

**DEPARTMENT OF DEFENSE APPROPRIATIONS
FOR FISCAL YEAR 2018**

WEDNESDAY, APRIL 26, 2017

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

The subcommittee met at 10:32 a.m., in room SD-192, Dirksen Senate Office Building, Hon. Thad Cochran (chairman) presiding.
Present: Senators Cochran, Collins, Blunt, Daines, Moran, Durbin, Leahy, Tester, Udall, Schatz, and Baldwin.

DEPARTMENT OF DEFENSE

NATIONAL GUARD AND RESERVE PROGRAMS AND READINESS

**STATEMENT OF GENERAL JOSEPH L. LENGYEL, CHIEF, NATIONAL
GUARD BUREAU**

OPENING STATEMENT OF SENATOR THAD COCHRAN

Senator COCHRAN. We want to welcome everybody to the hearing this morning of the Defense Appropriations Committee. The National Guard and Reserve is the subject of the hearing, and we welcome our witnesses and those who serve in these important positions.

Today, we are receiving testimony on the programs and readiness of the National Guard and Reserve components. We are very pleased to welcome the Chief of the National Guard Bureau, General Joseph L. Lengyel; Chief of the Army Reserve, Lieutenant General Charles D. Luckey; Chief of the Navy Reserve, Vice Admiral Luke M. McCollum; Commander of Marine Corps Forces Reserve, Lieutenant General Rex C. McMillian; and Chief of the Air Force Reserve, Lieutenant General Maryanne Miller.

Our guardsmen and reserves have been regularly called upon since 2001 to deploy in support of our Nation's wars abroad and to protect our citizens at home.

As a result, active duty and reserve components are fully integrated today more than at any time in this modern era. This level of integration requires Guard and Reserve units to be sufficiently manned, trained, and equipped.

We are very proud of our soldiers, seamen, airmen, and marines, and hope our witnesses will carry this message of support back to your units.

Your full statements will be included in the record.
[The statement follows:]

PREPARED STATEMENT OF SENATOR THAD COCHRAN

We want to welcome everybody to the hearing this morning of the Defense Appropriations Subcommittee. The National Guard and Reserve is the subject of the hearing, and we welcome our witnesses and those who serve in these important programs.

Today we are receiving testimony on the programs and readiness of the National Guard and Reserve Components. We are very pleased to welcome Chief of the National Guard Bureau, General Joseph L. Lengyel; Chief of the Army Reserve, Lieutenant General Charles D. Luckey; Chief of the Navy Reserve, Vice Admiral Luke M. McCollum; Commander of Marine Corps Forces Reserve, Lieutenant General Rex C. McMillian; and Chief of the Air Force Reserve, Lieutenant General Maryanne Miller.

Our Guardsmen and Reservists have been regularly called upon since 2001 to deploy in support of our Nation's wars abroad and to protect our citizens at home. As a result, active duty and reserve component forces are more fully integrated today than at any time in the modern era.

This level of integration requires Guard and Reserve units to be sufficiently manned, trained and equipped.

We are very proud of our part-time soldiers, seamen, airmen and marines, and hope our witnesses will carry this message of support back to your units.

Senator COCHRAN. And I am pleased now to recognize my friend from Vermont.

STATEMENT OF SENATOR PATRICK J. LEAHY

Senator LEAHY. Well, thank you Mr. Chairman.

And I am glad you and Senator Durbin are having this hearing.

The National Guard and Reserves are very dear to my heart. And Senator Graham, Lindsey Graham and I, are the co-chairs of the Senate's National Guard Caucus. And one of the things that we have found is that at a time when people are polarized, one thing that brings us together, Republicans and Democrats, is support of the Guard as our appreciation and commitment to support the citizen soldiers of the National Guard and Reserves.

And we are working as you and I am, Mr. Chairman, to negotiate a bill to keep our Government funded. It is worth remembering that our decisions here in Congress by how to fund the Government and national defense directly impacts how both of our National Guard and Reserve respond to threats at home and abroad.

They were there to respond to them when I first came to the Senate, but that response has greatly intensified in the years I have been here. Not only the response at home on natural disasters and other areas, but the defense of homeland and overseas.

General, your son was deployed overseas to a combat area when the Vermont National Guard was there, flying sorties and combat missions, and also I will brag more about them later. But let me put my full statement in the record so we can begin.

