells and Teams also support the Army's Regionally Aligned Forces concept for providing Combatant Commanders with versatile, tailored, responsive and consistently available military capabilities for planned and emerging missions across the globe. Currently, 14,438 Army Reserve Soldiers are supporting the Combatant Commands in missions that include combat support operations in Afghanistan, Civil Affairs missions in the Horn of Africa, deterrence operations in Kuwait, military police operations at Guantanamo Bay Cuba, and medical support operations at facilities in Honduras.⁶

Under Plan, Prepare and Provide, the Army Reserve delivers continuous and substantial support to the Combatant Commands, working seamlessly with Active Component and Army National Guard personnel, as well as members of the Air Force, the Navy, the Marine Corps, and Allied militaries.

Private Public Partnerships

Another way the Army Reserve promotes readiness is through its Private Public Partnership program (P3). This program was created to accomplish two objectives: 1) Help Soldiers find employment or advance their careers in the private sector; and 2) Enhance the individual and operational readiness of our forces at a time when global challenges are increasing and budgets are shrinking. The two goals go hand-in-hand.

Most Army Reserve Soldiers are traditional Reservists, which means they maintain full time jobs in the private sector. Those jobs encompass more than 148 different career fields that correspond to core military capabilities, including medical, legal, aviation, transportation, chemical, civil affairs, logistics, quartermaster, signal, military intelligence, firefighters and military police.

The Private Public Partnership program merges the best of Army training with civilian professional development and Title 10 training to enhance the skills and competencies of Soldiers and leaders at both the civilian and military levels, and advance the operational readiness of our forces—at little or no cost to the taxpayer.

Using an innovative mix of support initiatives, P3 provides mind/body/spirit programs to enhance individual readiness, job-specific credentialing to enhance leader readiness; and private sector partnering and training to enhance unit readiness to meet specific global needs. The program benefits Soldiers by enhancing their civilian skills and experience. It benefits employers by providing the highly skilled and motivated employees needed to improve the productivity, capability, and resident expertise of their businesses and organizations, and; it benefits the Army Reserve because those enhanced skills and capabilities will improve the operational readiness of our forces.

Manning: Army Reserve Full-Time Support (FTS) and Personnel Challenges

Today, more than 50 percent of the Army resides in the Reserve Components. Overseas Contingency Operations, Homeland Defense deployments and Domestic response missions are significant undertakings that require Soldiers and units to be ready with little or no notice.

The key enabler that allows Army Reserve Citizen Soldiers to be rapidly deployable and sustains unit readiness is the Full Time Support (FTS) program. There are two objectives of FTS. The first is to improve Reserve Component readiness and mobilization/deployment planning and preparation by performing the foundational activities required to support readiness. Full Time Support provides individual and unit support for day-to-day administration, personnel, medical, training, recruiting, mobilization, and other functions required to sustain an Operational Reserve. The second objective is to provide Active Guard and Reserve (AGR) personnel to Army organizations in support of Reserve Component missions.⁷

Roughly 25 percent of Army Reserve AGR personnel support the Joint Staff, Combatant Commands, Headquarters Department of the Army (HQDA) and major Army

⁶G3, USARC, October 14, 2015. DATA SOURCES: MDIS, TOD, TAPDB-R, RTIMS. 2,960 Soldiers are working in the Continental United States (CONUS), while 14,438 Soldiers are deployed abroad and in support of the Army Service Component Commands, including nearly 780 Soldiers in Afghanistan, 3,650 in the United States, 2,200 in Kuwait, 940 in Cuba, 309 in Qatar, and 200 in Djibouti.

⁷AR 135-2, Army National Guard and Army Reserve Full-Time Support, 1 June 1990, Page 5.

Commands. Thus, the FTS program is a critical resource that enables the Total Army and Joint Force to exercise Mission Command.

The need to fully resource the Army Reserve FTS program is well-documented in multiple sources, including a 2009 Government Accountability Office (GAO) report, and a 2011 U.S. Army Audit Agency report, which found that Army Reserve commands did not have sufficient FTS to perform their missions.⁸ While FTS exemplifies Army Total Force Policy, active Army participation through Title XI⁹ is below the level established in current law.

Army Total Force Policy

Army Total Force Policy (ATFP) allows the Army to take a holistic approach to adjusting processes and procedures to better manage Active and Reserve Components as a Total Force. More specifically, it allows the Army to organize, man, train, sustain, and equip the Total Army as one integrated force across all Army components, and ensures uniformity in training and readiness oversight.

A primary tenet of the Army Total Force Policy and DODD 1200.17, Managing the Reserve Components as an Operational Force, is the integration of Active Component (AC) and Reserve Component (RC) organizations to the greatest extent practicable. This includes the use of cross-component assignments—AC to RC and RC to AC—and the One Army School System (OASS). The One Army School Systems is the best way to maintain Army-wide individual readiness and it ensures consistent standards across all components. OASS standardizes Army individual education regardless of component and saves resources by offering geographical convenience.

The Army Reserve supports Army Total Force Policy in numerous ways, including multi-component units, Continuum of Service, and the One Army School System (OASS). Multi-component units promote informal leader development, share training opportunities, develop staff functionality, and communicate lessons learned. The OASS ensures Soldiers are able to attend Professional Military Education training, regardless of component, on time and to standard.

Maintaining the right mix of forces and professional personnel with experience and relevant skills is essential to the Army Reserve's ability to provide operational and strategic depth to the Army and the Total Force. Although the Army Reserve is fully integrated into ATFP planning efforts, additional changes to processes and procedures are needed to progress toward full implementation of Army Total Force Policy.

Training

To maintain the operational readiness gained over the past 14 years, the Army Reserve's collective training strategy will require consistent funding. While our Combat Support Training Program is designed to meet Combatant Commander requirements; some Army Reserve units will require additional training days due to the complexity of their particular missions. To date, the Army Reserve has managed to fund training for critical units, but additional resources will be required in the future to support increased readiness standards and demand.

Another negative impact on current and future readiness is the Army's significant backlog of Professional Military Education and Military Occupational Specialty Qualification training. Increased funding and implementation of the Select Train Educate Promote Policy in fiscal year 2016 should reduce backlogs in the Army's non-commissioned officer education and Professional Military Education systems, although expanding course lengths, course complexity, and other enrollment issues create challenges for Citizen-Soldier participation.

Equipping and Modernization

As with training, equipping requires sustained and predictable funding to maintain a fully operational Army Reserve. Sequestration has adversely impacted critical Army Reserve capabilities leading to a 60 percent reduction in new procurement funding over the last 5 years. Although the Army Reserve represents nearly 20 percent of the Total Army, it received less than 3.5 percent of the Total Army's fiscal year 2016 equipment procurement budget. Funding constraints further risk wid-

⁸Inspector General of the United States Department of Defense Semi-Annual Report to the Congress, October 1, 2011—March 31, 2012, p.66. GAO report number GAO-09-898, September 17, 2009. <http://www.governmentattic.org/11docs/AAA-2012AnnualPerfReport.pdf>.

⁹Title XI is the term commonly used to refer to active component advisers assigned to units of the selected reserve. Section 414(c)(1) of the National Defense Authorization Act for fiscal years 1992 and 1993 established the Program for Active Component Support of Reserves. 10 U.S.C. 12001 Note requires assignment of not less than 3,500 active component personnel to serve as advisors under the program.

ening compatibility gaps, which jeopardize the Army Reserve's ability to support the Joint Force.

Resourcing constraints stemming from sequestration forces the Army Reserve to retain older equipment longer to compensate for delayed and cancelled procurements of enabler programs. This risks compatibility among Army formations and within supported units, and degrades capabilities needed to respond to emerging global security threats.

Risk is particularly acute for the Army Reserve in Mission Command Systems such as the Army Battle Command System, Command Post of the Future, Blue Force Tracker and others, as 90 percent of these systems are incompatible with those of the Joint Force.

Despite funding constraints, Army Reserve Equipment On Hand slightly improved through the redistribution of existing legacy equipment to offset deferring investments in technologically compatible systems not funded in the base equipping budget.

Using funds provided in the National Guard and Reserve Equipment Account (NGREA), the Army Reserve is postured to procure Critical Dual Use (CDU) items in support of Homeland Defense (HD) and Defense Support of Civil Authorities (DSCA).

Sequestration's negative resourcing trends and adverse effects can be reversed by supporting the budget's dedicated and sustained funding for preserving an operational Army Reserve that is compatible with, and fully integrated into, the Total Army and Joint Force.

Employment of the Operational Army Reserve

The National Defense Authorization Act of 2012 expanded the ability of the Army Reserve to assist in domestic emergencies. Section 12304a of title 10 U.S. Code allows the Army Reserve to provide life-saving, life-sustaining capabilities for Defense Support of Civil Authorities (DSCA) for up to 120 days in response to a Governor's request. These expanded authorities are a perfect fit with the Army Reserve's immediately-accessible capabilities that support an expeditionary Army and Joint Force. Army Reserve civilian-enhanced military skills and technical capabilities are present in more than 1,100 communities across the Nation.

In addition, the Army Reserve is well postured to provide critical and complementary response capabilities in support of civil authorities under Immediate Response Authority. A large portion of the Army's medical, engineer, and logistical capabilities reside within the Army Reserve.¹⁰ The Army Reserve provides 100 percent of the Army's Emergency Preparedness Liaison Officers (EPLOs). These EPLOs integrate DOD life-saving capabilities with other Federal agencies, State and local governments, and nongovernmental organizations during disaster responses within the Homeland. The Army Reserve is also fully integrated into the standing Department of Defense task force postured for rapid deployment to provide Federal support for specific Civil Defense missions involving a Chemical, Biological, Radiological and Nuclear (CRBN) event.

The use of section 12304b authority helps the Army meet global requirements, enables predictable access to the Reserve Components, supports Army Total Force Policy, and maintains an operational reserve force.¹¹ The critical enabling capabilities resident in the Army Reserve must be maximized to provide the most effective support to the Nation at home and abroad. Fully funding the President's Budget request for 12304b reserve component activations will improve the USAR's ability to support Army and Joint force requirements and improve Army Reserve readiness while preserving that of the Regular Army.

¹⁰ By 2017 nearly 55 percent of all Army operational medical forces will reside within the Army Reserve. Our Expeditionary Sustainment Commands (ESCs) and Army Reserve elements from the Surface Deployment and Distribution Command deploy to locations devoid of infrastructure to open seaports, while our logistics and supply chain personnel are experts at moving life-saving materiel and services into affected areas. A significant portion of the Army's full spectrum engineer capability resides within the Army Reserve, with many of these capabilities almost exclusively or predominately within the Army Reserve. Army Reserve medical evacuation helicopters can rapidly transport patients to critical care facilities. Our fixed and rotary wing aircrafts rapidly deliver life-sustaining supplies, equipment, and construction material into devastated areas.

¹¹ From October 2014 through September 2015, the Army processed mobilizations under 12304b authority for 1,656 Soldiers from 269 units to support preplanned missions for five U.S. Combatant Commands. These missions took place in nine countries: Liberia (14), Egypt (445), Germany (9), Kosovo (490), the United States (511), Belize (1), Dominican Republic (12), Honduras (171) and Peru (3). The missions included Air Defense; CBRNE; Counterterrorism Partnerships; Peace Keeping; Stability Operations; and Theater Security Cooperation support.

Taking Care of Soldiers and Families

Without a doubt, the first and most essential element of readiness is people—Soldiers and Families—and that is where the collective strength of the Army and the Army Reserve resides.

Army Reserve Family Programs provide a host of services to Soldiers, Family members, command teams and Civilians throughout the geographically dispersed Army Reserve community.¹² Available 24 hours a day via phone or email, the Fort Family Outreach and Support Center provides a clear path to command and community resources, with comprehensive and confidential information, assistance, and referrals for every aspect of military life.¹³ The Army Reserve Volunteer Program promotes and strengthens volunteerism by uniting community volunteer efforts, enhancing volunteer career mobility, and establishing volunteer partnerships. Our Survivor Outreach Services Program maintains a Family's connection with the Army Family in times of loss, regardless of the fallen member's duty status or component. Child and Youth Services helps geographically dispersed Soldiers and Families find affordable childcare and youth supervision options within local communities. Army Family Team Building is a readiness training program to educate Army Families about military life.

The military readiness within Army Reserve commands depends upon the readiness and resiliency of our Army Reserve Soldiers and Families. Army Reserve Family Programs helps make that possible for the 254,297 Army Reserve Family Members (89,265 spouses, 145,086 dependents under 18 years of age, and 19,946 dependents 19 years and older) in the force today.¹⁴

Suicide Prevention

The Army Reserve has devoted much time, energy and effort to preventing suicide in our ranks,¹⁵ and preventing suicide remains a top priority of the Army Reserve.¹⁶ We are committed to providing the best resources and training available to assist our community-based Soldiers, Civilians, and Families in times of financial, spiritual, physical, or personal stress.¹⁷ The Army Reserve will continue to emphasize

¹² Army Reserve Family Programs; database available online at: <http://arfp.org/programs>.

¹³ The Fort Family Outreach and Support Center at <http://arfp.org/fortfamily.html> or via the Fort Family phone number at 1-866-345-8248 provides live, relevant, and responsive information to support Army Reserve Soldiers and Families. Available 24 hours a day, seven days a week, and 365 days a year, it provides unit and community-based solutions that connects people to people. Assistance is provided during times of crisis as well as routine assistance for other immediate needs to help maintain Soldier and Family readiness and resiliency. By pinpointing Families in need and local community resources, the Fort Family Outreach and Support Center can quickly connect the Soldier and Family to resources, providing installation-commensurate services in the geographic location of the crisis. Fort Family Outreach and Support Center has established a community-based capacity by engaging our Nation's "Sea of Goodwill" to support Soldiers and Families close to their residence. Simply stated, Fort Family via web or phone connects Soldiers and Families with the right service at the right time.

¹⁴ 2015 Demographics—Office of the Secretary of Defense, Defense Manpower Data Center.

¹⁵ G1, United States Army Reserve Command. For example, we placed 36 Suicide Prevention Program Managers (SPPMS) term positions and increased access to counselors and resources across our formations, with an emphasis on reducing the stigma associated with personal, Family, or behavioral health issues. To date, we have hired 31 of these 36 suicide prevention program managers—a good news story. Vacant Positions exist in five commands: the 316th Expeditionary Sustainment Command (ESC), 4th Expeditionary Sustainment Command (ESC), 364th Expeditionary Sustainment Command, 94th Training Command, and Military Intelligence Readiness Command (MIRC).

¹⁶ G1, United States Army Reserve Command, 13 JAN 15. In Calendar Year 2014, the Army Reserve realized a 30 percent decrease of Army Reserve Soldier suicides from Calendar Year 2013. In Calendar Year 2015, however, year to date Soldier Suicides exceeded YTD Soldier suicides of all preceding Calendar Years. While there is no universal set of factors leading to a suicidal event, the detailed analyses of Army Reserve 15-6 investigations of suicidal events continue to identify the same stressors. For example, many Soldiers who died by suicide are male, single, junior-enlisted Soldiers that have never deployed, are unemployed, and are suffering from relationship and financial, and substance abuse challenges. We continue to face the same complex challenges of any geographically dispersed force in combating this problem, which is we lack frequent physical contact with our Soldiers and have limited access to military installation support. We also recognize that many Soldiers continue to face life challenges and need our help.

¹⁷ For example, the United States Army Reserve developed five best practices to combat the issue of suicide within our ranks. First, we mandated personal contact with Soldiers and Family members between Battle Assemblies. This is a particular challenge for a geographically dispersed force that requires creative solutions to overcome. Second, we tried to establish enduring cultural change, systems, and processes that integrate resilience into our Soldiers and Families. Third, we emphasized attention to "newly" assigned Soldiers to ensure their transition is a positive one. Fourth, we promoted and advertised local resources (e.g., Fort Family) that help address the issue. Finally, we encouraged public, command recognition of Soldiers who intervened

proactive prevention and intervention training already in use throughout the Army Reserve,¹⁸ Working together, we can and will mitigate the risk to our formations to the best of our collective ability.

Sexual Harassment and Assault Prevention

The Army is committed to reducing, and eventually eliminating, sexual assault within the ranks through a comprehensive Sexual Harassment/Assault Response and Prevention (SHARP) Campaign Plan that is focused on prevention, enhancing prosecution, investigation, victim advocacy, assessment and accountability. As an integral part of the Total Army, the Army Reserve remains committed to preventing, deterring, and responding to Sexual Harassment and Sexual Assault in its ranks via a multifaceted approach.¹⁹ Our adoption of a more aggressive focus and stance on Sexual Harassment and Sexual Assault has had a demonstrated positive impact in the force.²⁰ We are fully committed to maintaining an environment free of sexual harassment and sexual assault throughout the Army Reserve.

OTHER ISSUES

Medical and Dental Readiness

The Army Reserve has made significant improvements in medical and dental readiness through multiple initiatives.²¹ These improvements have resulted in an

and took action to prevent a suicide and help a Soldier or a Family member (e.g., the “Promoting Life” Awards Program). G1, United States Army Reserve Command.

¹⁸For example, Army Reserve initiatives to prevent the tragedy of suicide include: Ask, Care, Escort Suicide Intervention Training (ACE-SI) for Unit Junior Leaders and First-Line Supervisors; Applied Suicide Intervention Skills Training for Trainers (ASIST T4T) for Unit first responders and ASIST T2 (2-day training) for Gatekeepers; a Leader Guide and Battle Buddy Computer Application; and additional education and awareness at Pre-Command Courses. G1, United States Army Reserve Command.

¹⁹The Army Reserve established four full-time Special Victim Counsel (SVCs) positions, located at each of the four Regional Support Commands; 42 Troop Program Unit (TPU) SVCs, located at the Army Reserve General Officer Commands (GOCOMs); and 27 SVCs, located within each Legal Operation Detachment. The Army Reserve also established 50 full-time Sexual Assault Response Coordinator/Victim Advocate (SARC/VA) positions that span the footprint of the Army Reserve. Although 43 of the 50 SARC/VA positions are currently filled, they are staffed with personnel in a MILTECH and AGR status. Previously, the Army Reserve maintained five hotlines listed on the Department of Defense (DOD) Safe Helpline website, which were accessible for referral through the Helpline operators. To improve responsiveness, accessibility and breadth of resources, the Army Reserve consolidated all hotlines under the Fort Family Outreach and Support Center. The Army Reserve routinely participates in and hosts forums and panels at all levels of command in the Army. This includes meetings with the HQDA SHARP Program Office and the SHARP Academy to improve Army Reserve participation in policy formulation, training, and future developments. The Army Reserve also utilizes improved analytics to inform current and future mitigation efforts. Finally, our adoption of a more aggressive focus and stance on Sexual Harassment and Sexual Assault demonstrated a positive impact in the force. We are fully committed to maintaining an environment free of sexual harassment and sexual assault throughout the Army Reserve.

²⁰We are making great strides in improving our training capabilities across the Army Reserve. In fact, we were able to provide Army Central Command (ARCENT) with a trainer to teach an eighty-hour SHARP course in Afghanistan. The Army Reserve has the flexibility to augment the Army because we identified 12 Command SARCs to cross train as instructors through the SHARP Academy. We also now have the capability to run 26 of our own 80-hour training courses this fiscal year compared to only three in the last fiscal year. A deeper bench of Army Reserve SARC instructors allows us to provide more reserve component specific examples and information to students while simultaneously alleviating strain on active component school seat quotas. While there is always more work to be done to prevent Sexual Harassment and Sexual Assault, we remain laser-focused on doing everything possible to reduce, and eventually eliminate, sexual assault from the ranks.