[The statement follows:]

PREPARED STATEMENT OF SENATOR PATRICK J. LEAHY

Thank you, Chairman Cochran and Ranking Member Durbin, for holding this important hearing on a review of the budget and readiness of the National Guard and the Reserves.

I can think of few issues in the Senate as bipartisan as the enthusiastic support for our citizen-soldiers. For over a decade—longer in some services—the National Guard and Reserves have left behind the old Cold War model of a strategic reserve meant to intimidate adversaries with how many units could be called up in the event of total war. It has instead evolved into an operational reserve, where men and women hold civilian jobs, but answer the Nation's call to provide their experience and expertise.

We also know this use will expand, as we enter an era when each of the Services have begun to plan deployments for Reserve Component units and individuals in advance because the reduction in the active duty end strengths means the Nation needs their service more often. This will maintain high-functioning Reserve Components at a fraction of the cost of the Active Duty, while also allowing our active force to better be ready for the major challenges known as full-spectrum operations.

What has not changed enough is how planners and policy-makers in Washington view the Reserve Components. Even the phrase "operational reserve" is itself only beginning to be widely accepted. When we look at the benefits provided to service members, the support for families, and the laws surrounding employment, we see the system designed for the strategic reserve updated in an ad hoc fashion for the operational reserve. For example, a Guardsman deployed to a pre-planned operation, such as in Kosovo, legally does not have access to the same benefits as an active duty soldier performing the same mission. That needs to change. And we will need the help of each of you to identify similar policies and personnel issues that stand in the way of realizing the potential of an operational reserve.

Senator COCHRAN. Thank you very much.

Let me begin by recognizing the Chief of our National Guard Bureau, General Joseph Lengyel. We are proud to have a very important, hard working, and successful array of witnesses and leaders today to discuss the budget requests and operational capabilities of our forces.

And we will start by recognizing the Chief of the National Guard Bureau, General Joseph Lengyel, for any statement you may want to make.

SUMMARY STATEMENT OF GENERAL JOSEPH L. LENGYEL

General LENGYEL. Thank you, Chairman Cochran, and Vice Chairman Durbin, and distinguished members of this subcommittee.

Thank you for giving me this opportunity to testify before you today. And of course, it is great to sit in the line here with friends in front of the subcommittee.

It is a pleasure to be here today with my fellow Reserve leaders and I would like to submit my full written statement for the record.

Although I wear an Air Force uniform, I am honored to represent the 343,000 citizen soldiers of the Army National Guard, as well as the 105,000 citizen airmen of our Air National Guard.

And I would like to thank the families, the communities, the employers, all who support each and every one of them every day.

My focus is on our three primary missions, the war fight, defending and securing our homeland, and building enduring partnerships. The National Guard is tremendously appreciative for this committee's support in enabling us to accomplish these three missions.

This committee's support results in a National Guard that works seamlessly with its active component counterparts defending the Nation's interests around the world in every combat and command.

Since 9/11, the Guard has mobilized nearly 850,000 citizen soldiers and citizen airmen conducting complex operations around the globe supporting the war fight.

Here in the homeland, your continued investment supports, on average, more than 4,000 citizen soldiers and airmen every day conducting domestic operations. Your National Guard Fighter Wings are protecting our Nation's skies, including the skies over the national Capital region, here today through our aerospace control alert sites.

Our civil support teams are strategically positioned throughout the United States to protect against weapons of mass destruction. Our cyber units secure our critical infrastructure. Soldiers and airmen in our counterdrug programs detect, interdict, disrupt, and curtail drug trafficking.

And the National Guard Ballistic Missile Defense battalions defend against intercontinental ballistic missile threats.

On top of all this, this National Guard stands ready to respond to natural disasters such as hurricanes, floods, snowstorms, and to assist law enforcement with civil unrest, missions that the National Guard performs with little or no notice. When it comes to the homeland, we are always ready and always there.

Of course, this same investment that facilitates the National Guard's success in the war fight in the homeland operations helps build enduring partnerships with international, Federal, State, local, and Tribal partners.

The National Guard, through the State Partnership Program, currently partners with 78 nations and will soon be 79 once we formalize the partnership with Malaysia. This low-cost program reassures our allies, deters potential aggressors, and generates partner contributions and coalitions around the world.

On the Federal, State, and local level our partnerships and National Guard unique authorities ensure a timely response and unity of effort during these times of crisis. Our Nation is currently facing significant and evolving security challenges both at home and abroad. These challenges are the reason why we require stable and predictable funding. We cannot accomplish our missions without the proper resourcing.