²¹Improvements through multiple initiatives, including the Army Reserve Medical Management Center (AR-MMC), the Army Selected Reserve Dental Readiness System (ASDRS), and by leveraging improvements in medical and dental readiness tracking and reporting systems. Surgeon, OCAR. The AR-MMC provides case management for Soldiers with medically non-deployable conditions until their condition is resolved or the Soldier reaches their Medical Retention Decision Point (MRDP). If the Soldier reaches their MRDP, the Army Reserve, AR-MMC, and Army Medical Command work together to provide improved processes for those Army Reserve Soldiers requiring entry into the Integrated Disability Evaluation System (IDES). The ASDRS continues to ensure dental treatment for Soldiers whose dental conditions make them non-deployable. Implementing a requirement for annual medical and dental assessments in 2008 improved our ability to adequately determine the medical and dental readiness of the force. Additional initiatives include; Decrease Non-compliance (reduce medical indeterminate), Improve Dental Readiness, Reduce Medical Non-Deployable, Reduce Medical Readiness Turbulence, and Improve Medical Readiness Reporting (Visibility).

overall increase in dental readiness from 50 to 86 percent. Currently, less than 6 percent of the Army Reserve are non-deployable due to a dental condition.²² The Army Reserve has leveraged information technology systems which improve visibility of unit medical readiness, facilitate reporting, and simplify processes for commanders to manage unit readiness and the ability of Soldiers to deploy. Medical and dental readiness must remain fully funded to maintain an operational reserve, capable of consistently providing access to its key enablers.

Army Reserve Network

Army Reserve Network—the Army Reserve’s information technology infrastructure—supports geographically dispersed Army Reserve Soldiers, leaders, and units in making timely, informed decisions, and it supports organizational agility, lethality and sustainability. To accomplish this, the Army Reserve Network must be a secure, standard-based, reliable and adaptable environment that provides access at the point of need to the tactical edge. Maintaining our technological advantage, however, is a constant challenge in an enduring operational Army Reserve. By improving and maintaining an Army Reserve Network that is agile and rapidly leverages advances in technology, the Army Reserve will have opportunities to provide enhanced capabilities that will benefit the Total Army and the Joint Force.

Military Construction, Army Reserve (MCAR)

Military Construction, Army Reserve (MCAR) funding supports Army Reserve readiness and provides for replacement of failing or failed facilities. At current funding levels, Army Reserve facility inventory is on a 200-year replacement cycle. If the current fiscal environment continues in the out years, facility shortfalls will impact the Army Reserve’s ability to recruit and retain quality Soldiers.

Base Operations Support (BOS)

Base Operations Support (BOS) funding provides information technology, communications, logistics, life, health and safety services, range and facility maintenance, civilian salaries, and force protection and environmental stewardship. Accordingly, BOS supports components critical to building readiness in the Army Reserve.

Army Reserve Cyber Capabilities

The Army Reserve committed more than 800 Soldiers directly, and 3,500 Soldiers indirectly, to support cyberspace operations.²³ As threats and technologies evolve, the civilian skills that Army Reserve Soldiers possess will continue to enable our formations to provide a highly specialized talent pool to meet current needs and develop emerging capabilities.²⁴

Today, the Army Reserve is committed to building 10 cyber protection teams, an Army Reserve Cyber Training Element with advanced research and opposing force teams, and to providing highly skilled cyber warriors to the 1st Information Operations Command, the Defense Information Systems Agency, and the United States

²² Surgeon, OCAR. The Army Reserve goal for dental non-deployable is less than 3 percent of the force (5,940 of the 198K end strength).

²³ OCAR G-3/5/7 (FWD). These 3,500 Soldiers come from signal units that provide defensive cyber operations support to DODIN. These 3,500 positions supporting signal cyber operations encompass Soldiers assigned to perform a Cyber Security mission set. The 1545 by fiscal year 2016 represent those assigned to cyber units performing cyber as their primary mission. The rest encompass the Signal Soldiers assigned down to the unit level who perform their cyber security mission in support of the overall DOD information network. While not assigned as “cyber” Soldiers, their oversight and defense of the network must comply with the cyber effort in order to enable our layered defense.

²⁴ Staff Sergeant Lydia Seaborn, the first female Cyber Soldier in the U.S. Army Reserve, best exemplifies this point. In a year of ground-breaking achievements for women in the military, Staff Sergeant Seaborn recently became the first Army Reserve female graduate from the 25D Cyber Network Defender military occupational specialty course at Fort Gordon, GA. SSG Seaborn’s achievement was only intensified by the fact that she also became the first female Distinguished Honor Graduate and the first Troop Program Unit (TPU) Army Reserve Soldier to graduate the active duty Army MOS producing school. SSG Seaborn, a Florida native who currently works at the Library of Congress as a Security Advisor, personifies the utility gained in both the private and public sectors from Army Reserve Citizen-Soldiers. In her civilian career, SSG Seaborn “provides oversight for the Library’s Continuous Monitoring Program, and serves as the liaison for all annual audits. In her Reserve capacity, SSG Seaborn has been a “system administrator, a domain admin, an Information System Security Officer, an Intrusion Detection analyst, an Organizational Inspection Program Auditor, and most recently, . . . a Forensic Analyst with a small dabble in . . . Malware training.” The unit she serves in now “supports an ongoing initiative that provides security and network monitoring, incident response and forensic analysis in the field to various middle-eastern countries to include Kuwait and Afghanistan . . . Every year there is a deployment rotation and our Soldiers go overseas to provide Cyber security expertise that is needed.”

Army Cyber Command headquarters—a commitment of more than 800 Citizen Soldiers in support of cyberspace operations.²⁵ This force structure effort is budget neutral, which benefits both the Army and the Nation.

As the Army continues to develop its cyber needs, the Army Reserve will continue to grow its cyber force through the Total Army Analysis process. We will also continue to collaborate with all Cyber Mission Force partners to develop new and innovative training strategies, to include public and private partnerships with academia, industry and government, to lessen the length of time needed for training future cyber warriors by leveraging civilian-acquired education and work experience.

Fiscally Efficient and Cost Effective

The Army Reserve is an efficient and cost effective reserve force, providing 20 percent of the Army's total force for less than 6 percent of the Army's budget. Most of the technical capabilities the Army needs but can't afford to retain on active duty are resident in the Army Reserve, which means their skills are kept sharp at little or no cost to the Department of Defense. The Army Reserve has the lowest amount of headquarters overhead (less than 1 percent) and accomplishes its mission with only 14 percent of the component serving as full time support—six percent less than the average across all Service reserve components.

Sustaining the Operational Army Reserve

The benefits of an operational Army Reserve are clear: A Federal operational Army Reserve saves money by providing predictability for the proper forecasting of resources to meet the training, sustaining, manning and equipping thresholds required to provide a steady flow of tailorable capabilities to the Joint Force. It helps the Army mitigate current capability shortfalls, and provides expert capability and invaluable experience indispensable to both current and future conflicts.

Using the Army Reserve in security cooperation missions reduces the demand for active Army capabilities. It allows the Active Component to maximize time at home between deployments; provides the Army Reserve with the opportunity to employ and refine its multi-functional skills; and because the Army Reserve is not full time force, the Army saves money by utilizing it in an established cyclic manner that provides predictability for the Combatant Commands, the Army, and Soldiers, as well as their Families and employers.

Most importantly, an operational Army Reserve entirely under Federal control provides quick access to trained and ready forces and the critical enabling capabilities Total Army and Joint Force combat forces rely on to sustain prolonged operations. If the Army Reserve's enabling capabilities are not prepared and ready for operational use, the Army and the Joint Force could fail their missions.

The policies to maintain an operational Army Reserve are already in place. Chief among them is Army Total Force Policy which calls for the Service Secretaries of all the Military Departments to man, train and equip their Active and Reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. Full implementation of Army Total Force Policy is key, and that includes Total Army Training and the One Army School System, which ensures that Soldiers are able to attend Professional Military Education training on time and to standard. Next in importance is maintaining requested FTS resourcing levels.

An operational and sufficiently-resourced Army Reserve is the best way to fulfill both current and anticipated mission requirements consistent with available and estimated future resources. It provides depth and scalability to meet current and anticipated requirements of the Combatant Commands, and achieves a cost-efficient balance between the Active Component and the Army Reserve using the strengths and capabilities of each to full advantage. It ensures capacity needed to support homeland missions, and provides a sufficient base of trained, equipped and ready forces from which the Active Component can draw when needed; helps the Army better manage strategic and operational risk, and maintains the invaluable expertise and experience gained since September 11, 2001.

Today's Army Reserve is the most battle-tested and experienced in our Nation's history. As the dedicated Federal reserve of the Army, the Army Reserve exists to serve the Army and the Nation, and has never failed to accomplish its mission. Ready now, ready in times of crisis, and ready for whatever threats and challenges

²⁵ OCAR G-3/5/7 (FWD). These 800 Army Reserve Cyber Soldiers are current Army Reserve assets plus TAA 1620 wedge (ARCOG, Wedge (~ four hundred), DISA ARE, and 1st IO Command 'ARE'). One Hundred Eight of these Soldiers will serve in the Army Reserve Cyber Training Element. Four Hundred Sixty-Nine of these Soldiers will serve in the Army Reserve Cyber Operations Group.

lie ahead, the United States Army Reserve is America's life-saving, life-sustaining Federal reserve force.

Senator COCHRAN. Thank you, General Talley, we appreciate your participation in the hearing.

We now call on the Chief of Navy Reserve, Vice Admiral Robin R. Braun.

STATEMENT OF VICE ADMIRAL ROBIN R. BRAUN, CHIEF, NAVY RESERVE

Admiral BRAUN. Chairman Cochran and distinguished members of the subcommittee, as Chief of Navy Reserve, it is my distinct honor to report on the state of the Nation's Navy Reserve and our citizen sailors who selflessly contribute to the national defense. With us today is my dynamic Navy Reserve Force Master Chief, CJ Mitchell.

The Navy Reserve proudly provides trained, equipped, and ready sailors to the Navy, Marine Corps, and Joint Force. As an essential component of the Navy, the Navy Reserve is cost-efficient and mission-effective, providing operational capability, strategic depth, and surge capacity, both overseas and at home, across the full spectrum of naval missions.

Navy Reserve readiness is built on our integrated force structure and the operational support that is routinely provided by our sailors. In any given week, 25 percent of the Navy Reserve is delivering support to the Navy around the globe, generating readiness as a regular product of the way we do business.

The Navy Reserve is able to respond rapidly because surge is simply an extension of how we operate on a daily basis.

Our 60,000 citizen sailors come from all walks of life, and they represent every State and territory in the union. Since 9/11, more than 75,000 mobilizations have been executed. And today, more than 2,100 of our citizen sailors are mobilized around the globe in places like Afghanistan and Djibouti.

The Navy Reserve's readiness engine is driven by our sailors' ability to provide routine and predictable operational support to their Active component commands.

The primary funding used to support this is discretionary RPN (Reserve Personnel Navy), which is also valued for the immediacy with which it can be allocated to support emergent requirements.

There are, however, mission areas where we are facing increasing risk. Aircraft recapitalization is absolutely the number one equipping priority of the Navy Reserve. Fiscal constraints demand that we focus on extending the service life of our hardware. However, each has a finite lifespan.

Even when we are able to extend the life of legacy equipment, such as our F-18, P-3, and C-20 aircraft, we cannot overcome the resulting interoperability barriers, increased maintenance, and obsolescence issues.

For example, procurement of the C-40A cargo and passenger aircraft began in 1997 as a replacement for C-9 and C-20 aircraft. The C-40A represents the most capable, cost-efficient, and responsive option to support the Navy's forward-deployed operational posture.

The C-40A requirement is 17 aircraft and, to date, 15 have been procured. The final two C-40s will enable the Navy to divest of our C-20s and sustain the air logistics required for a forward-deployed naval force.

On behalf of all the dedicated citizen sailors who serve our Nation in our great Navy, I thank the members of the Committee for your support, and I look forward to your questions.

Thank you.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL ROBIN R. BRAUN

INTRODUCTION

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

Today's Navy Reserve is comprised of 57,400 Citizen Sailors from every State and territory. Since 2001, these dedicated men and women have mobilized over 75,000 times to every theater of operations, including 2,537 personnel in fiscal year 2015. On behalf of the Navy Reserve, I would like to extend my sincere gratitude for your continued support.

TODAY'S FORCE STRUCTURE

Today's force structure is the result of Navy's imperative to improve the interoperability and operational effectiveness of the Navy Reserve in the months following 9-11. In 2002 the Navy commissioned a study to redesign, integrate and better utilize the Navy Reserve. The resulting plan was titled Active-Reserve Integration (ARI) and included a Zero Based Review of each billet to eliminate inefficiencies and optimize mission effectiveness. As a result, force structure initiatives were implemented to drive integration and Navy Reserve end strength was reduced by nearly 20 percent from fiscal year 2003-2006. Since then, due to warfighting capability and capacity tradeoffs balancing risk and resources, Navy Reserve end strength has continued to decline, leveling off in fiscal year 2016 at 57,400 for a total end strength reduction of 32 percent since 2001.

PERMEABILITY

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

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

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

CITIZEN SAILORS

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

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

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

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

INTEGRATED FLEET SUPPORT

Over the past year, the Navy routinely responded to combatant commander requirements with tailored Reserve units and personnel. Our force structure provides integration options ranging from the mobilization of an entire unit to the activation of a single Individual Augmentee (IA) Sailor. This model delivers increased flexibility and depth to the Total Force, and the experience gained by Navy Reserve Sailors through mobilizations and operational support missions maintains high readiness levels and enhances interoperability with the AC and the Joint Force.

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

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

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

The Navy Reserve's Fleet Logistics Support Wing (FLSW) provides 100 percent of the Navy's intra-theater air logistics capability. FLSW aircraft and flight crews are essential to sustaining maritime operations, transporting naval personnel and priority cargo to forward deployed units throughout the world. For example, when USS *Donald Cook* (DDG-75) experienced an engineering casualty that prevented them from accomplishing their CENTCOM assigned mission in support of Operation INHERENT RESOLVE, a FLSW aircraft was able to launch on short-notice, transporting approximately 2,000 pounds of high-priority parts to Souda Bay, Greece thereby enabling *Cook* to rapidly return to a fully mission capable status. In fiscal year 2015 FLSW transported more than 121,000 naval personnel and nearly 25 million pounds of cargo in support of Fleet operations.

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

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

Reserve Coastal Riverine Squadrons (CRS) are responsible for the Navy's High Value Unit (HVV) escort mission and have conducted over 1,022 HVV Escort missions to date, providing afloat escort security for Navy vessels at strategic ports in the Continental United States. Additionally, CRS personnel continued to mobilize in fiscal year 2015, providing maritime security for port visits, underway replenishments, and chokepoint transits in the Middle East.

Navy Reserve Surge Maintenance Units (SurgeMain) are an augmentation workforce providing skilled labor vital to Navy's shipyard mission. Over 1,400 SurgeMain Sailors provided 14,090 man-days of critical support in fiscal year 2015, contributing to fleet operational readiness. These units have been instrumental in mitigating risk by filling capability and manpower gaps created as a result of an increased shipyard workload and civilian workforce attrition. SurgeMain Sailors often bring new perspectives to problem solving as well as best practices from their civilian experience at a significant cost savings. For instance, in 2015 SurgeMain Sailors helped Norfolk Naval Shipyard complete planned maintenance on USS *George Bush* (CVN 77). The SurgeMain team responded to this request within just two weeks and delivered over 1,200 man-days of production support over a two-month period, thereby, enabling on-time completion of construction.

Here at home, there is no duty that we treat with more respect, humility and distinction than rendering final honors for our fallen veterans. In fiscal year 2015 the Navy Reserve performed 74 percent of all Navy funeral honors, supporting more than 43,000 services. By virtue of our geographic dispersion, Navy Reserve personnel are well-positioned to provide the vast majority of Navy funeral honors for our veterans across the country.

READINESS

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

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

The Navy Reserve's readiness engine is driven by our Sailors' ability to provide routine and predictable operational support to their AC commands. Discretionary Reserve Personnel, Navy (RPN) funding in the President's Budget for fiscal year 2017 is the primary means by which we resource this operational support to the fleet and Joint Force. As historical execution rates demonstrate, this funding is vital in maintaining force readiness, training, and interoperability with the AC, and is valued for the immediacy with which it can be allocated to support emergent requirements.

END STRENGTH

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

57,400 represents a lean force. Although programmed to increase slightly over the next 2 fiscal years, any further reductions in end strength will increase risk in our ability to meet all required mission sets. While the Navy Reserve continues to source approximately 75 percent of Navy's Joint IA requirements, the state of global unrest suggests that Overseas Contingency Operations, security cooperation activities and emergent commitments are expected to be enduring aspects of our national maritime posture. Sufficient end strength also allows us to refit, retrain and reequip units with ready personnel to meet operational requirements and short-notice crisis response.

EQUIPPING

Almost 15 years of increased operational tempo within a constrained procurement environment have taken a toll on the aircraft and equipment our Sailors operate. In order to safely accomplish our assigned missions and seamlessly integrate with the AC, the Navy Reserve depends on the availability of modern, reliable hardware. As the Navy continues to prioritize investments in advanced aircraft, weapons systems and equipment we must ensure that RC procurement is likewise adequately resourced in order to maintain safety and interoperability. Should an equipment interoperability gap between the AC and RC develop, it will be challenging to integrate RC units and Sailors with their AC counterparts.

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

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

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

The Navy's surge capacity within the Maritime Patrol and Reconnaissance Force (MPRF) consists of two RC patrol squadrons that operate legacy P-3C Orion aircraft. As AC patrol squadrons transition from the P-3C to the new P-8A Poseidon, these RC squadrons have been relied upon to fill operational and capability gaps in both deployed and homeland defense roles. Navy Reserve VP deployments began in 2013 and are scheduled to continue through 2020. To retain surge capacity in the maritime patrol mission, reserve patrol squadrons must transition to the P-8A aircraft in the future.

The Fleet Logistics Support Wing executes the Navy Unique Fleet Essential Air-lift mission to provide responsive, flexible, and rapid deployable air logistics support required to sustain combat operations at sea. The aircraft that support this mission are the C-40A, C-130T and C-20G. Procurement of the C-40A began in 1997 as a replacement for Navy Reserve's fleet of legacy C-9 and C-20G aircraft. The wartime requirement for the C-40A was assessed to be 23 aircraft; however the risk adjusted inventory objective was determined to be 17 aircraft. To date the Navy Reserve has taken possession of 14 C-40As with the 15th airframe due for delivery in fiscal year 2017. The C-40A offers increased range, payload, reliability, cost effectiveness and the unique capability of carrying hazardous cargo and passengers simultaneously. The C-40A aircraft represents the most cost-effective, responsive, and flexible option for Fleet air logistics support.

ACCESS

The Navy has grown dependent on regular and reliable access to the RC over the past decade. Under the Presidential Declaration of National Emergency (DNE), the services and combatant commanders have benefitted from involuntary access to the RC via Title 10 USC 12302 authority. In a global environment that requires the ability to rapidly respond to emergent threats and requirements, it is imperative that leaders have access authorities that optimize involuntary access, flexibility and responsiveness for both the AC and RC in order to maximize Total Force resourcing and effectiveness. When there is no longer a need for an annual DNE, involuntary mobilization access to the RC is under Title 10 USC 12304b authority, which provides access only for preplanned missions in support of combatant commander requirements.