This committee's support of manning, training, and equipping is needed to maintain your National Guard as the operational reserve of the Army and the Air Force that it has become.

The same Force that is called upon by the governors in times of need here in the homeland, support for such things as full time manning is absolutely critical to produce a ready National Guard Force for both global and homeland operations.

Continued support for programs such as the State Partnership Program and Counterdrug Program allow the National Guard to successfully accomplish the mission America has come to expect from us.

We continue to work closely with the active Army and the active Air Force, and the collaborative efforts following the Air Force and Army commissions that have resulted in a stronger total Force.

The National Guard is more interchangeable and interoperable with the Army and the Air Force than ever before. I would like to offer my sincere appreciation to General Goldfein, Chief of Staff of the Air Force, and General Milley, Chief of Staff of the Army, for their leadership in this transformative process.

Again, I am honored to be here today representing the men and women of the National Guard, and the families and employers who support them.

I thank you and this Committee for your continued support and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF GENERAL JOSEPH L. LENGYEL

Chairman Cochran, Vice Chairman Durbin, and distinguished members of the subcommittee, it is a pleasure to be here today with my fellow National Guard and Reserve Leaders.

Always Ready, Always There . . . this is the motto of America's National Guard. It embodies the character and spirit of all those who have served in the National Guard from its founding in 1636 to those serving today. From militia companies mustering on village greens in response to Paul Revere's warning, to the ever-evolving and complex world that we live in today, the National Guard is more resilient, relevant and ready than ever before.

Since assuming my duties as Chief of the National Guard Bureau last summer, I have traveled and talked to the men and women of our National Guard serving in the homeland and abroad. The locations were different and the missions varied, but what I took away from each encounter was the pride I felt in our Guard members and the dedication each of them exhibited in serving their communities, their States and our Nation. Today's National Guard is the finest we have ever had.

Our security environment is more dynamic and complex and our Nation places greater reliance on its National Guard. This is why my focus every day is to ensure we are ready and we have the resources to accomplish our three core missions—fighting America's wars, securing the homeland, and building enduring partnerships at the local, State, Federal and international levels.

WARFIGHT

Fighting America's wars and defending our Nation must be our primary mission. From Brigade Combat Teams deploying on schedule to get into the fight as fast as air and sea lift can move them, to flying manned and unmanned platforms anywhere around the world—we are the primary combat reserve of the Army and the Air Force.

After 9/11, our National Guard began its transition to the operational force it is today. Since then, Guard members have deployed more than 850,000 times to locations such as Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, and the Sinai. Today, we are an operational force that fights seamlessly with the joint force. With the implementation of Total Force initiatives with the Army and Air Force, we are more closely integrated than ever before.

Our interoperability with the joint force will deepen and evolve as we confront future threats—threats that are now global, emanate from all domains, and are adaptable and multi-functional in their forms. Only a well-integrated and well-trained force will keep our Nation safe and secure our national interests.

On any given day, the National Guard has approximately 18,000 Soldiers and Airmen mobilized in support of combatant command missions overseas. During my visits with our men and women, I was told time and again they wanted to do more and they were not tired. I know we can judiciously increase our deployment numbers to relieve stress on active duty forces and help them grow readiness to address emerging threats.

HOMELAND

Here in the homeland, the National Guard is the Nation's primary military crisis response force. We use the experience and capabilities we gain from combat to respond to threats here at home such as Chemical, Biological, Radiological and Nuclear (CBRN) attacks, large scale natural disasters, and cyber-attacks.

In order to be more prepared and have the ability to respond quickly and effectively, the National Guard Bureau initiated an All-Hazards Support Plan to help state Adjutants General plan and execute response and recovery operations, and provide the Secretary of Defense greater awareness of non-Federalized Guard activities.

On average, more than 4,000 Guard members conduct operations here in the United States on any given day. Whether we are providing security forces, logistics, communications, emergency medical assistance, or other types of support to civil authorities, we do it with speed and proficiency. We also help facilitate a unified response across local, State and Federal agencies using legal authorities that permit the Guard to be employed under State or Federal command.