FACILITIES

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

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

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

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

FORCE PROTECTION (PHYSICAL SECURITY)

NOSC Armed Security

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

NOSC Assessments

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

Fiscal year 2016 funds were appropriated to increase physical security at Recruiting Centers and will most assuredly improve force protection measures for recruiters. In fiscal year 2016 the Navy Reserve will strive to strengthen physical security at our NOSC's in an effort to begin mitigating the security concerns identified during the ATP assessments. We will schedule installation of enhanced force protection measures based on risk and vulnerability levels.

HEALTH OF THE FORCE

As Navy Reserve end strength increases in fiscal year 2017, our recruiting goals will increase as well. To further expand transition opportunities for AC Sailors to join our team, we have an ongoing effort to broaden Continuum of Service (CoS) options that enable AC Sailors to transition to the RC. At the same time, we are advertising opportunities for RC Sailors in specific ratings and year groups, to transition from RC to undermanned AC ratings on either a temporary or permanent basis. Last year 292 RC enlisted Sailors permanently transferred to the AC, 89 of which were Master at Arms, meeting an increased force protection demand signal from the Fleet. These CoS options enable the Navy to retain valued skills and experience while supporting the professional needs and desires of our Sailors.

The Navy Reserve employs a focused bonus strategy to selectively target the specific skills and experience needed by the Navy. Selective Reenlistment Bonuses, affiliation and enlistment bonuses are utilized to improve retention and recruitment of enlisted Sailors in specific specialties. Officer affiliation bonuses and special pays are used to maintain or increase manning levels by targeting pay grades in critical and undermanned skill sets.

Persistent challenges to meeting accession goals for Unrestricted Line (URL) officers and medical officers continued in fiscal year 2015. Overall, the Navy was able to attain 90 percent of RC officer recruiting goals. However, specific skillsets that remain challenging include SEALs (43 percent attained), Naval Flight Officers (NFOs) (84 percent), pilots (88 percent), Judge Advocate General (42 percent), nurses (73 percent) and physicians (76 percent). Since all RC Unrestricted Line officers are accessed from the active component, continued high active component retention has severely limited the size of the recruiting pool. As a result, reserve affiliation bonuses are offered to officers from the Explosive Ordnance Disposal (EOD), SEAL, and Navy Aviation Communities. Additionally, the Navy Reserve is authorized to use a limited Critical Skills Retention Bonus for Naval Special Warfare/SEAL officers in an effort to reduce attrition in that critical community.

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

RESILIENCE PROGRAMS

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

All deploying Sailors participate in Pre-Deployment Health Assessments (PDHA) and Post-Deployment Health Reassessments (PDHRA), which can help identify mental health issues requiring attention. The Yellow Ribbon Reintegration Program (YRRP) supports Reserve Sailors and their families through all phases of the deployment cycle. A key program within the YRRP is the Returning Warrior Workshop, which focuses on the reintegration process for service members and their spouse/

family member, and helps identify Sailors in need of follow-on care. Continued support for our fiscal year 2017 funding request for the YRRP is vital to our continuum of care.

PREVENTION PROGRAMS

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

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

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

NEW & EXPANDING MISSIONS

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

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

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

The value SurgeMain Sailors add to the ability of Navy shipyards to improve fleet readiness has prompted Navy to increase its investment in RC SurgeMain manpower. Over the next few years, our shipyard augmentation workforce is forecast to

grow to 1,856 personnel, an increase of 394 billets, which is a testament to the success of the SurgeMain program and the skill and dedication of its Sailors.

CONCLUSION

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

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

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

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

Senator COCHRAN. Thank you very much, Admiral, for your participation and your leadership.

We now call on Chief of the Air Force Reserve, Lieutenant General James Jackson. Welcome.

STATEMENT OF LIEUTENANT GENERAL JAMES F. JACKSON, CHIEF, AIR FORCE RESERVE

General JACKSON. Chairman Cochran, distinguished members of the committee, thank you for the opportunity to appear before you today. I am honored to be here representing the American citizen airmen as Chief of the Air Force Reserve and Commander of the Air Force Reserve Command. I am extremely proud of our 69,000 Reserve airmen who defend our Nation every day.

In today's rapidly shifting security environment, we must maintain a Reserve force capable of seamlessly supporting the Joint fight while keeping a keen eye to the future to ensure our Air Force is effectively postured to meet any threat.

Our Air Force Reserve story continues to be written. As we sit here today, over 5,000 Air Force reservists are supporting combatant commanders around the globe. This year, we ushered in the first F-35s at Hill Air Force Base, Utah. We performed more than 48,000 mandates in support of worldwide intelligence, surveillance, and reconnaissance requirements. We began preparing for the first

KC-46 Reserve unit beddown at Seymour Johnson Air Force Base. And we increased the number of command opportunities across components, helping develop true Total Force leaders.

In short, your Air Force Reserve remains a vital part of our three component Air Force team.

Reservists continue to prove themselves in operations around the world, and we are committed to recruiting the right people, men and women, who possess the training and skills needed to succeed in the technologically demanding domains of air, space, and cyberspace. We continue to excel in these areas.

For example, last month, the 19th Space Operations Squadron supported the final global positioning satellite 2F launch, a milestone for the Global Positioning System (GPS) constellation but also one that impacts the lives of every American.

The daily contributions of our highly experienced reservists provide essential capacity and support of missions critical to the Air Force and our Nation.

This year, the Air Force Reserve recruited over 8,000 citizen airmen. More than 68 percent of those servicemembers were prior service. These new reservists possess the experience that we need, and they represent a significant return on the investment and cost savings to our Nation.

We also accepted applications from over 80 Reserve Officer Training Corps cadets to join our team and initiated an innovative pilot program to offer constructive credit waivers for cyber professionals who possess the skills and training from the civilian environment that our Air Force needs. These efforts will help ensure we provide the right force right now and in the future.

However, recruiting and retaining airmen with the right training and skills is not enough. As you heard from the leaders before me, our Air Force is faced with capability and capacity gaps. Our Total Force has become too small, and we must reverse this glide scope in all three components.

Modernization and recapitalization of our weapons systems must remain a top priority, even in the face of tough budget challenges. The maintenance and corrosion issues on our HC-130 aircraft used for personnel recovery and combat search and rescue missions provides a stark reminder of what is at stake when we fail to recapitalize aging fleets in a timely manner.

In the same respect, the Air Force Reserve must continue to modernize our legacy F-16, KC-135, and C-130H is to remain operationally relevant and fully mission capable.

The committee's support of the sustained National Guard and Reserve Equipment appropriations is critical to our modernization efforts.

Our Reserve airmen remain my top priority. We must continue to fund the Air Force Reserve's Wingmen Toolkit and the Yellow Ribbon program. Last year, over 8,000 Reserve members and their families benefited from attending a Yellow Ribbon event.

To maintain a strong national defense, we are focused on building the future Air Force Reserve that we need as a Nation, recapitalizing and modernizing our aging fleet, and taking care of our people. With this committee's continued support, sir, we will re-

main an indispensable and strong component of the most capable Air Force in the world.

Thank you for your continued support and your support during my tenure as Chief of the Air Force Reserve, and we appreciate your support of our citizen airmen. I stand ready to answer your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL JAMES F. JACKSON

INTRODUCTION

Chairman Cochran, Vice-Chairman Durbin, and distinguished members of the Subcommittee, thank you for the opportunity to testify before you today. I am honored to represent America's nearly 70,000 Citizen Airmen as the Chief of Air Force Reserve and Commander, Air Force Reserve Command (AFRC). The Air Force Reserve is an integral partner in our Nation's defense, providing daily operational capability, strategic depth and surge capacity to our Air Force. These men and women are stationed locally and serving globally each day. I am extremely proud of the fact that combatant commanders utilize our combat-ready Reserve Airman to fly, fight and win in air, space and cyberspace.

Our members come from every walk of life and for nearly 68 years, they have raised their hands to volunteer to protect this Nation. From the Korean War to Operation INHERENT RESOLVE, the Air Force Reserve has deployed men and women in combat operations across the globe. We are proud of our continued dedication and support to not only contingency operations, but also to humanitarian crises, natural disasters and steady-state operations. The Air Force Reserve is part of the national security solution, and we are a proud member of our three component Air Force team. By leveraging our Citizen Airmen's military and civilian experience, expertise and training, the Air Force Reserve remains a flexible and capable partner in today's joint fight.

The Air Force continues to face the challenges of increasing requirements and decreasing capabilities. This dilemma is not unique to the Air Force, but it is certainly a threat to the security of our Nation. The Air Force Reserve is part of the solution to these defense challenges. We are a hedge against risk and a cost-efficient and mission-effective force that is postured to respond to emerging threats at a moment's notice. I will describe our challenges and solutions in terms of mission, manpower, modernization and MILCON.

The tension in Ukraine, the instability in Southwest Asia, Chinese adventurism in the Pacific and the terrorist attacks on France prove we must continue to focus on building the future force we need to protect our country. We enable the Air Force to adapt and respond to rapid change through assured access to a pool of nearly 70,000 Federal Reserve Airmen who are trained and ready to provide the same capabilities as our active component, but at a fraction of the cost. The Air Force Reserve provides flexibility through our ability to adjust reservist participation rates based on demand. We are not primarily a full-time force, but we can participate full-time when needed. It is this flexibility and capacity that makes the Air Force Reserve a critical partner in our Total Force team and a hedge against risk.

Our daily and continuous operational capability is indistinguishable from the active component and is part of what makes us such a valuable partner. The Air Force Reserve participates in every Air Force core function. Our Citizen Airmen can be ready to deploy within 72 hours, and integrate seamlessly with our active component counterparts. Last year our Citizen Airmen performed nearly 1.5 million man-days and filled more than 3,000 Air Expeditionary Force (AEF) taskings. The Air Force Reserve plays a key role in making our Air Force an agile and inclusive force ready for tomorrow's fight. With our current focus on building the future force we need, modernizing and recapitalizing our fleet, and developing our team, the Air Force Reserve will remain operationally ready and relevant to the fight.

MANPOWER

Two of the Air Force Reserve's focus areas are building the future force and developing the team. Both of these endeavors rely on manpower and require a continued focus on the recruitment, retention and development of our Citizen Airmen. The work done through the Total Force Continuum (TFC) has helped identify gaps between warfighter requirements and the available forces.

To effectively maintain our force, we must focus on efforts to attract, recruit and retain the highest quality Citizen Airmen. One of our top recruiting priorities continues to be capturing Airmen transitioning from the active component. The Air Force Reserve remains a catcher's mitt for talent, and allows our Airmen to continue to serve. The vast majority of Air Force Reservists bring a wealth of operational experience and mission expertise they gained while on active duty. Retaining these Airmen also results in a significant cost-savings, since most prior-service members require very little training. Last year, 68 percent of our recruits were prior service of which 58 percent were prior active component Air Force members. This means we were able to leverage the initial DOD investment made in training and seasoning, saving the American taxpayer countless dollars and harnessing the experience and knowledge these Airmen bring to the fight.

For 15 consecutive years, the Air Force Reserve has met its recruiting goals. Our retention rates remain incredibly high at 86.5 percent, which is a testament to the dedication and professionalism of our force. Yet we know that these recruitment and retention success stories will only continue if we invest the time and money into recruiting the right men and women into the Air Force Reserve. As with our aircraft, we have to continue to modernize our manning models to meet future mission requirements and reach a new generation of Citizen Airmen.

We also continue to implement innovative accession models. To be successful in the future we must creatively harness the manpower and talent to support existing and emerging mission requirements. For instance, last year we were able to directly access 26 cadets from Reserve Officer Training Corps programs and we look to grow that number this year. We are also looking at ways to implement constructive credit and training waivers to recruit already-trained professionals, particularly in the cyberspace and ISR career fields.

If the last decade of conflict has taught us anything, it is that combatant commanders need timely and accurate ISR support. Air Force Reserve units contribute daily to Air Force ISR operations by providing capability in human intelligence, signals intelligence, imagery intelligence, targeting, airborne ISR and crypto-linguist support. As with cyberspace and space operations, intelligence operations are uniquely suited to a part-time force that often has civilian expertise or skills also. Our ability to leverage Airmen in a surge capacity, that already have the training and experience in these areas, provides the Air Force more flexibility in today's fight and more capacity for future conflicts.

In order to support growing demand for ISR, Air Force Reserve Command has three new units in the fiscal year 2017 President's Budget request. First, the 20th Intelligence Squadron at Offutt Air Force Base (AFB), Nebraska, will support Air Combat Command's 363rd ISR Wing by providing steady state and surge capacity in intelligence collection, analysis, and dissemination of specialized target materials. Two additional classic associate units will be associated with U.S. Cyber Command's Cyber Mission Force requirements, the 41st Intelligence Squadron and 75th Intelligence Squadron. These units, located at Fort Meade, Maryland, and Joint Base San Antonio, Texas, will conduct digital network intelligence in support of computer network exploitation efforts.

When we look at the current warfighter environment, cyberspace is arguably the most rapidly-evolving and highly contested domain. Our network is constantly being tested by our adversaries and we need to protect our information and our people from cyber intrusions and attacks. We must build a force that understands our vulnerabilities and how to employ cyberspace capabilities to support our operational requirements and defend our Nation. As the military continues to develop capabilities that utilize cyberspace technology, we must recruit and train a force with superior understanding of this domain.

The Air Force Reserve is creating opportunities to access cyberspace experts to ensure we always have the capacity and capability to operate in this contested operational environment. In order to recruit the right men and women, the Air Force Reserve is developing a beta program to offer constructive credit, up to 3 years, to potential cyberspace operators who have the experience and training needed to be successful in this domain.

Currently the Air Force is also facing a challenge in aviation career fields, where retention is difficult. The combination of decades of high operations tempo along with the increase in commercial aviation hiring has made it challenging for the Air Force to recruit and retain aviators. The Air Force Reserve provides part of the solution for this manning challenge. The inherent flexibility of our part-time career options is attractive to separating active component Airmen, allowing us to retain critical training investment and combat experience. We also offer a flexible option for college graduates who want to serve our Nation, but not necessarily in a full-time

capacity. Reservists also help bridge the gaps in aviation career fields, particularly in the training roles that benefit from our member's longevity and experience.

Training remains a foundational aspect of Air Force operations, one that depends on the manpower and the experience the Air Force Reserve offers. By leveraging our continuity and experience in the training environment, we minimize cost and we set our newest Airmen up for future success. The Air Force Reserve provides capability in a number of training roles and we are looking to grow these capabilities in the future. One of the challenges the active component faces is high turnover in personnel, particularly in instructor positions. In fiscal year 2017, the active component will not be able to fill all of the billets required to support these missions. In order to fill that gap, we are expanding our participation in the adversary air mission at Tyndall AFB, Florida, the aggressor mission at Nellis AFB, Nevada, and the Introduction to Fighter Fundamentals training mission at Columbus AFB, Mississippi, Randolph AFB, Texas and Sheppard AFB, Texas. We provide more than 20 percent of the full-time Undergraduate Flying Training instructors, in addition to our part-time force. Our members provide continuity and experience and are a linchpin of the Air Force training mission. It is our recruitment and retention of experienced Airmen that makes this possible.

Citizen Airmen represent a superb value, not only to the Air Force in terms of operational capability, but also to the American taxpayer in terms of financial savings. The life-cycle cost of a part-time Reserve Airman is less than 60 percent of the life-cycle cost associated with an active duty Airman. Due to the fact that almost 75 percent of our force is part-time, the Air Force Reserve is an extremely cost-efficient force. The capacity and affordability the Air Force Reserve brings with our part-time, combat-proven force, helps us mitigate some of the risk associated with current Air Force manpower deficiencies.

Our Citizen Airmen are our most valued asset. Taking care of our Reservists and their families is an essential part of maintaining a healthy force. We must provide the resources, training and support to ensure our Airmen are connected and have the supportive environments they need to thrive throughout their careers. One of the challenges with providing critical services for our Citizen Airman is that over half of Reservists live more than 50 miles from the units where they are assigned. This means many members and dependents do not have ready access to support agencies. We must provide resources that Airmen and their families can use even if they are not near a base.

One such initiative and support tool is the Wingman Toolkit website and mobile app that the Air Force Reserve launched in 2010. All three Air Force components are now using this tool, which provides resources our Airmen need to foster mental, physical, spiritual and social well-being. This year we are utilizing the toolkit to introduce our "Wingman Day" and resiliency programs that Airmen can use to help get connected.

The key to fostering strong and resilient Citizen Airmen is maintaining a healthy reserve-work-life balance, something that is unique to the reserve component. Our Airmen must balance the demands of a military career and family, but unlike their active duty counterparts, most also shoulder the additional burden of balancing civilian careers. It is critical that we continue to fund support programs that help our Citizen Airmen remain resilient and connected to each other, their families and their communities.

We are also proud of the progress we have made in growing our Key Spouse Program, which is a commander and family program designed to enhance readiness and ensure a sense of Air Force community. We currently have more than 300 Key Spouses trained and ready to support our Airmen and their families. This program encourages spouses and families to take an active role in our local communities and base events. By strengthening the bonds between Airmen, their families, co-workers and communities through this type of program, we are building a stronger and more resilient force.

I also want to thank this committee for continued support of the Yellow Ribbon Program. This program started almost a decade ago, and provides invaluable assistance and personal tools for Airmen and their families preparing for or returning from deployments. Each year, Air Force Reserve Command sends approximately 6,000 Airmen and their family members to these incredible events. We have a process in place to capture the impact these events have on the participants, and the feedback has been overwhelmingly positive. By taking care of Airmen, we honor their dedication and service to this Nation. Unfortunately, manpower alone can only take us so far. Our Airmen can be the highest quality and the most committed, but if they don't have the resources to accomplish the mission, our Nation will still be at risk.

MODERNIZATION

We understand that we have to prepare now to meet future threats. Just as Secretary James stated in her testimony, “our aircraft inventory is the oldest it’s ever been and our adversaries are closing the technology gaps on us quickly, so we simply must modernize.” Our Nation cannot wait until a crisis occurs to modernize our aircraft. As a force, we must anticipate future mission capabilities and requirements. At the same time, we cannot lose sight of the health of our current fleet. Much like the active component, we are focused on readiness and modernization despite current funding challenges. The committee is probably aware of the average age of the Air Force fleet. The Air Force Reserve’s oldest KC-135 entered the fleet in 1958, meaning she is almost 60 years old. Modernization has to be a priority if we want our Air Force to remain combat ready. Proactive funding of modernization projects, even in this fiscally constrained environment, must be one of our top priorities until we can afford to replace aging systems. With some of the oldest airframes in the inventory, modernization and recapitalization are essential to ensure the Air Force Reserve remains viable and relevant in the future.

As we look at opportunities to build our future force, we are also looking to new weapon systems like the F-35 and KC-46. In October 2015, the first operational F-35s were delivered to Hill AFB, Utah. This historic milestone solidified a great total force partnership between the active component 388th Fighter Wing and the Reserve 419th Fighter Wing, which have shared a long history of teamwork. The concurrent bed down of new systems among components must continue for us to remain viable total force partners. The Air Force Reserve is also moving forward with plans to stand up two operational KC-46 squadrons at McConnell AFB, Kansas. We provide the foundation for training in many of our current platforms, and we will remain an invaluable partner in these new weapon systems. Possessing both civilian and military competencies, our members bring unique perspectives that are extremely valuable as new weapon systems such as the KC-46 Pegasus evolve.