In my first 120 days as Chief of the National Guard Bureau, our Nation encountered two large-scale disasters, flooding in Louisiana and Hurricane Matthew on the East Coast. At the height of the record flooding in Louisiana, approximately 3,000 Guard members supported civil authorities with water evacuation, search and rescue, and shelter support. During Hurricane Matthew, over 8,300 Guardsmen and

women worked with our Federal, State and local government agencies and first responders to support recovery efforts along the eastern seaboard.

Although these events serve as reminders of the devastation that disasters can wreak on our communities, businesses, and families, I am inspired by the skill, professionalism, and dedication I witnessed from our Guard members. I could not be more proud of how seamlessly, and professionally we augment and integrate our entire emergency response network. The National Guard is essential to All Hazards recovery and the resilience of our communities when disaster strikes.

While our combat and homeland response missions are what we do, building enduring partnerships is an essential part of how we do it. We accomplish our missions overseas and at home only through the partnerships we forge at the international, Federal, State and local levels. The relationships that the Guard develops on a continuing basis play a critical role in our ability to maintain preparedness and respond quickly to disasters and emergency events.

BUILDING PARTNERSHIPS

On the international level, our State Partnership Program (SPP) will be 79 nations strong once we formalize our partnership with Malaysia. The SPP allows us to partner with nations around the globe to realize mutual understanding, friendship, and security cooperation. This low-cost, high-leverage program has built enduring partnerships and bonds of trust with approximately one-third of the nations in the world—relationships that assure our allies, deter our foes, and support the transition of many nations from security consumers to global security providers. This program is a part of the long game. We build relationships, friendships, and build our future.

On the Federal and State levels, we work with our partners on matters such as cyber defense; counterdrug; all-hazards planning; CBRN defense; and emergency response. Close relationships with partners such as the Department of Homeland Security, including the Federal Emergency Management Agency, are essential in helping to synchronize Federal, State, and local efforts and resources when disasters strike. National Guard partnerships bring a holistic approach to coordination that promotes unified response efforts and an exchange of information before, during, and after an event. We build and provide resiliency in our communities and help our Nation respond, rebuild, and heal from catastrophes like no other military component.

Across the Nation in hometown America, our Guard members are active in both Federal and State statuses 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.

Our Nation faces a myriad of challenges. Emerging near-peer competitors, rising regional powers, and the constant threat of violent extremist organizations pervade our security environment. Threats emanate from both State and non-State actors, who often conduct operations that stop short of direct conflict, yet provoke, disrupt, and destabilize—both abroad and here at home. Resource challenges require we make every dollar count.

In response to these challenges, I have established three priorities I will focus on during my time as Chief of the National Guard Bureau.

READINESS

My first priority is to provide ready forces to the President and our Governors. Readiness begins with our force structure. I am working with the Army and Air Force to have a balanced array of combat and enabling forces that largely mirrors the active component and is modernized concurrently. We must prepare by providing high-level collective training opportunities such as Combat Training Center rotations and Red Flag exercises. Realistic training improves the readiness of the National Guard and develops leaders that are able to support joint force requirements.

Readiness also includes plans to replace and upgrade obsolete or aging National Guard facilities and warfighting equipment. Ensuring proper training facilities and the latest equipment greatly enhances the readiness of our force.

ARMY NATIONAL GUARD

For the Army National Guard, Total Army readiness continues to be the top priority. The Nation must ensure all three components of the Army are trained and interoperable to project land and air power across all warfighting domains. The Army began its Associated Units pilot program, a multi-component initiative bring-

ing together capabilities from the Army, the Army National Guard and Army Reserve. These partnerships allow our soldiers to train and build readiness together as a Total Army.

In order to achieve and maintain our readiness, the Army National Guard is identifying the appropriate levels of end strength, full-time support, and modernization such as Armored Brigade Combat Teams, Stryker Brigade Combat Teams and aviation platforms. We are also reviewing the locations of our Army National Guard Readiness Centers, some of which are in isolated rural areas, to ensure our stationing reflects changing U.S. demographics. It will also give us the ability to respond to emergencies in densely populated areas.

AIR NATIONAL GUARD

The Air National Guard continues to leverage its existing model of multi-component forces with its associate wings. The Air Force and the Air National Guard maintain the same standards of operational readiness and cross-component operational capabilities for daily and surge operations. Developing 21st Century Guard Airmen, readiness, and modernization and recapitalization are essential Air Guard efforts. This past year, National Guard Airmen supported more than 16,120 deployment requirements to 56 countries. At home, we are the primary force provider to the North American Aerospace Defense Command protecting America's skies, while continuing to respond to State and local emergencies when requested. The Air National Guard is always ready when our Nation calls.

PEOPLE

My second priority is our people. The well-being of our Soldiers and Airmen, including support for our families and employers, is the foundation that underpins our service. We are committed to establishing a respectful environment that always strives for a diverse force where all members have the opportunity to reach their military goals. Acts that demoralize units and degrade readiness, such as sexual assault and sexual harassment, will never be tolerated. We must ensure all victims receive our utmost support and care.

The number of Soldiers and Airmen taking their own lives is a tragedy. Simply put, we can and will do more to prevent suicides. We will ensure first-line supervisors, battle buddies and wingmen have the training they need to look out for each and every Soldier and Airman. We will place great emphasis on mental health programs and provide resiliency training to units and leaders as we strive to prevent further suicides in our ranks.

We will also ensure increased awareness of family readiness programs and employment assistance programs so that families know where to turn for help. We will do our best to provide our Guard members and their families more predictability in order to better plan and prepare for deployments and training obligations. We owe these measures to our service members and their families for their dedicated service and the sacrifices they undertake for our Nation.

Employers are critical to the success of the National Guard. Our employers deserve the same predictability as our service members and families, particularly if our deployments increase in the future. The National Guard benefits from our part-time force's civilian skills and experience, which is a unique strength of the reserve components. In return, our employers can leverage the military training and experience our Guardsmen and women take back with them. It is truly a win-win situation.

INNOVATION

My third priority is innovation. As the character of war and threats continue to evolve, creative minds are necessary more than ever. We need to develop imaginative solutions to our most serious challenges. We must inspire a culture willing to change. While we have been fighting for the past 15 years, the rest of the world has not remained idle. Our adversaries have improved their technology and our technological superiority is waning.

The National Guard will continue to work with our active component counterparts in high-priority mission sets such as Intelligence, Surveillance, and Reconnaissance and Remotely Piloted Aircraft. Our ability to use our civilian-acquired skills and partner with critical infrastructure owners, government entities, public and private utilities, and other non-governmental organizations uniquely positions the National Guard to protect America's critical infrastructure.

Although innovation often relates to technology, we also have to think about innovation in other ways. We have to leverage our culture, our skill sets, our authorities, and our way of doing business. Innovation will help us strengthen our ability to re-

cruit and retain, forge the most resilient force, implement more efficient processes, and update obsolete doctrine in order to better protect our States and Nation.

CONCLUSION

I am proud to serve with each and every member of the National Guard. Although we have daunting challenges ahead, we will employ our skills to the fullest and continue to contribute in ways not seen before. Every Citizen-Soldier and -Airman is indispensable to our operational force, and we can succeed only through their commitment and extraordinary talent. We must strive to be more innovative, responsive, capable, and affordable as we continuously move forward to confront the challenges ahead.

Thank you for your continued support of the National Guard and their families.

Senator COCHRAN. Thank you very much.

We will now hear from the Chief of the Army Reserve, Lieutenant General Charles D. Luckey.

STATEMENT OF LIEUTENANT GENERAL CHARLES D. LUCKEY, CHIEF, ARMY RESERVE

General LUCKEY. Chairman Cochran, Ranking Member Durbin, distinguished members of the subcommittee.

Thank you for the opportunity to appear before you this morning.

It is an awesome honor for me to represent the 200,000 soldiers of America's Army Reserve who are serving today across 20 time zones around the globe. On behalf of them, the families, and employers of America, the Department of the Army civilians who support us, I want to thank each of you for your unwavering sustainment and commitment to this team.

Mr. Chairman, as I enumerate in my posture statement and my role as the Chief of Army Reserve and Commanding General of the United States Army Reserve Command, I am attuned to persistent presence of asymmetric threats of terrorism and radical groups, as well as the emerging and compelling challenge presented by our near peer competitors, potential adversaries with the capability, propensity, and willingness to contest American military power in all domains. We have not faced these conditions for over a quarter of a century and the Army Reserve must take action, along with the rest of our army, to meet the new and evolving threats.

In this emerging environment, an operational reality with the lethality and complexity of the battle space presents new challenges to our army. America's Army Reserve practice of building rotational readiness in units over time will no longer suffice.