Our current modernization efforts revolve around upgrading legacy systems to enhance situational awareness and improve combat effectiveness. For example, we are upgrading our F16 fleet with precision engagement enhancements such as advanced targeting pods and upgraded anti-jam global positioning system (GPS) and datalink. We are updating the radar warning receivers and radio frequency jammers to increase our capabilities against the current integrated air defense systems. Finally, we are increasing our C-130 capability by upgrading them with enhanced secure line of sight and beyond line of sight data links. These upgrades ensure we maintain our combat capability and interoperability with the active component.

MILITARY CONSTRUCTION

Without military construction funding, our ability to modernize and support new mission sets is greatly limited. The Air Force Reserve maximizes cost-effectiveness by sharing facilities and infrastructure with the active component rather than exclusively operating our own facilities. We leverage existing infrastructure at more than 58 active component bases, while only operating nine Reserve host installations. These shared facilities, such as aircraft hangars and maintenance shops, include more than 17.1 million square feet of facilities. However, this does not mean there are not requirements for military construction funding, particularly when we bring on new programs. This year three of our top six priorities will help support the KC-46 bed down.

Currently, the Air Force Reserve has identified a \$1.2 billion military construction backlog to address recapitalization, modernization and consolidation opportunities throughout the command. Due to limited military construction funding across the Future Years Defense Program (FYDP), we use Operations and Maintenance funding for Facilities, Sustainment, Restoration and Modernization (FSRM) work to accommodate mission changes, increase building efficiencies and ensure facilities meet mission requirements. Our goal is to make every dollar count, and we will continue to use our Facilities Operational Capabilities and Utilization Survey program to determine the best use of military construction and FSRM funding. For fiscal year 2017, we have requested \$189 million for the following military construction projects:

- KC-46A Construct Two-Bay Corrosion Hangar
- KC-46A Add/Alter Aerospace Ground Equipment and Fuselage Training Facility
- KC-46A Add/Alter Squadron Operations Facility
- C-17 Construct Two-Bay Corrosion Hangar
- C-17 Add/Alter Fuel Hydrant System
- C-17 Construct/Overlay Taxiway and Apron

These projects ensure the Air Force Reserve will meet the requirements for maintaining and operating new weapons systems at our existing bases. Every dollar saved from smarter MILCON execution can be applied to modernizing our fleet or recruiting and retaining our Airmen.

CONCLUSION

The Air Force Reserve provides critical daily operational capability, strategic depth and surge capacity for our Nation, but we cannot do this without Congressional support. In order to remain an integrated, flexible and combat-ready force, we must continue to recruit and retain the right men and women. Our modernization efforts and recapitalization requirements are also a top priority to ensure we remain ready to meet the demands of combatant commanders across the globe. Finally, we must have the military construction funding necessary to maintain our existing infrastructure and build the new facilities required for growth mission areas.

The Air Force Reserve is a proud member of our three-component Air Force team. Our strength lies in our ability to operate seamlessly with the active component, while still providing a flexible and affordable solution. The Air Force's day-to-day mission would not get done without Air Force Reserve people and systems. For this reason, I thank you for the support you have provided during my tenure as the Chief of the Air Force Reserve and ask you for your continued support of our Citizen Airmen.

Senator COCHRAN. Thank you, General Jackson. I appreciate your leadership.

We now call on the Commander of the Marine Forces Reserve, Lieutenant General Rex C. McMillian.

STATEMENT OF LIEUTENANT GENERAL REX C. McMILLIAN, COMMANDER, MARINE FORCES RESERVE

General McMILLIAN. Chairman Cochran and distinguished members of the committee, thank you for the opportunity to appear today. It is an honor to be seated with my fellow Reserve component service chiefs to speak about your Marine Corps Reserves.

With me today are my senior enlisted advisers, Force Sergeant Major Anthony Spadaro and Force Command Master Chief Christopher Coates.

I have been at the helm for 6 months in New Orleans, and I am pleased to inform you that your Marine Corps Reserve is in great shape. The leadership, morale, and personnel health of the force is at unprecedented levels. It is the best I've seen in my 26 years in the Reserves.

I am continually impressed by the professionalism, competence, dedication, and motivation of our Reserve marines. Like their Active Duty brothers and sisters, they serve selflessly to protect our great Nation while at the same time balancing their civilian careers and their families. I truly believe that the strength of the Marine Forces Reserve is the talent, skill, and discipline of our individual marines and sailors.

It is motivating that the most common question that I received from your Reserve marines is, when do I get to deploy? They maintain the same mindset as the Active component Marine Corps. We are ready to fight tonight and rapidly respond to any mission.

My primary focus remains on being combat ready and having Reserve marines and units capable of shooting, moving, and communicating throughout the battlefield. Reserve marines are integrated with the Active component as part of the Total Force.

Marine Forces Reserve is manned, trained, and equipped to support combatant commanders' operational requirements across the

full range of military operations. Critical to this mission is our ability to maintain parity and equipment with the Active component.

NGREA has proven to be a valuable tool with this requirement. Leveraging the full intent of NGREA would further facilitate the Marine Corps Reserve's ability to modernize legacy equipment and transition to new systems to meet current and future threats.

We owe it to our Nation's most precious assets, the young men and women in uniform today, to send them into combat with modern equipment instead of legacy equipment. Legacy equipment slows our pace of operations and increases risk to our marines.

The future operating environment will stretch the deployment capacity of the U.S. military and demand a flexible force in readiness with global response. In light of this, my greatest challenge, what keeps me up at night, is the question that I ask myself: Have I done everything possible to ensure your Reserve marines are ready to fight tonight?

We must also keep faith with our marines and their families by investing in our home station readiness, modernization, infrastructure sustainment, and quality-of-life programs.

Budget uncertainties impose challenges to maintaining readiness across the Reserve component. I cannot talk about home station readiness without taking a moment to remember our marines and sailors that were attacked at the Reserve center in Chattanooga, Tennessee. I want to assure you that your marines at our drill sites are vigilant, trained, and prepared to face and engage any future threat.

Senators, I would be remiss by not mentioning today the upcoming centennial celebration of your Marine Corps Reserve. August 29 of this year marks our 100th anniversary. We look forward to highlighting our extraordinary Reserve marines and their contributions while at the same time thanking their families and employers and supporters.

In conclusion today, I cannot thank the committee enough for your continued support of our marines and sailors, their families, and their employers. Your diligent efforts have directly contributed to our ready Marine Corps Reserve. I look forward to your questions. Thank you.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL REX C. McMILLIAN

INTRODUCTION

The Marine Corps is the Nation's crisis response, expeditionary force in readiness whose global presence provides the Nation a vast range of strategic, operational and tactical options to protect the Nation's interests. For approximately 6 percent of the defense budget, the Marine Corps provides an affordable, capable and responsive insurance policy for the United States of America. The Marine Corps' commitment to the American people is as strong today as ever in its 240 year history. That commitment is backed by a cadre of Active and Reserve Component Marines and Sailors exceptionally experienced in taking the fight directly to the enemy. Our strength is the talent, skill and discipline of our Marines and Sailors. Our Marines have been doing what they have done best since 1775: standing shoulder-to-shoulder to fight and win our Nation's battles. We don't differentiate in our expectations for Marines; whether Reserve or Active Component—all Marines are disciplined, focused, and lethal. Our Marines and Sailors share an expeditionary mindset that shapes Marine Corps culture, ethos, and thinking. We are a Total Force and, as such, the Marine Corps Reserve continues to be integrated in all areas of the Marine Corps. We have been fully engaged across the globe over the past 15 years of combat operations,

serving as the essential shock absorber and force enabler for our Active Component. Organized like a traditional Marine Air-Ground Task Force, Marine Reservists from each of our major subordinate commands—4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group—have made a tremendous impact across the full range of military operations in support of every geographic combatant commander's operational and theater security cooperation requirements, as well as Service commitments.

I am deeply impressed by the professionalism, competence, and dedication of our Reserve Marines. Like their active component brothers and sisters, they serve selflessly to protect our great Nation. I am inspired by the way they balance family responsibilities, school, and careers—while simultaneously keeping faith with the Marine Corps. They do so with humility, without fanfare, and with a sense of pride and dedication that is consistent with the great sacrifices of Marines from every generation.

Reserve Component units remain highly interoperable with their Active Component Counterparts. Active and Reserve Component Forces are manned, trained and equipped to the same standards, thereby facilitating the seamless employment of Reserve Component Forces to meet Combatant Commander requirements. Accordingly, your Marine Corps Reserve provides a professional, ready, responsive, and relevant Force enabling service level, joint and multilateral operations. We are, and will remain, a key component in the Marine Corps' role as the Nation's crisis response, expeditionary force in readiness.

A Total Force

Over the past year, the Marine Corps Reserve supported each Combatant Commander by providing forces focused on regional security cooperation, crisis response, and crisis prevention activities, as well as support to combat operations. Marine Forces Reserve has maintained a robust operational tempo while providing critical capabilities essential in maintaining lasting national security at the strategic level. Global deployments, along with participation in Service-level, Joint and Multilateral exercises, develop the desired depth of experience of the reserve force, ensuring the Marine Corps Reserve is relevant and ready to meet the Combatant Commanders' need for highly trained, experienced and motivated general-purpose forces. The performance of our Reserve Forces in recent total force operations demonstrates this fact.

In 2015, more than 771 Reserve Marines mobilized supporting operational requirements in five of the six geographic combatant commands. Likewise, nearly 4,500 Reservists participated in 41 exercises supporting requirements in 29 countries across the globe. In 2016, Marine Forces Reserve will continue to support to the combatant commanders by mobilizing an additional 575 Reservists and providing 5,200 Marines for a multitude of theater-specific exercises and security cooperation events. These operations and exercises greatly increase Reserve Component's interoperability with the Active Component, Joint Forces and our allies.

Though the Marine Corps Reserve's opportunity for large-scale mobilizations has decreased in recent years, the demand for the Marine Corps' unique capabilities has increased, from Marine Expeditionary Units to Special Purpose Marine Air-Ground Task Forces. Marine Forces Reserve continues to serve as the shock absorber to lessen the strain of these high demand capabilities on the total force. While our Nation emerges from years of major combat operations, the Marine Corps Reserve is not returning to a peacetime posture. We will mobilize and deploy a task-organized Special Purpose Marine Air Ground Task Force to U.S. Southern Command to support the theater security cooperation objectives in that area of operations. Marine Forces Reserve continues to provide daily support to the geographic combatant commanders, in roles that include multi-lateral exercises such as African Lion in Morocco, Ulchi Freedom Guardian in South Korea, Trade Winds in the Caribbean and Maple Flag in Canada. I anticipate Marine Forces Reserve will continue to deploy and integrate with the Active Component, to meet the Combatant Commander high-priority requirements through voluntary and involuntary mobilization authorities.

In addition to participating in operational requirements across the globe, Marine Forces Reserve continues to support the Total Force by dutifully executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. By virtue of our geographic dispersion, Inspector—Instructor and Reserve Site Support Staffs are well-positioned to accomplish the vast majority of Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to the families. Indeed, the majority of Marine Corps casualty notifications and follow-on assistance calls to the next of kin conducted are made by our Marines. During calendar year 2015, our Inspector—Instructor and Reserve Site Support staffs performed 63 percent of the total casualty calls performed by the

Marine Corps. There is no duty to our families that we treat with more importance. This is proven by the professionalism of our Casualty Assistance Calls Officers (CACOs) and the compassionate assistance they provide well beyond the initial notification. We ensure that our CACOs are well trained, equipped, and supported by all levels of command through the combination of in-class and online training. Once assigned, the CACO is the family's central point of contact and serves as a representative or liaison to the funeral home, government agencies, or any other agency that may become involved. They assist family members with planning the return and the final rest of their Marine as well as assist with ensuring the required documents are filed in order to receive the proper benefits. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the family while providing support during the grieving process.

Additionally, Marine Forces Reserve units and personnel provide significant support for military funeral honors for our veterans. The Inspector—Instructor and Reserve Site Support staffs, with augmentation from their Reserve Marines, performed 91 percent of all funeral honors rendered by the Marine Corps during calendar year 2015. As with casualty assistance, we place enormous emphasis on providing timely, compassionate, and professionally executed military funeral honors.

Finally, Marine Forces Reserve serves as the link between the Marine Corps and local communities. We present the face of the Marine Corps to the American public across the Nation. With Reserve units located across the country, Marine Forces Reserve is uniquely positioned to interact with the public and communicate the Marine Corps story to our fellow citizens—most of whom have little or no contact with the Marine Corps. Last year, for example, Marine Forces Reserve personnel and units conducted over 500 local and regional community relations events across the country.

Predictability

Operationally-focused, the Marine Corps Reserve Marines remain an integral part of the Total Force Marine Corps, whether they are conducting combat operations, serving within a Special Purpose Marine Air-Ground Task Force, or assigned as advisors with security cooperation teams in support of steady state requirements. We remain manned, trained, and equipped to seamlessly integrate with and support the Active Component.

However, we recognize the potential effect that the constrained fiscal environment may have on our operational readiness, especially as we consider how to maintain the operational experience of the Reserve Force. By employing a Force Generation Model that rotates Marine Reserve units through a 5-year Training and Readiness Plan we ensure units and personnel are ready to meet any challenge. At any given time, the Training and Readiness Plan enables the Reserves to provide combat ready units and detachments in the form of two infantry battalions, an artillery battalion, a combat logistics battalion, multiple aviation capabilities, as well as an assortment of other forces. This results in more than 3,000 Marines and Sailors trained and ready to augment and reinforce Active Component forces whether in support of a contingency response or as part of a pre-planned, budgeted, theater security cooperation mission.

Our Training and Readiness Plan also provides a level of predictability for Force planners as well as our Reserve Marines while maintaining the “train as we fight” philosophy. The Plan provides our Reservists, their families, and their employers the ability to plan for upcoming duty requirements 5 years or beyond. This empowers service members to achieve the critical balance between family, civilian career, and service to our Nation while enabling employers to plan for and manage the temporary loss of valued employees.

The key element in the Training and Readiness Plan is the integration of Reserve units, detachments, and individuals into Service, Joint and Multilateral level exercises, building increasing interoperability over the 5-year plan's cycle. The units are assessed in a culminating Integrated Training Exercise during the fourth year of the training cycle to certify their readiness for employment during the fifth year.

The Training and Readiness Plan assures seamless integration with the Active Component in training exercises conducted in the United States and overseas. Additionally, it continues to facilitate the Marine Corps Total Force approach which has been successful throughout combat operations.

Personnel

Marines, Sailors and civilians are the foundation of all that we do. The resources we dedicate to sustaining and developing this foundation directly contributes to the success of our institution. Our ability to recruit and retain high quality men and women is linked to our ability to meet the Marine Corps' force-in-readiness require-

ments. Marine Forces Reserve is committed to recruiting and retaining the highest quality people who meet prescribed mental and physical standards, and are ready in mind, body and spirit to execute their duties in the defense of our Nation.

The vast majority of the Marine Corps Selected Reserve's authorized end strength of 38,900 fall under Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Marines in Selected Marine Corps Reserve Units, Active Reserve, Individual Mobilization Augmentees, and service members in initial training. By fiscal year 2017, the Selected Reserve authorized end strength will decrease to 38,500 Marines. This force reduction is occurring without any loss of reserve capabilities through the voluntary release of Marines that no longer meet the military occupational specialty (MOS) requirement for their unit due to the force structure changes implemented in 2012 and 2013. Each of these Marines is also being offered an opportunity to retrain to a new MOS available at their current location.

In addition to Selected Reserve Marines, Marine Forces Reserve administers approximately 70,000 Marines who serve in the Individual Ready Reserve, which is projected to continue to increase due to the Active Component end strength draw down. Marine Forces Reserve continues to monitor the mobilization viability of these Marines who have fulfilled their active service commitment, and have returned to civilian life. The mobilization potential of the Individual Ready Reserve (IRR) is monitored through the use of muster events, which are conducted at multiple locations across the country. The muster event is the Marine Corps' opportunity to physically inspect these Marines to ensure they meet the requirements for mobilization. These events also provide Marines the opportunity to address administrative issues, complete mental health and post-deployment screening, review Reserve obligations and opportunities, meet with military-friendly employers and prior service recruiters, and reconnect with fellow Marines. During fiscal year 2015, Marine Forces Reserve held 27 Muster events with 7,937 Individual Ready Reserve Marines in attendance.

As the Marine Corps continues to draw down Active Component end strength, the option of continued service in the Reserve Component has become increasingly appealing to young Marines leaving active duty. Marines approaching the end of their current contracts, whether Active or Reserve Component, receive counseling on the tangible and intangible benefits of remaining associated with the Selected Reserve. We educate each transitioning Active Component Marine on opportunities for continued service in the Marine Corps Reserve through the Marine Corps' transition assistance and educational outreach programs.

Marine Forces Reserve enjoys high retention rates and affiliation demand enhanced through incentive programs such as—retraining, inactive duty travel reimbursement, and bonus payments. These programs are crucial to ensure we are able to meet our authorized end strength while also retaining our most talented Marines. Over the past 2 years, your support for these critical programs have helped to bolster our overall personnel end-strength to 99 percent of the total requirement with a grade and MOS match rate of 84 percent. The unprecedented retention rates over the last 2 years not only are reflective of the health of the Force, but directly contribute to its operational readiness. While we fully expect to meet our Selected Marine Corps Reserve retention and recruiting goals again this fiscal year, continued use of incentive programs are critical to optimally align our inventory against our requirements, maintain individual and unit-level readiness, address significant shortfalls in staff non-commissioned officer leadership, maximize Marine deployability, and fully rebuild readiness from previous force structure changes. Your continued support for bonuses and other initiatives that promote service to this great Nation will ensure our ability to recruit and retain the very best service members.

Equipment

Marine Forces Reserve is manned, trained, and equipped to maintain operational parity with the Active Component. While complete compatibility is difficult to achieve due to total force priorities, equipment compatibility between the Active Component and Reserve Component is closer today than it has ever been—due largely to sustaining requirements over 15 years of continuous operational deployments. This level of compatibility with the Active Component comes at an increase in equipment maintenance cost due to the introduction of non-standard equipment, the fielding of new systems, and the overall increase in equipment scale and complexity.

Marine Forces Reserve equipment readiness levels are healthy and capable of supporting all home station training requirements and our current operational deployments. Our efforts currently focus on Global Combat Support System-Marine Corps post cutover actions, training our supply personnel and maintainers on the

new system, adjusting equipment inventories to the recently approved Training Allowances, and maintaining our equipment in a fully operational status. Continued Congressional support in fully funding our Operations and Maintenance, Marine Corps Reserve maintenance budget request is paramount for our continued success.

The top procurement priority of Marine Forces Reserve is the KC-130J Super Hercules. The Active Component has fully fielded the KC-130J; however, the remaining 23 Reserve Component aircraft are not expected to be fully fielded until 2027 at the current rate. This extended timeline forces the Reserve Component to simultaneously operate KC-130J and legacy KC-130T aircraft for a prolonged period of time. The two aircraft models have vastly different logistic, maintenance and aircrew requirements, demanding double the investment of resources by Reserve squadrons.

Our second highest procurement priority is the RQ-21A Blackjack Small Tactical Unmanned Aircraft System. The RQ-21A will provide the Marine Expeditionary Force and subordinate commands (divisions and regiments) a dedicated intelligence, surveillance, and reconnaissance system capable of delivering intelligence products directly to the tactical commander in real time. This program is still in low-rate initial production—the Active Component began initial procurement in fiscal year 2014, and the Reserve Component is scheduled to receive the first RQ-21As in fiscal year 2021 and keep Marine Forces Reserve at parity with the Active Component.

Training

During June 2016, Marine Forces Reserve will conduct its fourth Service-level Integrated Training Exercise, which is a two Battalion assessed live-fire and maneuver exercise, featuring reserve component forces comprising the Marine Air-Ground Task Force elements (i.e., command, ground, air, and logistics). The unique nature of this exercise ensures maximum training benefits for the ground, aviation, and logistics combat elements under the command of a regimental headquarters. The Integrated Training Exercise is an indispensable component of our Training and Readiness Plan and serves as an annual capstone exercise, which is the principal mechanism for examining our training and readiness levels, as well as assessing our operational capabilities. Conducted aboard Marine Corps Air-Ground Combat Center, Twenty-nine Palms, California; the Integrated Training Exercise is a Marine Air-Ground Task Force deployment vice a compilation of numerous annual training events. Units participate based on future activation potential in accordance to the Marine Forces Reserve fiscal years 2016–2020 Training and Readiness Plan. The Integrated Training Exercise provides all Marine Air-Ground Task Force elements an opportunity to undergo a Service-Level assessment of core competencies that are essential to Expeditionary Forward-Deployed Operations. Additionally, individuals serving on the regimental command element staff receive training that ensures the ability to augment a Marine Air-Ground Task Force and/or a Joint staff. In summary, the Integrated Training Exercise improves combat readiness, efficiency in Total Force integration, and enables more rapid activation response times at the battalion and squadron level.

At our Reserve Training Centers, we continue to maximize training efficiencies by utilizing simulators wherever possible to preserve fiscal and materiel resources. The Reserve Component Indoor Simulated Marksmanship Trainers (ISMTs) and other simulation systems safeguard consistent capabilities across the Total Force by ensuring Reserve Marines are trained to the same tasks, conditions, and standards as the Active Component. The ISMTs particularly benefit remote site locations that are distant from Department of Defense training ranges by preserving valuable training time during drill weekends.

With our Marines deploying around the globe, we also access and leverage a variety of other sources for language and cultural training, such as the Marine Corps' Center for Advanced Operational Culture and Language, the Defense Language Institute, and Regional Language Centers. These enhanced language and culture learning opportunities strengthens core competencies and posture Marine Forces Reserve as a ready and responsive force.

Facilities

Marine Forces Reserve occupies facilities in 47 States, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 26-owned and 134-tenant Reserve Training Centers, three family housing sites, three Bachelor Enlisted Quarters, and a General Officer's Quarters in New Orleans, Louisiana. Although some Reserve Training Centers are located on major Department of Defense bases and National Guard readiness centers, most of our centers are located within civilian communities. Therefore, the condition and appearance of our facilities influences the American people's perception of the Marine Corps throughout the Nation.

The largest part of the facilities' budget sustains the existing physical plant, focusing on infrastructure maintenance that enables Marine Forces Reserve to meet Service and combatant command operational requirements. Costs of maintaining the physical plant steadily increases based on the age of the buildings. We have improved the overall readiness and physical security of our inventory and corrected some chronic facility condition deficiencies through Facilities Sustainment, Restoration, and Modernization (FSRM) funding, particularly with a focused and successful effort to improve security by standardizing gates and electronic access systems for all Marine Forces Reserve owned sites. Engineering assessments at all our Marine Forces Reserve sites are currently underway to identify all anti-terrorism and force protection vulnerabilities for FSRM project appropriation.

The Marine Corps' Military Construction, Naval Reserve (MCNR) program focuses on new footprint and recapitalization of our aging facilities. The construction provided by the annual authorization of MCNR funding has been an important factor in moving Marine Forces Reserve forward in its facilities support mission. The combined effects from our targeted consolidation, FSRM and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers. Continued annual funding for our facilities program will enable Marine Forces Reserve to improve the physical infrastructure that supports, protects, and reinforces mission readiness of our units. Additionally, Marine Forces Reserve continues targeting opportunities to place training facilities within existing Department of Defense compounds. For example, in 2015 an aging and exposed Memphis Tennessee site was replaced with a new on-site facility at Naval Support Activity Mid-South (Millington, Tennessee).

In an attempt to lessen some of the burden on the energy budget, and in accordance with national mandates, Marine Forces Reserve completed energy assessments at our owned sites and continues to implement the recommendations from those assessments as funds are available. Priority is given to sites that are the biggest energy users nationally and those projects which offer the best return on investment. Environmental stewardship continues to be a major success in ensuring Marine Forces Reserve sites and units continue to comply with national, State, and local laws.

Health Services and Behavioral Health

Our focus on Marines, Sailors, and their families remains our highest priority. Therefore, we are keenly attentive to maintaining their health and total fitness. During dwell, our health services priority is to attain and maintain the Department of Defense goal of 75 percent fully medically ready. In fiscal year 2015, Marine Forces Reserve individual medical and dental readiness Department of Defense rates were 70 percent and 89 percent respectively. We aggressively work towards improving medical readiness through effective utilization of Medical Readiness Reporting System capabilities. This enables accurate monitoring and identification of unit-level actions necessary to attain readiness goals. The opening of a Navy Satellite branch clinic at Marine Corps Support Facility, New Orleans is an example of the commitment to improve individual medical/dental readiness. Other supporting efforts focus on advocating for funds and tailoring support for various Reserve Medical/Dental Health Readiness Programs. This includes utilizing a combination of programs, such as; our Reserve Health Readiness Program contract services, Post-Deployment Health Reassessment, Reserve TRICARE Medical/Dental Programs, and the Psychological Health Outreach Program, to significantly aid in sustaining our total readiness. Additionally, our Health Services personnel participate in Force Readiness Assistance & Assessment Program unit inspections. These inspections provide oversight for the current health status of the Force at unit levels and provide an ability to monitor compliance requirements, policy adherence, and meeting unit goal initiatives.

The Reserve Health Readiness Program (RHRP) is the cornerstone for individual medical and dental readiness. Marine Forces Reserve has benefited from increases in overall readiness as a result of this program. This program funds contracted medical and dental specialists to provide services to units that do not have direct medical or dental support personnel assigned and are not supported by a military treatment facility. During fiscal year 2015, the RHRP performed 23,594 Periodic Health Assessments, 2,400 Mental Health Assessments, 1,506 immunizations, 7,205 laboratory services, 43,785 audio services, and 42,992 Dental Procedures. TRICARE also offers, for voluntary purchase, TRICARE Reserve Select for medical coverage and TRICARE Dental Program to our Reserve Marines, Sailors, and their families.

In addition to RHRP, the Marine Corps' robust behavioral health program addresses issues ranging from substance abuse prevention, suicide prevention, operational stress management, domestic violence, and child abuse prevention. These

programs work in conjunction with Navy Medicine programs to address behavioral health issues.

With regard to specific fitness efforts, Marine Forces Reserve continues to conduct Operational Stress Control and Readiness training at all levels. This training is designed to be provided during pre-deployment training to service members of units that are deploying for more than 90 days as well as all commands in garrison. The purpose of this training is to provide the requisite knowledge, skills, and tools to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible.

Navy Bureau of Medicine continues to support behavioral health through various independent contracted programs, such as the Post-Deployment Health Reassessment/Mental Health Assessments and the Psychological Health Outreach Program. The Post-Deployment Health Reassessment places an emphasis on identifying mental health concerns that may have emerged since returning from deployment. The Psychological Health Outreach Program addresses post-deployment behavioral health concerns and crisis-related interventions through social worker contractors. These social workers provide an array of referral services in the community to include follow-up with service members. These programs have proven effective in the overall management of identifying Marines and Sailors in need of behavioral health assistance and have provided an avenue to those service members who seek behavioral health assistance.

Signs of operational and combat stress can manifest long after a service member returns home from deployment. Delayed onset of symptoms presents particular challenges to Reservists who can be isolated from vital medical care and the daily support network inherent in Marine Reserve units. Encouraging Marines to acknowledge and vocalize mental health issues is a ubiquitous challenge facing our commanders. We address the stigma associated with mental healthcare through key programs such as the Yellow Ribbon Reintegration Program. Further, we market all our behavioral health initiatives and programs through our Marine Forces Reserve portal website and during key Marine Corps forums throughout the year. Your continued support of these programs is greatly appreciated.

Suicide prevention continues to remain a priority effort for Marine Forces Reserve and we will continue to leverage all of the resources needed to address this heart-breaking issue. Marine Forces Reserve focuses its suicide prevention efforts on five initiatives: In-theater Assessments, Post Deployment Health Assessments, Psychological Health Outreach Program, Care Management Teams, and Unit Marine Awareness and Prevention Integration Training. The In-theater Assessment targets Reservists exhibiting or struggling with clinically significant issues, and ensures evaluation by competent medical authorities for post-deployment treatment with follow-up decisions made prior to the return home. The Post Deployment Health Reassessment seeks to identify issues that emerge once Reservists have come home from deployment. Identified issues are immediately evaluated and referred for treatment by the clinician interviewer, to include referral recommendations based on available local resources, such as the VA or private mental health providers. The Psychological Health Outreach Program is an essential program for treatment referral and follow-up to ensure our service members are receiving the appropriate behavioral health services. Through the Care Management Teams, the VA assigns a primary care manager who is responsible for referral and follow-up to any Reservist who has a healthcare issue.

Any Reservist and their family can access Marine Corps installations' behavioral health programs through Marine Corps Community Services programming while they are on any type of active-duty orders. When not on active-duty orders, Military OneSource provides counseling, resources, and support to Reserve service members and their families anywhere in the world. The Marine Corps' DSTRESS Line provides phone, chat and Skype support 24 hours a day, 7 days a week, 365 days a year and is also available to all Reserve Marines, Sailors, and family members regardless of their activation status.

Sexual Assault Prevention & Response

Eliminating sexual assault throughout Marine Forces Reserve remains a top priority. Efforts toward this goal have gained increasing momentum with a full-time civilian staff of six. Each Major Subordinate Command (MSC) within Marine Forces Reserve has a Sexual Assault Response Coordinator (SARC) who manages that Commanding General's Sexual Assault Prevention and Response (SAPR) Program from the headquarters office. Together with the Civilian Victim Advocate and the Force level Sexual Assault Response Coordinator, Marine Forces Reserve continues to increase victim services, improve victim response capabilities, and emphasize prevention.

In addition to managing the Sexual Assault Prevention and Response Program at all Marine Forces Reserve sites throughout the United States, the SARC's train more than one hundred new Uniformed Victim Advocates (UVA) each year and provide continuous support to more than 300 Marines and Sailors serving in the collateral duty billet as a UVA at any given time. Once trained by the SARC's and credentialed through the DOD Sexual Assault Advocate Certification Program, the UVAs are appointed by their commanders to be Advocates at their respective Reserve Training Centers. They are then charged with responding to those service members or adult dependents that make a report of sexual assault regardless of their activation status. With the support of their SARC, the UVAs assess for safety issues, offer ongoing supportive services, and maintain a data base of resources for victims of sexual assault who may not reside on or near an Installation. The SARC's coordinate with leadership to ensure that every Marine Forces Reserve site is covered and services are available no matter their location. The SARC's and UVAs collaborate with providers local to the sites in order to create a network of support and response capabilities for the Reserve component across the country.

Our prevention strategy is holistic and has therefore coordinated with other programs that can support the prevention effort such as the Equal Opportunity Program, Family Readiness, and Behavioral Health. Marine Forces Reserve also emphasizes setting the example of discipline and respect from all levels of command by encouraging a positive command climate within each unit. I, along with the four commanding generals of our major subordinate commands, actively engage with our Marines and Sailors as we travel to the Reserve sites to learn what we as leaders may do to further support a positive environment that is free from attitudes and behaviors that are incompatible with our core values. Preventative education also continues to play a role as all non-commissioned officers receive "Take a Stand" bystander intervention training and all junior Marines participate in the "Step Up" bystander intervention training each year. All of our Marines participate in the Pure Praxis Bystander Intervention Training.

Marine Forces Reserve is committed to the fight against sexual assault while continuing to provide supportive services and advocacy to those who need it.

Quality of Life

Whether we are taking care of our Marines in the desert or families back home, quality of life support programs are designed to help all Marines and their families. Because Marines and their families make great sacrifices in service to our country, they deserve the very best support. Our Marines and families are dispersed throughout America, away from the traditional support systems of our bases and stations. Therefore, we expend great effort to ensure awareness of the numerous support programs adapted for their benefit. Family Readiness Officers are a critical component to ensuring young Marines and their families receive the help needed to ensure they can continue to serve this great Nation.

This year we have worked as the advocate for the Reservist to ensure they are included in tri-service-level discussions with DOD and the VA to ensure service treatment records reach VA with a clear of chain custody. Because every Marine leaving active duty with a remaining military service obligation transitions to the IRR, and every Marine mobilized over 30 days must have his or her medical history documented, Marine Forces Reserve has a large stake in ensuring this process is sound and that follow-up medical care is assured.

Following approximately 8 years of program expansion to achieve wartime footing, Marine and Family Readiness Programs are being adjusted to meet current and future needs to operating forces, Marines including Reservists, and their families. The Marine Corps is assessing all Marine and Family programs to ensure that they are stabilized, focused on core requirements, and providing support in critical areas such as deployment. Our result is a ready and resilient Force, well equipped to achieve success.

Our Marine Corps Family Team Building (MCFTB) programs provide relevant and standardized training to unit commanders, Family Readiness Command Teams, Marines and their families; thereby reinforcing the pillars of resiliency, sustaining a constant state of personal and family readiness, and ultimately enhancing unit mission readiness. MCFTB training events are delivered in person and through interactive webinars at Marine Corps units across the United States.

A key component to our quality of life and resiliency is the religious ministry support provided by the 190 Chaplains and Religious Program Specialists serving in our ranks; 107 of them in commissioned Reserve units, while 83 support the active component. Of those, 29 are mobilized in support of Combatant Commander's across the globe. This support includes provision of divine services across the spectrum of faith communities, critical advisement on spiritual and ethical matters at every

level of the chain of command and pastoral care to all in a safe, confidential environment. One signature program is the Chaplain Religious Enrichment Development Operations (CREDO) Program. MFR CREDO provides two transformational programs: the Marriage Enrichment Retreat (MER) and the Personal Resiliency Retreat (PRR). CREDO contributes to a ready and resilient Force by equipping Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resilience on the home front and during deployments. The PRR curriculum also helps Marines and Sailors set personal goals, make good decisions, deal with stress, and live lives with greater purpose and satisfaction. Learning to live with purpose helps guard against a loss of hope and counteracts suicidal and other destructive behaviors. In fiscal year 2015, 10 Marriage Enrichment retreats were conducted with 232 participants. Two Personal Resiliency Retreats were conducted with 20 participants. In fiscal year 2016, 14 Marriage Enrichment Retreats and 4 Personal Resiliency Retreats are projected to be offered.

The Marine Corps Personal and Professional Development programs continue to provide educational information to service members and their families. Reservists take advantage of our partnership with tutor.com, which offers access for our Marines, Sailors, and their families to 24/7 no-cost, live online tutoring services for K-12 students, Reserve component college students, and adult learners through the Office of the Secretary of Defense (OSD) Yellow Ribbon Program. Additionally, the Marine Corps' partnership with the OSD-supported Peterson's Online Academic Skills Course helps Marines build math and verbal skills to excel on the job, pass an exam, advance in a career, or continue education. This program assesses the current level of reading comprehension, vocabulary, and math skills and teaches the concepts and skills needed to increase proficiency in each of these academic areas. This course is accessed through the Military One Source or Navy Knowledge Online and provided at no charge for service members and their families.

Our Semper Fit program remains fully engaged in partnering with our bases and stations to provide quality, results-based education and conditioning protocols for our Marines and Sailors. The High Intensity Tactical Training (HITT) program includes hands-on strength and conditioning courses, online physical fitness tools, mobile applications for service members to access anywhere at any time, recorded webinars, as well as instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also increased through various stress management and esprit de corps activities, such as unit outings and participation in competitive events. These programs are key to unit cohesion, camaraderie, and motivation.

The Yellow Ribbon Reintegration Program (YRRP) has been incorporated into the Marine Corps Unit, Personal, and Family Readiness Program at every command level with civilian and Active Duty Deputy Family Readiness Officers (FRO). Since its inception in 2010, the YRRP has held more than 660 training events for more than 35,000 Marines, Sailors, and family members. The responsibility of executing Yellow Ribbon—in accordance with the legislation and Marine Forces Reserve policy, resides with the individual unit commander. This ensures commanders remain engaged with the challenges and issues facing their Marines, Sailors, and families, and is in line with Force Preservation efforts.

The Yellow Ribbon Reintegration Program is enduring. Marine Forces Reserve continues to explore, with our Marine Corps Family Team Building staff, innovative methods for program delivery that will be sustainable in any fiscal or deployment climate. This includes developing webinars, mail-outs, personal deployment briefs designed to meet the individual needs of the service member and family, and working with the Family Readiness Officers to leverage local resources at no cost to the government.

We continue to be supportive of Military OneSource, which provides our Marines, Sailors, and their families with an around-the-clock information and referral service via toll-free telephone and Internet access for counseling and on subjects such as parenting, child care, education, finances, legal issues, deployment, crisis support, and relocation.

Our Marines, Sailors, and their families, who sacrifice so much for our Nation's defense, should not be asked to sacrifice quality of life. We will continue to be a faithful advocate for these programs and services and to evolve and adapt to the changing needs and environments in order to ensure that quality support programs and services are provided to our Marines, Sailors and their families. The combined effect of these programs is critical to the readiness and retention of our Marines, Sailors, and their families, and your continued support of these programs is greatly appreciated.

Supporting our Wounded, Ill, or Injured Marines and their Families

Marine Forces Reserve's commitment to our wounded Marines, Sailors, and their families is unwavering. Through the Wounded Warrior Regiment (WWR), the Marine Corps ensures one standard of care for all wounded, ill, or injured (WII) service members, whether they are active or reserve. Marines Forces Reserve requested and received in 2013 a liaison in who coordinates with WWR to provide subject matter expertise and facilitate support for the unique challenges faced by Marine Reservists and their families.

WWR staff includes the Reserve Medical Entitlements Determinations Section, which specifically maintains oversight of all cases of reservists who require medical care for service incurred and duty limiting medical conditions. Reservists facing complex care and recovery needs have access to WWR's network of 44 Recovery Care Coordinators (RCCs) who provide one-on-one transition support and resource identification for WII reservists and families often living away from military installations. WWR also has medical advocates at the regimental staff who are available to assist reservists in need of medical care coordination and advocacy.

Marine Forces Reserve is intimately involved in the support provided to wounded, ill, and injured Marines through the mobilization of Reserve Marines who serve as District Injured Support Coordinators (DISCs), Section Leaders and recovery care support staff. The geographically dispersed DISCs focus primarily on reaching out to the reserve and veteran WII population to ensure the Marine Corps' commitment to keep faith is upheld.

While the current operations are resulting in fewer combat casualties, Marines afflicted with non-combat injuries and illnesses will likely remain a concern. In addition, instances of post-traumatic stress and traumatic brain injury continue to arise due to delayed onset as well as the tendency by Marines to postpone seeking help. Regardless of the global security environment, recovery care support must be enduring. Marine Forces Reserve will not forget the sacrifices our Marines and Sailors have made for this great Nation; and we will continue to work with WWR to establish resources and programs that address the unique and ongoing needs of our reserve population.