Rather, I must prepare our units for a full spectrum operational environment. This includes making ready significant portions of our team to be able to go fast, in some cases days or weeks, in order to immediately complement and augment active component formations that rely on America's Army Reserve to fight and win on the battlefield on the first day.

In this new threat paradigm, some 300 units of action, approximately 30,000 soldiers, need to be able to deploy into harm's way in less than 90 days, many in less than 30. Moreover, we need to deliver units with the mobility, survivability, connectivity, and lethality needed to win on the modern battlefield.

As always, consistent, predictable funding for essential training, and equipping, and modernization is crucial to that success. A flexible degree of funding remains critical to the Army Reserve. It is a superb tool which, in accordance with your guidance, enables me

to procure certain high priority capabilities that can be used for both combat and as appropriate domestic response operations. I thank all of you for your continued support in this regard.

Let there be no doubt that my team's number one priority is readiness. In fact, as I testify today, America's Army Reserve is wrapping up the largest crew served weapons gunnery exercise in its history, Operation Cold Steel at Fort McCoy, Wisconsin.

We rapidly accelerated the training and qualification of master gunners, vehicle crew evaluators, and individual soldiers while reinvigorating our noncommissioned officer corps by allowing them to execute their core role in our army training and leading our soldiers where the lead hits the air. This is money and time well spent and much needed as we move into the future.

That said I want to reiterate the message I shared with the American people on the Army Reserve's 109th birthday this past Sunday morning in Times Square with the Army's Noncommissioned Officer of the Year, Josh Moeller and his wife Lisa. Josh, by the way, is an Army Reserve soldier.

Our team relies on our families, the communities that support them, the persistent willingness of America's employers to share their finest talent with us in working the delicate balance between being ready enough to be relevant, but not so ready that my soldiers cannot keep good, rewarding civilian employment. I will never forget that fact.

Mr. Chairman, America's Army Reserve has always met the challenges of the time. With the committee's help, we will continue to provide the capabilities, the readiness, live the example, and exude the ethos that the people of the United States expect.

We will remain your premiere team of skilled professionals serving the Nation as both soldiers and engaged civilians around the globe. It is just who we are.

Thank you and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL CHARLES D. LUCKEY

For the past 15 years, the United States has embarked upon a far-reaching battle to defeat the forces of radical terrorism and bring a measure of peace and stability to a region that presented a direct threat to the safety and security of the American people. While this undertaking focused our time, treasure and attention on counter-insurgency and counterterrorism, current and potential adversaries seized the opportunity to study our tactics and invest in the modernization of their forces and capabilities.

Russia is arguably the best case in point. Having developed, tested and operationalized significant capabilities across all domains, Russia has clearly demonstrated its prowess as a global competitor, and its propensity to unilaterally use military force to achieve its perceived security objectives. China's emerging capabilities across a variety of domains, coupled with its own economic objectives, make it a rising challenge to American security partners in the Western Pacific. Less capable as a competitor, but arguably more immediately problematic as a strategic challenge, North Korea's unyielding quest for a road-mobile intercontinental ballistic missile (ICBM) that can reach the United States with a nuclear warhead raises obvious concerns that could drive hard choices for America. Iran's funding of terrorism and pursuit of highly-capable missile technologies can reliably be expected to continue into the future. Taken together, these developments, combined with emerging technologies in hypersonics, cyber-strike, artificial intelligence and digital disruption, create a new and disrupting threat paradigm for the United States and its allies.

U.S. dominance in positioning, navigation and timing, stealth technologies, global reach, global command and control (C²), air supremacy, space operations and all as-

pects of maritime flexibility have been the foundational underpinning of America's relative freedom-of-action in military operations. Indeed, the vast majority of Soldiers serving today have never experienced a time in which America's status as the preeminent global military power was open to challenge or contention. Nor have they been subject to an operating environment in which large concentrations of U.S. troops, supplies, or C2 nodes could be strafed; however, U.S. technological supremacy on the battlefield is a planning assumption we can no longer take for granted—in fact is quickly eroding. Such an environment demands that America's Army Reserve be ready to operate in a full-spectrum environment that spans the continuum from persistent asymmetric warfare against the forces of radicalism and threat networks to the high-end demands of one or more peer competitors. We must move quickly to deliver the mobility, survivability, connectivity and lethality to win on the battlefield of tomorrow.