CONCLUSION

The Marine Corps is our Nation's crisis response force and will continue to be most ready when our Nation is least ready. As part of the Marine Corps Total Force, Marine Forces Reserve must remain manned, trained, and equipped to provide forces to the Active Component to respond across the operational spectrum—from disaster relief, to Embassy evacuation, to full-scale combat operations. We live in a world challenged by competition for natural resources, violent extremism, natural disasters, social unrest, cyber-attacks, regional conflict, and the proliferation of advanced weaponry and weapons of mass destruction. The future operating environment will continue to be characterized by challenges that will stretch the employment capacity of the U.S. military and demand a force-in-readiness with global response capabilities. With your continued unwavering support, Marine Forces Reserve will remain that crucial shock absorber to the Active Component. *Semper Fidelis!*

Senator COCHRAN. Thank you very much, General. We appreciate your leadership.

We are now going to recognize Senators in the order in which they have attended the hearing. The first is the distinguished Senator from Montana, Mr. Tester.

Senator TESTER. Thank you, Mr. Chairman.

I want to thank all of you for your leadership and your service to the country. I very much appreciate it. This is an all-star cast we have in front of the subcommittee today, so thank you all.

CONVERT MILITARY TECHNICIANS INTO TITLE 5

I am going to start with you, General Grass. In terms of last year's NDAA (National Defense Authorization Act) provision to convert a number of military technicians into Title 5, I know that your job is simply to follow the law. And there have been concerns raised by a number of TAGs (The Adjutant General) and Governors

about the provision's potential impact on their work force, and it obviously is an issue on many of our radar screens.

So, General Grass, in your perspective, is there a way to implement this provision in a manner that would not undermine the local chain of command and a State's ability to respond to local emergencies?

General GRASS. Senator, as you know, this has been a very difficult issue with the Governors and the Adjutants General. We have been working very closely with Congress based on the NDAA 2016 language. What we really need is some more time to do the analysis.

What we don't want to put at risk is the readiness or the benefits and entitlements to our people. We want to make sure that is taking care of.

The Technician Act was enacted in 1968, so anything that has been around that long in the transition to operational force, it would be a great opportunity to relook at right now. But we just need more time to do the analysis and work with the States on the impacts.

Senator TESTER. I would just ask that if there are things that we need to do to make the readiness and flexibility, to maintain that, don't be afraid to ask.

General GRASS. Senator, one thing that has come out in the NDAA as we work with the committees, we found that the command and control, the ability to manage that force both for the Federal mission but also for the State mission, has been one of the issues we are trying to work through that might require some changes there.

C-130H AVIONICS MODERNIZATION

Senator TESTER. Okay.

General Neal, we are on track to implement increment one of the required C-130H avionics to meet the FAA's 2020 deadline. We are on track to do that, correct?

General NEAL. That is correct, Senator. The deadline is January 20. We will make it by 2 or 3 months.

Senator TESTER. Good. Assuming that the funds you requested in this budget for the C-130H updates are appropriated, you feel confident that you will have the resources to meet that deadline?

General NEAL. I do, Senator.

Senator TESTER. Good. Do you know when the queue of the aircraft to receive these upgrades will be finalized, and if it will be shared?

General NEAL. We are pretty close. We probably have about a 90 percent queue for amp one, the one you're talking about right now. The entire mod is only a 7-month mod. So for all practical purposes, it is a simultaneous mod, so the queue doesn't really matter.

What we are working around is, for example, in Montana, we are working around aircraft that go into heavy maintenance right before or right after. So that is kind of a limiting factor on this one.

So the schedule is pretty easy. It is not really controversial, but we will have that in the next 2 weeks, I would imagine. We will share with the Adjutants General.

Senator TESTER. Okay, good.

If you fail to meet the 2020 deadline, God forbid, but if you fail to meet it, do you have a fallback plan?

General NEAL. Well, we plan not to fail, Senator, of course. But we do. There are workarounds. It usually involves more coordination with both the air traffic control here in the States and Europe. It usually involves different altitudes, lower altitudes or greater length of routes, all of which is an extra fuel cost. But we do have workarounds, and we are working with Air Force on those, sir.

SUICIDE PREVENTION

Senator TESTER. Okay, thank you.

In Montana, and I believe across the country, we have witnessed a tragic increase in the suicide rate among guardsmen and reservists that have never been deployed. As each of you know, far too often it is a result of folks living far, far from military installations and not having access to the same kind of services of care that those folks who are deployed have.

Guard units in States like Montana have done a great job trying to deal with this issue, but they are obviously operating with limited resources. Those of you that want to respond to this, can.

What are your services doing to ensure that nondeployed guardsmen and reservists have access to the mental healthcare and services that they need?

General TALLEY. Sir, I will get to bat first.

Senator TESTER. General.

General TALLEY. So in the Army Reserve, probably our greatest success in getting after suicide prevention and a number of other challenges is what we call Fort Family. Fort Family has been a wonderful success.

So Fort Family is a 24/7 hotline, if you will, staffed by trained, certified specialists in dealing with people who are suicidal in a variety of challenges, and they are not in the chain of command. And that is based out of our headquarters at Fort Bragg, North Carolina.

We have a whole variety of different ways that we are getting after suicide prevention, but I will just say that Fort Family has been very, very successful, because somebody can call it, regardless of what time of day it is. They often don't want to talk to the chain of command, because their perception is they are seen as weak, they are not a real soldier because they are suffering from these thoughts and these issues.

But they will call Fort Family. We have story after story after story of successful interventions, courtesy of Fort Family, sir.

Senator TESTER. Good.

Senator COCHRAN. The time of the Senator has expired.

Senator TESTER. I'm not talking. They are, Mr. Chairman.

[Laughter.]

Senator TESTER. Thank you, Mr. Chairman.

Senator COCHRAN. Thank you.

We will now recognize the distinguished Senator from Missouri, Senator Blunt.

Senator BLUNT. Thank you, Chairman. I am very interested in that issue as well. We might even get back to Senator Tester's question here, depending on how quickly we can go.

CYBER

First of all, I want to ask General Grass and General Jackson about cyber.

General Jackson, you brought that up.

Let's start, General Grass, with you, though.

I have been particularly interested in what seems to me the additional skills we bring to the table with people who are working in their regular job in some kind of cyber activity, and then they bring that to the cyber Guard unit with them. As a member of the Intel Committee as well, I know this is a constant daily fight for lots of people.

How are we finding that symbiosis of guardsmen and reservists who are working outside in the private sector in the cyber field, who are then also part of an Active cyber unit that can be utilized as needed? General Grass.

General GRASS. Senator Blunt, it is exactly what Secretary Ash Carter has been looking at. In fact, he just recently visited one of our Air Guard units out in Washington State. The cyber squadron there, the 252nd, showed him the capability they bring both from their civilian skills and their military skills.

In December, we rolled out 11 more Air and Army Guard units with the Adjutants General that we are stationing. Once those are stationed, and it goes out to about 2019, we will be at a point then when we will have 30 Air and Army Guard capable cyber units in the National Guard in at least 30 States. Actually, it's going to be a little bit more than that.

On the Army Guard side, and General Kadavy can talk more to this, but we've already put in up to 10 temporary positions to kind of seed the population out there, to see where we can attract the men and women from academia, from business, who have cyber skills and bring them on board now, because we know the requirement is going to grow.

Senator BLUNT. General Jackson, and then we will go to General Kadavy.

General JACKSON. Senator, thanks for the question. Just to pile on, we have seen that exact synergy that you are talking about.

The Air Force Reserve has currently 13 cyber organizations, and we are going to put about four more in place where the Air Force and where the Nation needs us, including supporting cyber mission teams. We have been extremely successful in recruiting to those new organizations. We are well above 80 percent.

But we have to put them in the right locations. That is a part of our modeling and simulation where we look at where we can put cyber units to actually be successful.

In addition, as I mentioned earlier, we have that approval from our leadership to bring in cyber professionals with 3 years' time and constructive credit, so that they don't have to take those first 3 years and build into an airmen who can do that type of mission.

Senator BLUNT. All right. General Kadavy.

CYBER NETWORK DEFENSE TEAMS

General KADAVY. Senator, thanks for the question. We are working pretty hard. We have a strategy, we believe, to ensure cyber ca-

capacity and capability in each one of the 54 States, territories and District of Columbia.

It starts with the Cyber Network Defense teams, which were truly the seed corn we put out a few years ago. Each and every State has one of those teams.

We have rolled out in December the remaining cyber protection teams. They are the 10 teams that are currently in the force structure or will come in the structure between fiscal year 2017 and 2019. But we will start to stand them up this year.

And then finally, we are working some concept plans with Army Cyber and with the department to expand our footprint into the future.

Senator BLUNT. And do you envision them relieving the full-time force when they are doing their monthly time or their 2 weeks of time? How do you see them coming in and out of the system, General Kadavy?

CYBER MISSION FORCE

General KADAVY. When they are doing their drills and annual training, their training, they are refreshing their certifications. Then when needed, they can be mobilized in support or enhance current Active component teams and missions. As then we get them fully operational, then we can also provide in that capacity IDT (inactive-duty training) and AT where it fits additional capacity in the current environment with Active component teams.

Senator BLUNT. I have half a minute left. Anyone else want to comment on this question? I am not sure I have time to start another question yet.

General NEAL. Senator, I can answer really quick. Washington State, just as General Grass said, we are doing that. We are doing it with the NSA professionals, who are also guardsmen at Fort Meade.

What we are doing is we have picked up two full-time missions for the Air Force and we just alternate through a couple units to do that, so we are doing exactly what you suggested.

Senator BLUNT. And recruiting, General Jackson, is going in this area, it is enhancing your recruiting capacity?

General JACKSON. Yes, sir. We are recruiting extremely well in this mission area in the locations we put them in.

Senator BLUNT. Thank you.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you.

We now recognize the distinguished Senator from New Mexico, Mr. Udall.

NATIONAL GUARD COUNTER DRUG PROGRAM

Senator UDALL. Thank you, Chairman Cochran.

Thank you to all of you for your service. This is a very impressive group of men and women serving our country.

The National Guard is a great asset that fills many roles in our Nation's security, from overseas deployment to emergency response.

Coming from a border State, we are also very familiar with the work the National Guard does to help Border Patrol keep our borders secure.

The Bootheel region in New Mexico borders Mexico on two sides. And for many years, we have heard serious concerns about drug trafficking moving through this remote, rugged territory.

The Border Patrol officers tell me they actually need more horses to patrol it. The National Guard's assets and expertise can be force multipliers to help the Border Patrol cover more territory.

My staff recently attended a recent community meeting there in the Bootheel with many New Mexico residents in attendance, and we have also heard from the New Mexico National Guard.

So I have a couple questions to follow up on this situation in the Bootheel, General Grass. First, the National Guard counterdrug program helps bring invaluable capabilities to the Border Patrol by operating forward-looking infrared cameras, providing nighttime air support, and operating some of the Border Patrol's multiple surveillance systems.

Last year, the National Guard deployed five teams to support the Border Patrol's mission in New Mexico, and I want to thank you very much for that support.

However, I am concerned that the National Guard's support for the Border Patrol has not been sufficiently funded going forward. We have heard that the number of National Guard teams in New Mexico could be cut in half and the Guard's four helicopters that it uses for Border Patrol operations are limited to about 6 months of flight time a year.

Will you work with us to ensure that we do not see a drop off in Guard support for New Mexico border security over the coming year, specifically its support for aviation units in critical remote areas as vast as the Southwest border?

General GRASS. Senator Udall, yes, I will work with you.

The issue that we are dealing with on counterdrug is the episodic funding. Each year, Congress helps us. Of course, it falls under issues inside the Department of Defense, a lower level of funding that other priorities take over.

We are sitting at about \$212 million for the full program this year. It is the most we've had in many years. But if we continue on the path we are on right now, we will come back in the President's budget right now at about \$87 million, which would be about half of the requirement.

We have submitted a finance requirement there. Again, it is competing against very high priorities within the Department of Defense that deal with readiness and other issues, so we do need help in that area.

We understand that about \$220 million a year fully funds not just the counterdrug programs in every State but also it funds our five school houses and we are expanding the use of those school houses right now with both State and local as well as Federal agencies.

COUNTER DRUG TREAT-BASED RESOURCE MODEL

Senator UDALL. Thank you. I would like to focus specifically on how Guard funding works now, General Grass. My understanding

is that the National Guard Bureau provides funding to all States and four territories to defeat drug trafficking through a threat-based resource model. We have heard that the Guard antidrug funding could be better allocated to stop drug trafficking at the border. And the southern border is, certainly, the major drug trafficking route.

In the 2015 National Defense Authorization Act, there was a GAO (Government Accountability Office) report related to this topic, which came out in October.

Do you believe that the Guard's current counterdrug funding effectively allocates resources to the areas of greatest concern, such as the Southwest border and other ports of entry where illicit drug trafficking is widespread? And are there any changes in the work following up on the GAO report?

COUNTER DRUG COORDINATION

General GRASS. Senator, I have a team made up of Adjutants General and our counterdrug coordination staff. They developed that threat model that actually figures out how we are going to distribute that money.

I think it is always good to relook at that periodically. We have seen a change over the years in some of the issues we are dealing with now with heroin, as well as issues of prescription drugs. So we need to look at that model, work with both DA, others, the threat integration committee, which I serve on, working with ONDCP (Office of National Drug Control Policy) from the White House, and try to see if the model is still correct.

Again, bringing the Adjutants General into that discussion through our General Officer Steering Committee is very helpful to see what issues they are dealing with, because they are the closest tie to the local problems.

Senator UDALL. General Grass, thank you very much. We would like you to consider basing future the V-22s in New Mexico, where they can do the kind of work we just talked about.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you, Senator.

Senator.

Senator BLUNT. Mr. Chairman, thank you. If I have the time, I have a couple other questions.

A-10

General Jackson, I want to talk a little bit about the A-10. Of course, the 442nd Fighter Wing is based at Whiteman in Missouri. I got to spend a little time with them in early September when they were in Estonia as part of that forward positioning there to show our NATO (North Atlantic Treaty Organization) allies on the eastern edge of NATO where we are.

Also, I don't think I've ever talked to anybody who has had on-the-ground support from the A-10 who doesn't think that is the plane they want up there when they need ground support. It looks like the A-10 in one form or another now could be around until about 2022.

Could you describe what is the current divestment plan, if that is the right term to use, for the A-10 and the replacement plan for that plane?

General JACKSON. Senator, thank you for the question. If I could to reach back to your previous cyber question very briefly, because we had run out of time?

The hiring for the cyber forces that we put in place has been very good for traditional reservists in the places we put them. We could use assistance from the committee on the technician part, the full-time support side, our military techs, because what is happening right now is Office of Personnel Management on the civilian side is now allowing us to grade them at the same level as their civilian counterparts. So we will bring in information and hopefully statutory changes to that for you.

As to the A-10, sir, we appreciate your support for the 442nd. Colonel Borgen and his team are outstanding out there at Whiteman Air Force Base, Missouri. As you said, they have had numerous extremely successful deployments.

My understanding for the program of record is that as currently presented in 2017 is a divestiture plan that starts in fiscal year 2018 and goes to 2022. However, I understand there are still conversations going on where exactly that will be occurring, conversations we have had with your office once again to go ahead and reassure you that Whiteman is a critical part of our fighter force structure within the Air Force Reserve and no matter whether we put an F-16 unit back in there, or we go ahead and put a future fighter in there, they will be part of the equation.

APACHE HELICOPTERS

Senator BLUNT. One other question on the decision that was made last year to take the Apache helicopters out of the Guard and place them only in the Active units, that, among other things, certainly factored into the national commission on the future of the Army.

I'm wondering, General Grass and probably General Kadavy as well, how do we see that discussion going in terms of whether the Guard is a fully functioning, integral part of the force or some other more strategic determination made for the Guard? Any comments you might have on what the commission had to say, or the impact of that decision on the Apache how helicopters would have had or is having?

COMMISSION RECOMMENDATIONS REVIEW PROCESS

General GRASS. Senator Blunt, right now, Tim and I both, General Kadavy and I both, as well as General Talley, as well as an Adjutant General, are serving on a senior-level decision-making body that makes recommendations up to the Secretary of the Army, along with General Milley leading that charge.

This is one of the recommendations to reconsider that the ARI proposal. We are right in the middle right now of the analysis. So it would be premature to say anything at this point, because the Secretary hasn't had an opportunity to make a decision.

We do know that across Army aviation, and that is Active, Guard and Reserve, there are some bills that we can't cover right now.

But I do feel very comfortable that the committee that is leading this charge is made up of Active, Guard and Reserve, and our voices are being heard strongly.

Tim.

General KADAVY. Senator, I would just add, we are working very closely with the Army, particularly as it is related to the recommendation to course of action three, the Apache battalions. It is one of the recommendation that comes with a heavy price tag. So if it was to be implemented, we are doing that staff work to figure out exactly how we would be able to afford it in the future.

RETAINING APACHES IN THE GUARD

Senator BLUNT. The heavy price tag would be if we continue to have the Apaches as part of the Guard or if we don't?

General KADAVY. Yes, sir, that is part of the overall—

Senator BLUNT. Which would be what? The continuation of that?

General KADAVY. The continuation of course of action three, which would retain four Apache battalions with the Army National Guard.

Senator BLUNT. Some discussion that may be up there was an Apache Guard unit that would be smaller than the normal number of helicopters. Does that create concerns?

General KADAVY. Sir, the actual unit would be the same size, Senator. What would be different would be the actual number of aircraft on the tarmac. We would have 18 rather than 24, and that is as it is recommended within the commission.

If a unit would deploy, they would deploy the 24. They would be a fully manned and equipped Apache battalion. That is part of the assessment analysis that is ongoing, Senator.

Senator BLUNT. Okay.

Thank you, Chairman.

General TALLEY. Sir, for the Army Reserve, we have two Apache battalions that are being swapped out for SOP battalions. One has already done the transfer. The other is in the process.

From our perspective, we actually increase our capability. We get more aircraft. We get more pilots. We have more lift to provide at home and abroad. So it has been no issue.

Senator BLUNT. Thank you, General Talley. Very helpful.

Senator COCHRAN. The Senator from Alaska.

RURAL NATIONAL GUARD ENGAGEMENT

Senator MURKOWSKI. Thank you, Mr. Chairman.

Ladies and gentlemen, welcome.

I would like to direct this comment to you, General Grass, and this relates to rural National Guard engagement.

We all know the high numbers of American Indians, Alaska Natives that serve in our military and are very proud of that. In rural Alaska, we have seen the Alaska Territorial Guard and the Alaska National Guard that have historically been the routes that so many other Alaska Natives have taken. But we've seen these numbers drop dramatically over the years.

This is a concern, not only because it changes the demographic of the Guard in the State, but also because these guardsmen would leave and go back to the villages and be those leaders within the

villages. When you have many villages that don't really have much of a law enforcement presence, it has really helped to supplement that.

One of the reasons that we are seeing the rural Guard enrollment decline is because of the high cost of flying from the Alaska Native village to a rural hub where the readiness facility sits. The Alaska National Guard has suggested that we legislate that the National Guard Bureau be authorized to reimburse guardsmen for Air travel from communities that are not connected by road to get to the readiness facility.

Do you think this makes any sense?

General GRASS. Senator, I have visited with many of those, especially what used to be the Alaska Scouts. They are great, great warriors.

I think you have a unique situation that that probably would be very helpful. It definitely would encourage recruiting and retention among those people that have a long way to go. There are other parts of the country I think with all the Reserve components that we would see the same issue. Of course, it boils down to affordability of a program like that.

Senator MURKOWSKI. It's something that we are looking at and, again, trying to figure out if there is a way that we can make this work.

Another concern are personal background issues. For example, drug use may preclude individuals who have rehabilitated from joining the Guard. When you think about the National Guard, you have historically been this champion of second chances in Alaska. We are very proud of the National Guard Youth Challenge program. We think it is phenomenal.

NATIONAL GUARD ENTRANCE STANDARDS

Are the National Guard entrance standards so high as to exclude a significant population that may deserve that second chance? And is this something that we should consider reviewing or giving consideration for?

General GRASS. Senator, there is a waiver process that we run through the medical staff. Let me have General Kadavy talk about the Army side, and General Neal can talk about the Air standards.

Senator MURKOWSKI. Okay.

General KADAVY. Senator, I spent about 4 or 5 days out in Alaska back in January with General Hummel. One of the locations we visited was Bethel and the Scout Memorial. What a tremendous memorial recognizing their service to our country since World War II, over the last 70, 80 years.

Senator MURKOWSKI. It is.

General KADAVY. So we talked very, very deeply about the issues related to the Scouts, the waivers that they used to have. I believe they went away about 2000.

So I've taken those notes back, and I've been talking with the Army Secretary.

As far as entrance standards, those are the Army standards, but we are going to look at it and I'm working with the Army Secretary to see what we can do to assist Alaska with what they would like to do, and General Hummel.

Senator MURKOWSKI. Great. Greatly appreciate it.

General Neal.

General NEAL. Senator, as you know, in Alaska, we have mostly flying missions, so you're now getting a C-17. We have your rescue C-130s and your rescue helicopters. So it is a pretty high bar for entrance into those fields.

I will say that we don't want to do anything that disadvantages what we say we are, and that is citizen airmen, getting them on board. So we definitely want to look at this, but because we are under the Air Force umbrella, we do have some high standards I think we have to be very careful of.

But we do want to capture all the talent that is in Alaska for our forces there, ma'am.

Senator MURKOWSKI. I appreciate those responses, because what that tells me is that there is clear consideration to some of these issues.

SCOUT BATTALION

Last question in this area then, and I know probably all of you have had conversations with our Adjutant General, who is very interested in standing up the Scout Battalion modeled somewhat after the Territorial Guard, somewhat after the Canadian Rangers, but it would be outside of the authorized Alaska National Guard Force structure. She would like Federal support for this effort.

I don't know, maybe it fits into the bucket of defense civil military programs like Youth Challenge and STARBASE. But I'm wondering if you have had those conversations with our Adjutant General, whether you think it is something that we could work with, and whether or not there is a way that we can provide for a path forward for this.

I will throw that out to any of the three of you.

General KADAVY. Senator, we talked about that over the many days I spent out in Alaska. We went through that. We are looking at a number of concepts and options. We would be more than happy to come and brief you on those.

We are not there yet, but I think there is some way we can assist, maybe not in a whole battalion but with some additional over-strength or capacity in order to reach out to those communities in Western Alaska.

Senator MURKOWSKI. Good. Well, I appreciate that. I will just conclude by noting that when the President came to Alaska in late August, early September, and sat down with a group of Native leaders, one of the more interesting questions to him was whether or not we could do more to kind of rebuild the Guard out in rural Alaska. Again, not only from a security perspective, but really from a leadership perspective out in our villages. So know that we stand committed to working with you on these issues.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you, Senator.

The distinguished Senator from Hawaii, Mr. Schatz.

STATE PARTNERSHIP PROGRAM

Senator Schatz: Thank you, Mr. Chairman.

General Kadavy and General Neal, I want to ask about the State Partnership Program (SPP). I recognize that there are competing interests for where we conduct these engagements and with our attention in Europe and ERI, there is a desire to do more through the State Partnership Program to build partner capacity and reassure our allies.

But I want to make sure that we don't lose sight of the progress that we are making with the State Partnership Program in the Pacific.

It is not just a defense priority. It is not just a question of resources. I do believe this is probably the least expensive way for us to extend ourselves in the Asia-Pacific region.

I will also tell you that our guards-men and -women love it. They feel very strongly about it. They build strong relationships that are highly leveraged over a long period of time.

It seems to me that you need more budget certainty in order to do the planning necessary not just to maintain current levels, but you have a problem of balancing the Asia-Pacific rebalance and ERI. So I would like you to talk about that.

But I would also like you to talk about the need for long-term certainty in terms of being able to plan and budget for the partnership program. So I will start with General Neal and then go to General Kadavy.

General NEAL. Senator, great question. The SPP, of course, we love it, too. I will make sure I don't speak for General Grass, because he really owns it, but I believe that your partners are Philippines and Indonesia for Hawaii.

The problems we have with SPP is that it is pay-as-you-go. So the combatant commanders love it. Pretty much everybody loves it, but it is a pay-as-you-go. So the more money, the more we can do things.

But outside the SPP program for the Air Guard, we do a lot of our annual training with our partner countries. That is an added benefit kind of under the SPP umbrella. So we do a lot more than the SPP, if you just look at what funding allows.

So your great airmen in Hawaii are doing a lot of things. But you also do other things when you fly with them. Your civil engineers train with them, your medical people.

So we agree with everything you say, but really the answer is funding. So the more funding, the more we will do.

Senator SCHATZ. Thank you.

General KADAVY. Senator, I view SPP as a very important program, not just to the Army National Guard and National Guard, but to the Army and the Department of Defense.

It is an enabler of training. It helps us develop a depth of leadership, because these engagements with coalition partners, allied nations in some cases, and others just friends, a tremendous opportunity for our leaders to engage, and it helps us develop some leadership depth.

It is also a leverage into theater security cooperation. Sometimes it is a first step. I have seen firsthand in Africa, for instance, where the State Partnership Program and leadership of the Adjutant General made a difference in an exercise in a southern accord.

We take it very seriously. We take Pacific pathways. We would like to be more involved. That is a funding issue.

But we are using some of our ODT (overseas deployment training) dollars this year to get part of the way in the Pacific. We are a little bit late.

We are using one of the battalions out of Iowa that went to the Joint Readiness Training Center, one of the two CTC (Combat Training Centers) rotations that Congress funded for us. They are going to Alaska where they will be part of Arctic Anvil in working with the 4th Brigade 25th.

We are a little late to get further in the Pacific, but those are the types of things we like to do.

I think my last comment is just, as the State Partnership Program has grown, the growth has impact as you try to spread some of the peanut butter, per se, over all of the countries that we now deal with. It is a great program.

Senator SCHATZ. General Grass.

General GRASS. Senator, thank you.

This program has been incredible for 23 years now. The Pacific is definitely a prime place to grow programs. I met with Admiral Harris in January. We sat down in his office, his headquarters. We are actually in the process of looking for a new partner, for a new country, that he is adding, which we have advertised to the Adjutant General. There's probably another one, not too far behind that.

Worldwide, we will probably roll out maybe three more in 2016. The issue that we are dealing with right now is there is overhead cost, and we are trying to quantify that overhead cost in a growth environment.

This committee helped us last year, with an additional \$7 million that really, really was very much needed at the time to keep sustaining our 76 programs. If we look to the future, there is about a \$7 million to \$10 million shortfall right now, because Defense is putting this against priorities. We talk about readiness. It is competing against some very tough priorities.

Everyone within Defense that I have met, really, they say great things about this. There's not a week that goes by I'm not in email contact or phone call with a combatant command over the program.

So we have to look and give those numbers a plus-up for the future, if we are going to sustain all of them and keep them going.

Senator SCHATZ. I absolutely agree. I would just finish with this final thought. That is real money. But in the scope of things, it is small money to build goodwill in the Asia-Pacific region. Thank you.

Senator COCHRAN. The distinguished Senator from Montana, Mr. Daines, is recognized.

Senator DAINES. Thank you, Mr. Chairman.

I want to thank all of you for coming here today to testify on the National Guard and Reserve budget request.

The National Guard and Reserve force has played a significant role in the war on terror over the past decade, and will continue to play that significant role as our Nation faces increasing threats abroad.

In my home State of Montana and throughout the United States, these vital members of our military are also key members of our

communities. I'm very proud of them, and I am thankful for what you do and what they do to serve our country.

MODULAR AIRBORNE FIREFIGHTING SYSTEMS

I want to pivot over and chat a bit about modular airborne firefighting Systems, or MAFFS. It is used throughout the country to allow the National Guard C-130 aircraft to provide incredible fire suppression capabilities. Unfortunately, we do not have MAFFS in Montana. But we do have C-130s that can be fitted with MAFFS, and we do have a lot of forest fires, in fact, the third most forest fires of States are represented in this room.

It is my understanding that MAFFS are located in North Carolina, which previously flew all the way to Montana to provide support, and they are now available to be transferred.

So my question, General Neal, do you agree that it might make sense to station the MAFFS in States that are most utilized, like Montana?

General NEAL. Senator, interestingly enough, I was a North Carolina guardsman. I flew MAFFS out of North Carolina to Montana.

I will tell you it does make sense to have the MAFFS units based in the western part of the country. To that end, as I think you alluded to, the North Carolina Air National Guard is converting C-17s and giving up their MAFFS mission in the C-130.

So we are working with the Forest Service to identify what capabilities, what metrics they want to use to base a new unit. We will look at all that. One of them is, I would say, geographic location, so Montana is definitely one as far as geographic location to fires, definitely in the top three. And they are doing a great job with conversion to C-130.

Senator DAINES. I guess I would ask to get your commitment to work with me after this hearing to working on getting those MAFFS to Montana. I am glad we are in the top three. Would like to get them up to number one, here.

General NEAL. Can I take that for the record?

[Laughter.]

[The information follows:]

The ANG worked with the US Forest Service to identify the MAFFS replacement unit. All ANG C-130 units were considered for this mission with respect to proximity to historically high fire frequency regions and aircrew experience in the C-130. As the parent service, the Air Force has established minimum qualifications for MAFFS aircrew and the ANG applied those standards to help determine the most appropriate unit to be assigned the MAFFS mission.

On April 6, 2016, the MAFFS replacement unit was identified as the 152 AW, Reno, NV.

Senator DAINES. All right, thank you.

TRIBAL HEALTH

I want to chat a bit about tribal health. Montana is home to 12 federally recognized Indian tribes, seven Indian reservations and the State recognized Little Shell Tribe. Unfortunately, one of the challenges that tribal members face, given their rural location, is access to timely and quality healthcare.

INNOVATIVE READINESS TRAINING

I want to thank the U.S. Army Reserve for helping to fill the gap in the past through innovative readiness training and for upholding the United States Trust responsibility to Indian tribes by providing health care while honoring the government-to-government relationship.

Exercises like Walking Shield, which brought in 22 Army Reserve medical professionals to the Fort Belknap tribe in Montana last year, allows the community to give valuable medical assistance, and gives our servicemembers real-world training.

General Talley, what other roles can the Army Reserve play in providing support to our tribes?

General TALLEY. Senator, thank you for the question.

As you alluded to, our 7243 Medical Support Unit, which is actually out of Vegas, went to Montana to provide medical support while they were doing Title 10 training to our Native Americans.

We do these sort of missions every year around the world, actually, whether it is Medical Reserve with the Navy. I think southeastern Missouri, we have medical teams down there, providing medical support to some of the disadvantaged populations.

So for us, we see this as just a good way of training our soldiers and allowing them to help communities, specifically some of our disadvantaged communities like our Native Americans.

Because most of your Army Reserve are technical enablers, most of the doctors and nurses are actually not in the Army, they are in the Army Reserve. The majority of the medical capability is in the Army Reserve.

So we love doing those types of missions, and we are always looking for opportunities, because those are great training missions. They improve our technical and tactical capability. They also, to be frank, are motivating to retain and attract soldiers.

So anything else we can do in Montana, we are happy to do it.

Senator DAINES. Anytime you get out of Vegas up to Montana can be motivating. I can see that. The flyfishing is better up there.

General TALLEY. I used to be on the board in Montana before I came back in office at one of your universities, so I love Montana.

But we have about 1,000 folks in Montana and about 22 units and 14 facilities, but I promise, sir, I will take a look at it.

Senator DAINES. I guess the question, the Army Reserve, do you have the funding this year that you need to continue to support exercises?

General TALLEY. I'm sure it's like everyone up here. We don't have any new money but what we look is we look at where we get the biggest return on investment for, in this case, the citizen soldier. So if I have a medical unit, an engineering unit, a logistics unit, not all of those enablers can get to a CTC rotation just because CTCs, whether it is the NTC or the JRTC, they can't handle that capacity of enablers.

So we often find that these sorts of support missions really are the best ways for our soldiers to train and practice their craft while helping others. So I have sufficient funding to continue to support that, sir.

Senator DAINES. All right. Thank you.

Senator COCHRAN. Senator Moran.

Senator MORAN. Mr. Chairman, thank you very much.

Generals, thank you very much for being here.

To Lieutenant General Jackson and General Grass, General Talley and Vice Admiral Braun—in my hometown of Hays, it is “Brown” even though it is “Braun”—thank you for your service to our country. Best wishes in the next phase of your lives. We are very, very grateful for your service.

From the perspective of sitting where I am sitting today and seeing you all and the individuals behind you, it gives me great comfort to know the leadership that our military, particularly in our Guard and Reserve, provide to our Nation and provide in my home State of Kansas and States across the Nation as the need arises.

So thank you all for your service. Best wishes as retirement is approaching.

TROOP LEVEL STRENGTH

Let me talk a little bit with about troop strength. I have introduced, and Senator Blunt has joined me, in a bill that we have labeled POSTURE. It is to stop the reduction in troop strength, and it affects the Active military but it is also important to the Guard and Reserve and, in fact, would maintain the troop level strength that we have had, 350,000 soldiers in the Army National Guard, 205,000 soldiers in the Army Reserve, and 38,900 Marines in the Marine Corps Reserve.

I assume that you would tell me, but I would like you to tell me, that that is important to you. I had this conversation with General Milley when he was in front of this subcommittee. He is, as you know, focused so much on troop readiness and made clear to me and to the committee the importance of having troop strength so that there is sufficient ability to train and have those needed who are serving elsewhere as our country demands that. It is dependent upon having sufficient size of a military force.

General Grass, I know you have worked closely with General Milley. I would welcome your thoughts about the importance of troop strength and suggestions that wouldn't returning the Army National Guard end strength to 350,000 support the readiness that you all find necessary?

General GRASS. Senator Moran, thank you.

First, let me just say that our cooperation with the Total Army analysis right now that is going on is incredible, no doubt. I am totally in sync with Acting Secretary Murphy, as well as General Milley on the 980,000—and Tim can talk more about it—but the 980,000 number for the Army total Active, Guard, and Reserve is a minimally acceptable risk.

The numbers you talk about, sir, we would go back in the Army Guard about 15,000, we would grow. That is about a \$600 million a year bill to be able to pay that fully burdened cost.

So, yes, we agree that if we can bring the strength of the Army National Guard back to 350,000, and we could have the money to support it, then that would be a great option today, especially looking at threats around the world and the use of the Guard both overseas as well as at home.

Senator MORAN. General, that previous troop strength, there wasn't any excess capacity. It wasn't that, by design, we need less members of our Guard or Reserve. It was strictly a budget decision, I assume, and there is adequate need for that to be maintained. True?

General GRASS. Yes, Senator.

CYBER MISSION CAPABILITIES

Senator MORAN. General Grass, you and I have had a number of conversations, and I am pleased you and the Air National Guard have recognized the importance of increasing our cyber mission capabilities. You have been particularly cognizant of what is happening in Kansas.

As you know, the 177th at McConnell specializes in red teaming. They are the only NSA certified cyber red team in the Air National Guard.

The issue that I find now to be a challenge is training. There is a sufficient number of people who want to fill those slots, but an insufficient number of people who are training those individuals to do so.

For example, one of the new cyber squadrons at McConnell has 42 vacancies. I don't think this is because we can't find the individuals who want to fill those 42 vacancies. It is because we only have three of those folks who are in a position to receive the training necessary this fiscal year. Your thoughts?

General GRASS. Senator, it is definitely something we, along with the Army and Air Force, are looking at. We are trying to accelerate as much as we can the standup of all of our units. We are looking at 30 States with cyber capability by 2019.

There are three levels of training that a cyber warrior goes through. It starts with their skill set. Whether it is Army or Air, they get their basic skills. Then they get their certifications to work in cyber range. Then the last one is their joint training that they receive. There is a backlog in training.

We are looking at that. We are trying to figure out what we can do from the National Guard perspective to help the Army and Air Force. I know that both General Neal and General Kadavy have been heavily involved with their services on trying to figure out where we can help.

Senator MORAN. It maybe McConnell that you can provide the resources necessary to help train others.

My time has expired.

Let me just thank Lieutenant General Jackson for your commitment to the 931st. We have had conversations, and as a result of your efforts, but what really is taking place in Wichita, the designation has increased from a group to a wing. And I wanted to thank you for your involvement in that process.

General JACKSON. Thank you, Senator. I hope you can make it to the standup, which is going to occur the last part of April. You are invited there.

Senator MORAN. Thank you for the invitation, and I accept.

General JACKSON. Thank you, sir.

Senator MORAN. Thank you, Mr. Chairman.

Senator COCHRAN. Thank you, Senator.

815TH JENNIES AT KEESLER AIR FORCE BASE

General Jackson, let me ask you a follow-up on an issue that we have discussed earlier. It is in regard to the manning of the 815th Jennies at Keesler Air Force Base in Biloxi, Mississippi. There have been some questions raised about whether this unit has been given adequate power to perform its missions.

Last year, you testified that you would work with the Committee to ensure that the 815th have adequate manpower. I want you to let us know if you can update the current situation, your plan and timeline to reinstate the manpower and support required to bring the 815th Airlift Squadron to a more appropriate level.

General JACKSON. Senator, thank you for the question. I will be glad to give you an update on the Flying Jennies, the 815th out of Keesler.

We are very proud of that squadron. In addition to, obviously, the 53rd Weather Reconnaissance Squadron in Mississippi.

As we discussed briefly last year, we have put in place the unit manning documents from this year forward, between 2016, 2017, 2018, with the final positions in place in 2019. So the next 3 years, we have all the manpower required to fully operate and be successful with that squadron re-standup down in your State.

We currently are hiring members to go ahead and fill those requirements. We are about 140 folks short on the full-time side right now, but we are bringing Reserve appropriation days and dollars to go ahead and put part-timers in full-time service to make sure we get everyone up to speed.

I would say that I'm very proud of the fact we have hired our first Active Duty squadron commander down at Keesler as part of the 815th reactivation. So thank you for your support on that, sir.

ADDITIONAL COMMITTEE QUESTIONS

Senator COCHRAN. Thank you for your leadership.

And let me thank all the members of the panel for their participation today at this hearing. We appreciate the assistance very much.

There may be additional questions or statements submitted by Senators, which we may forward on to you for appropriate responses.

[The following questions were not asked at the hearing, but were submitted to the Department for response subsequent to the hearing:]

QUESTIONS SUBMITTED TO GENERAL FRANK J. GRASS

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

NATIONAL GUARD COUNTERDRUG PROGRAM

Question. As you are aware, there are five counterdrug training centers throughout the nation whose mission is to train State and local law enforcement officers to detect and interdict drugs coming across our borders and flowing across State lines. Last year, this Committee supported these schools with an appropriation of \$20 million, but in this year's budget \$5 million is requested for the training centers. Do you believe the counterdrug training centers could benefit from and utilize additional funds, if provided, in fiscal year 2017? Would you support this action? How could these centers help us address the opioid situation we currently face?

Answer. Our partners in law enforcement and community based organizations continually request training provided by the five Counterdrug Training Centers (TCs). In order to meet the needs of our supported agencies the TCs would need no less than \$20 million for Fiscal year 2017. The TCs would certainly benefit from the added support and would be able to significantly increase access to the critical training, our law enforcement partners request, increasing their skill sets, and increasing officer and public safety.

I fully support any increase in funding directed toward the Counterdrug program and TCs. They provide unique skills and resources to the counterdrug arena not normally available to many of our law enforcement partners. With additional funding the TCs would increase the frequency that they provide curriculum to build LEA capacity to deter, interdict, and identify the criminal organizations supplying illicit narcotics. Through virtue of increased interactions we will expand the geographic influence of our training efforts across our State and national borders and maintain the relationships among agencies that make intelligence-based operations possible over the long term.

Federal and regional agencies (DEA and the DA offices) have reached out to the TCs to host heroin summits because of the established relationships and information sharing mechanisms that the TCs support. Several courses the TCs offer address opioid issues with traditional curriculum, and other courses have been updated to support current opioid abuse issues affecting Federal, State and Local LEAs. The manifestation of all drugs in our communities are indicators of product placement through supply and demand brokered by transnational criminal organizations and their illicit supply networks. Degrading the ability of these networks to distribute illicit products will not only reduce today's opioid threat, but future illicit products designed to exploit the millions of Americans susceptible to addiction. The TCs stand ready to continue to support our counterdrug partners and delivering no cost effective law enforcement training to meet the needs of our Nation and counter the illicit drug threat we face today.

QUESTION SUBMITTED BY SENATOR PATRICK J. LEAHY

PLANNING FOR COMPLEX DOMESTIC OPERATIONS

Question. The Congress added the Chief of the National Guard Bureau as a statutory member of the Joint Chiefs of Staff because we believed the President needed your best military advice, and because we believe your dual-mission gives the Chiefs a much needed additional perspective on resourcing and training based on the use of the Guard for disaster response. What is the status of assembling the so-called "all hazards" support plans that the Bureau was tasked with assembling? Why does the Department need to understand the requirements the governors have associated with executing their non-Federalized plans or these all hazards support plans?

Answer. The National Guard Bureau has complied with the 20 July 2012 Secretary of Defense memorandum, and has assisted the States and territories in standardizing their Hazard Response Plans using DOD Joint Publication 5-0, Joint Operational Planning. NGB ensured State response plans contain all four levels of integration (intrastate, interstate, Federal (non-DOD), or Federal (DOD)), and are exercised at four levels. This was accomplished in fiscal year 2015 and the process continues to mature as the integrated planning concept is refined. Through the integrated planning process, NGB informs DOD and other Federal and Non-Federal partners across the response and recovery enterprise of the capabilities and capacity of the Non-Federalized National Guard. NGB planning efforts are integrated at both the Non-Federal and Federal levels to articulate shortfalls and gaps in National Guard capabilities, avoid duplicity, enhance shared situational awareness across the DOD response enterprise, and enable unity of effort.

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. General Grass, the 169th Air Defense Squadron in Hawaii supports a crucial air defense mission. The squadron is on watch 24/7, monitoring for potential threats. And as you know, it is not often the liveliest job. But it is an important one. In Hawaii, though, the 169th relies on dual-status technicians to fill full-time operations positions. It is not like this anywhere else in the Army or Air Guard. Other squadrons fill those positions with AGRs [Active Guard Reserve], which is a much better fit for this 24/7 mission. Our dual-status technicians are compensated under the GS pay scale with starting pay for recruits at GS-5—less than half of the starting pay compared to an AGR Staff Sergeant in other air defense squad-

rons. As a result, the 169th has experienced manpower shortages and anticipates further losses that will result in risks to readiness, risks that are unacceptable in this post-9/11 era. We need to fill these units the same way others do across the country.

Given the importance of this mission, shouldn't the Hawaii National Guard be authorized to fill those operations positions with AGR personnel, just as other States do?

Answer. The Air National Guard acknowledges the challenges associated with the current manpower construct and has concluded that AGR positions are more appropriate for this mission set. Therefore, the Air National Guard staff is actively pursuing programmatic actions that will provide an opportunity to convert technicians and their associated military positions to AGR positions over the next few years.

NATIONAL GUARD COUNTERDRUG PROGRAM

Question. Can you commit to me that you will look into and get back to me with a plan for converting those dual-status technicians into AGRs?

Answer. The Air National Guard staff is actively pursuing programmatic actions that will provide an opportunity to convert technicians and their associated military positions to AGR positions over the next few years. Any programmatic action will be contained in the President's Budget.

QUESTION SUBMITTED TO MAJOR GENERAL BRIAN NEAL

QUESTION SUBMITTED BY SENATOR BRIAN SCHATZ

Question. General Neal, I was disappointed in the Air Guard's decision not to base a Cyber Protection Team or ISR Squadron in Hawaii when it announced its decisions last fall. The Air Guard recently cut several combat communications units—the 201st Combat Communications Group and 293rd Combat Communications Squadron—and so we have Guardsmen with the skills to meet the manpower requirements for those units. Given PACOM's dependence on Hawaii's critical infrastructure, the cyber and intelligence missions in the State, and the specific threats we face from near-peer competitors, we need this capability in the Pacific. I strongly believe when the Air Force stands up more of these squadrons in the future, the Air Guard should consider the Hawaii Air National Guard as one of its top choices.

Do I have your assurances that the Air Guard will work with us to base a Cyber Protection Team in Hawaii when the Air Force decides to standup additional squadrons?

Answer. Although we have recently identified the remaining ANG units needed to fulfill AFSPC's current requirement, we also acknowledge the increasing importance of Cyber and Cyber ISR in the ANG. As additional requirements materialize, we will continue to work with all stakeholders to determine the best possible basing location for this mission set. Hawaii will certainly be considered in ANG's analysis as AFSPC's cyber requirements are known.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL TIMOTHY J. KADAVY

QUESTION SUBMITTED BY SENATOR THAD COCHRAN

DEACTIVATION OF NATIONAL GUARD BRIGADES

Question. Over the past few years, there has been discussion about the total acceptable number of Active and Guard Brigade Combat Teams. For example, it has been suggested by the Army that under sequestration, the 155th Armored Brigade Combat Team of the Mississippi Army National Guard—which ranks as one of the most capable and technologically modernized brigades within the National Guard—might be divested. Given the numerous crises occurring throughout the world, would you recommend the 155th Armored Brigade Combat Team or any other Brigade Combat Team be divested? How important is it that you have budget certainty that the 155th will be there for you?

Answer. The 155th Armored Brigade Combat Team (ABCT) was identified as a potential candidate to be rendered inactive during fiscal year 2018 in the event of Sequestration under the 2011 Budget Control Act. The 2015 Bipartisan Budget Act provided the funding for the Army to remain at its current authorized strength of 980,000; with an Army National Guard at 335,000 by fiscal year 2017. In the event of full Sequestration, the Army National Guard would need to revisit divesting force

structure in order to achieve a 315,000 personnel end strength requirements by fiscal year 2019.

The ARNG concurs with the National Commission of the Future of the Army's assertion that "an Army of 980,000 is the minimally sufficient force to meet current and anticipated missions with an acceptable level of national risk" (NCFA, 2016, p2). Brigade Combat Teams are a critical structure required for the defense of the nation and any loss of Brigade Combat Team capacity in the Army National Guard would prove costly in terms of time and resources to regenerate.

QUESTION SUBMITTED BY SENATOR PATRICK J. LEAHY

FULL-TIME SUPPORT AND READINESS

Question. Vermont's 86th Infantry Brigade Combat Team just completed an "on year" which was the culmination of years of preparation, including a major investment when they attended a Combat Training Center. We understand how important the full time support from men and women in the Guard whose job it is to help the rest of the brigade achieve the level of readiness needed to serve the Nation. Can you explain the relationship between full time support and readiness, and how they help a unit like the 86th be there for the Nation? What is the impact of proposed reductions in full time support as we have seen over the last few years?

Answer. Full-Time Support (FTS) is a strong determinant of readiness. An initial study from the Institute for Defense Analysis demonstrates a positive and statistically significant relationship between National Guard FTS and Soldier's personal readiness. FTS personnel, in an Infantry Brigade Combat Team (IBCT) like the 86th, are the people who organize, administer, instruct, recruit, train, and maintain supplies and equipment within the unit. Without FTS, the 86th IBCT would not be able to execute operational missions and readiness preparations, such as Combat Training Center rotations.

Department of Defense policy requires the Reserve Components (RC) to maintain a cadre of FTS personnel in order to accomplish readiness goals. FTS personnel have a cumulative impact in generating RC readiness. The foundational readiness that FTS personnel provide, as described above, is required in order to enable participation in collective training events that generate unit readiness, and eventually participate in operations. Risk is taken in foundational readiness since States and Territories receive approximately 67 percent of their required FTS. Shortfalls in FTS erode a unit's ability to achieve unit readiness in a timely manner. This means further reductions in FTS personnel could result in units taking longer to respond to domestic or contingency operations. It is important to keep in mind that FTS delivers Army programs to Reserve Component Soldiers.

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. We have seen some bright spots when it comes to forming multicomponent units that draw on the strengths of the National Guard and Reserve. However, the National Commission on the Future of the Army found that there are still "gaps and seams." So we have some work to do to create one Army. One area where Congress can play a more active role is helping make sure there is no daylight between the Active Duty, Guard, and Reserve when it comes to pay, benefits, and veteran status. Today, if a Guardsman or Reservist is involuntarily mobilized to support steady State operations, they don't get the same benefits that those supporting contingency operations do, including education benefits, reduced age for retirement, and civilian differential pay. This seems contrary to our Total Force philosophy.

In your view, do discrepancies in pay and benefits for Guard and Reserve personnel impede our progress to create one Army?

Answer. Army National Guard Soldiers do receive different levels of pay and benefits depending on duty status. The Soldier and the Soldier's family may see the impacts when the Soldier transitions from one duty status to another. We would like to address the impact to Soldiers and their Families.

Traditional National Guard Soldiers often train for short periods in status for Active Duty for Training (including annual training) and Inactive Duty Training (traditional drill weekend). These statuses do not come with identical benefits, but they do provide fair compensation for the demands this service places on Soldiers and their families.

One area where there is a valid concern is when we involuntarily mobilize Soldiers for steady State operations under Title 10 U.S. Code 12304b. Under this authority, Soldiers do not receive the same benefits they would under mobilization for

contingency operations. To a Guard family, the authority for involuntary mobilization is irrelevant. They understandably question the differences in compensation and benefits in this case.

Question. Do you agree with the need to mirror pay and benefits, as close as possible, for all of service members, regardless of component?

Answer. Army National Guard Soldiers do receive different levels of pay and benefits depending on duty status. The Soldier and the Soldier's family may see the impacts when the Soldier transitions from one duty status to another.

There are multiple authorities under which a National Guard Soldier may serve, such as Active-Guard Reserve, Active Duty for Training (including annual training), and Inactive Duty Training (traditional drill weekend). These different types of statuses do not come with identical benefits, as they place different levels of demand upon the Soldiers and their families, and require Soldiers to spend varying amounts of time away from their loved ones. In my view, the compensation for these duty statuses is equitable.

One area which does warrant review is when we involuntarily mobilize Soldiers for steady State operations under Title 10 U.S. Code 12304b. Under this authority, Soldiers do not currently receive the same benefits they would under mobilization authorities for contingency operations. To a Guard family, the authority for involuntary mobilization is irrelevant. They just want to receive fair and equitable compensation when they are asked to make sacrifices in support of our Nation's defense.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL JEFFREY W. TALLEY

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. We have seen some bright spots when it comes to forming multicomponent units that draw on the strengths of the National Guard and Reserve. However, the National Commission on the Future of the Army found that there are still "gaps and seams." So we have some work to do to create one Army. One area where Congress can play a more active role is helping make sure there is no daylight between the Active Duty, Guard, and Reserve when it comes to pay, benefits, and veteran status. Today, if a Guardsman or Reservist is involuntarily mobilized to support steady State operations, they don't get the same benefits that those supporting contingency operations do, including education benefits, reduced age for retirement, and civilian differential pay. This seems contrary to our Total Force philosophy.

In your view, do discrepancies in pay and benefits for Guard and Reserve personnel impede our progress to create one Army?

Answer. The Army Reserve recognizes that unique differences exist between some pay and benefit packages across the Total Army to support the recruiting and retention needs of each component. However, while in a mobilized status, the Army Reserve supports equal pay and benefits regardless of membership within the Regular Army or a Reserve Component. A review of current education and retirement benefit packages may be beneficial to ensure that the Army's recruiting and retention objectives are achieved in support of an All-Volunteer Force.

Question. Do you agree with the need to mirror pay and benefits, as close as possible, for all of service members, regardless of component?

Answer. No, I do not agree that there is a need to mirror pay and benefits regardless of component unless in a mobilized status. We recognize that dissimilar pay and benefit packages are designed to address the unique recruiting and retention objectives for each component. The Army Reserve supports a review of pay parity for some technical career fields (see example below).

Example. Army Reserve Aviators and Non Rated Crew Members (NCM) receive significantly less incentive pay than their Regular Army counterparts, even though credentialing and readiness requirements are similar across all three components. Army Reserve Aviators and NCMs receive 1/30th of the monthly Air Crew Incentive Pay per drill period or active duty day that is used to incentivize Soldiers who fly aircraft in the Army. Army Reserve Aviators and Aircrew members must fly Additional Flight Training Periods in addition to battle assembly to meet mandated flight requirements. This requires our Aviation Citizen Soldiers to take additional time off from their civilian employment to schedule flight periods during the week. The Army Reserve supports a review of pay parity for this technical field to achieve recruiting and retention requirements within the Aviation branch.

QUESTIONS SUBMITTED TO VICE ADMIRAL ROBIN R. BRAUN

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

Question. I am particularly concerned at the readiness of the Navy's Fleet Logistics Support Squadron FIVE ONE at Kaneohe Bay. It is the only logistics unit in the Pacific that provides medium lift capability for rapid response operations. And yet the squadron relies on two C-20Gs that are well beyond their service lives of 20,000 flight hours. These aircraft are at about 23,000 flight hours each now. And as the Navy continues to extend the life of these aircraft, they become increasingly costly and require more frequent and lengthy inductions into the depot. And I worry we are potentially putting our aircrew at risk. Also, I understand that the Navy placed C-40s and F/A-18s on the CNO's unfunded priority list.

How close are we to having to ground these aircraft and lose this lift capability in the Pacific?

Answer. Averaging 24 years old, Navy's cargo-variant C-20Gs at Kaneohe Bay are beyond their original designed service life, both in hours and cycles on the airframe. Nevertheless, continued operation of the C-20Gs is required to meet fleet logistics requirements until they are recapitalized with two C-40A aircraft. In the meantime, the Navy does not sacrifice safety in their operation. Rather, Navy works closely with Gulfstream to ensure safety and readiness are optimized. But considering the age of these specific aircraft this does result in greater maintenance requirements and reduced operational availability.

Question. Which would you prioritize: the procurement of C-40A aircraft or recapitalization of the Reserve Strike Fighter Fleet?

Answer. Navy Fleet Essential Aircraft fill a critical mission requirement that is not sourced by the Active Component. The C-40A provides medium-lift short-notice air logistics in support of Fleet requirements. In line with our rebalance to the Pacific, I believe we must meet the C-40A inventory requirement and recapitalize VR-51's C-20G aircraft as soon as possible. Further, due to the inability to utilize NGREA Funds for Navy Reserve aircraft recapitalization and the Navy's understandable focus on the procurement of weapon systems, two C-40A are the #1 Navy Reserve equipping priority.

On the other hand, the Navy Reserve's strike fighter force is facing the same inventory management challenges as the rest of the Department of the Navy. While we'd like to recapitalize the Navy Reserve strike fighter squadrons with new aircraft, the fact remains that the strike fighter inventory management challenge is a department-wide concern and leadership has enacted a multifaceted recovery strategy. The Navy Reserve supports the department's plan, and anticipates the Reserve Component will experience improved aircraft availability and timely transitions to newer platforms according to the Strike Fighter Inventory Management strategy. We continue to monitor progress and expect that the readiness of our strike fighter squadrons will improve commensurate with the entire force.

QUESTION SUBMITTED TO LIEUTENANT GENERAL JAMES JACKSON

QUESTION SUBMITTED BY SENATOR RICHARD J. LEAHY

INTEGRATED WINGS

Question. When Secretary James testified last month she identified the establishment of an integrated wing, or i-wing, featuring airmen from multiple components as the next major accomplishment in achieving the goal of a Total Force, as recommended by the Air Force Commission and the Air Force's own internal reform effort. Since the first i-wing will be in the Air Force Reserve, can you explain what you are doing to make sure this pilot is successful? What is going to be the biggest challenge to overcome?

Answer. Planning for an Integrated Wing (I-Wing) Pilot Program has been underway since 2014. Since the four phase implementation plan was approved in October 2015, Air Staff personnel have been diligently working to establish a successful I-Wing concept and pilot program. We chose the 916th Air Refueling Wing at Seymour Johnson AFB, South Carolina, specifically because it is a well-established, effective Active Association able to be adapted to an I-Wing construct. To ensure success, a cross-component working group was established in January 2016. This group consists of participants from all appropriate areas of expertise from the Active Component, Air Force Reserve, and Air National Guard. The working group quickly developed courses of action and received Chief of Staff approval on a series of milestones and objectives to ensure the I-Wing Pilot Program achieves initial operational

capability (IOC) on October 1, 2016 and full operational capability (FOC) on July 1, 2017. The working group continuously monitors these milestones and utilizes regular updates to Air Staff, major command, and component leaders to address concerns and issues that develop throughout the process. Active Component and Air Force Reserve senior leaders are working closely to select the best Total Force commanders and senior enlisted personnel available to lead the wing through a successful pilot program and beyond. Finally, specific subjective and objective measures of merit are being developed by a cross-component team that will facilitate assessment of the successes realized by the pilot program in order to inform future integration initiatives.

There have been and will continue to be many challenges to establishing the pilot program. Currently, the most significant challenge appears to be the implementation of a Dual Hat Command construct. Dual Hat Command is critical to ensuring adherence to the first Foundational Guiding Principle on Integration. This principle requires each component (Active and Reserve) to maintain administrative control of their forces to ensure compliance with existing statutory obligations that guarantee readiness accountability and effective force management. While challenges exist, Regular and Reserve leaders assure me that all parties involved in the development of the Pilot Program will receive the necessary resources to help achieve success.

SUBCOMMITTEE RECESS

Senator COCHRAN. The Defense Committee will reconvene on Wednesday, April 6, at 10:30 a.m. to receive testimony from the Director of National Intelligence and Under Secretary of Defense for Intelligence.

Until then, this subcommittee stands in recess.

[Whereupon, at 11:49 a.m., Wednesday, March 16, the subcommittee was recessed, to reconvene subject to the call of the Chair.]