America's Army Reserve has always risen to meet the challenges of our time, evolving from a nascent corps of doctors and nurses, to an Organized Reserve and, later, a strategic reserve under Federal control, to what is today an integral and essential element of the operational Army and a force-provider to the Joint Force. Yet, our mission remains the same: to provide mission-critical capabilities for the Army and the Joint Warfighter whenever and wherever they are needed, anywhere on earth. Our vision for the future is clear. It is to forge and sustain the most capable, combat-ready and lethal Army Reserve force in the Nation's history.

STATE OF THE ARMY RESERVE

The United States Army Reserve is the Army's sole, dedicated Federal Reserve force, providing operational capability and strategic depth to the Total Army and the Joint Force in support of U.S. national security interests and Army commitments worldwide. The Army Reserve comprises nearly twenty percent of the Army's organized units, almost half its total maneuver support, and a quarter of its mobilization base-expansion capacity. Its unique status as both a component of the Army and a singular Command imbues it with the flexibility, agility and unity of effort needed to respond to any mission at home or abroad, often with little notice.

Manned, trained and equipped primarily to enable combat formations, the Army Reserve provides quick access to trained and ready Soldiers and units and the critical enabling and sustaining capabilities the Army needs to win. These include key strategic and operational capabilities such as Petroleum Pipeline and Terminal Operations, Rail Units, Biological Identification Detachments, Broadcast Operations, Civil Affairs and Psychological Operations, a variety of Military Police capabilities, Horizontal and Vertical Construction, as well as Combat Engineers, Assault Aviation, Logistics, and an array of Medical Commands and formations.

Engaged globally, the Army Reserve plays an integral role in America's national defense architecture, meeting high operational tempo demands, generating forces as required, and providing reliable capabilities all Combatant Commands. Since 2001, more than 300,000 Army Reserve Soldiers have been mobilized and deployed to not only Iraq and Afghanistan but to world-wide missions in support of Theater Security Cooperation, Foreign Humanitarian Support, Homeland Defense, Defense Support of Civil Authorities and other military missions at home and around the world. Today, nearly 15,000 Army Reserve Soldiers are supporting global combatant command operations, around the world, to include Civil Affairs missions in the Horn of Africa, deterrence operations in Kuwait, Military Police operations at Guantanamo Bay, Cuba and Medical Support operations in Honduras. Today's Army Reserve is the most combat-tested and experienced force in its history. However, we now need an Army Reserve that is ready to win in an environment that is growing in lethality and complexity. We must build an Army Reserve that is a more capable, combat-ready, and lethal force in the Nation's history.

GLOBAL ENVIRONMENT, READINESS AND THE FUTURE FORCE

In 2016, America's Army Reserve continued to meet the current and evolving threats of our time. In addition to the emergence of near-peer competitors on the global stage, the rapid technological evolution of offensive and defensive weapons across all domains presents the opportunity for adversaries to enhance their capabilities, reach, and lethality in new ways. For example, low-cost and highly adaptable technology platforms, like unmanned aerial vehicles systems (UAS), can threaten exponentially larger and more powerful platforms such as aircraft carriers. Next-generation cruise missiles, attack submarines, deep submersibles, space, and cyber capabilities can place all U.S. Forces within an enemy's reach at any given time. New hypersonic and electro-magnetic pulse (EMP) weapons and increasingly sophisticated cyber-actors portend a progressively lethal and disruptive battlespace at

home and abroad, while emerging technologies, such as artificial intelligence, 3-D printing and human performance modification, will likely disrupt the battlefield in ways we do not yet understand.

In this evolving global security environment in which both U.S. technological supremacy and vital national interests are subject to challenge by states who potentially possess both the means and proclivity to challenge U.S. dominance in critical areas and non-state actors who may acquire capabilities to acutely challenge our forces for discrete attacks, the mandate is clear: increase the readiness of Army Reserve forces—primarily units with a bias for action—in order to enable them to deploy and engage on short notice. This focus on readiness, of both individual Soldiers and action oriented units, drives the Army Reserve’s strategy for manning, training and equipping its “fight tonight” formations and adds credence to the Nation’s deterrence posture.

Readiness is our first priority, and full-spectrum threats demand full-spectrum readiness. In addition to sustaining the counter-insurgency and counterterrorism capabilities we have developed, the Army Reserve must be ready to respond to evolving threats in several theaters, and be prepared for the warfighting demands of large-scale, nearly simultaneous contingencies in more than one of them. Should they materialize, these contingencies would require significant and rapid mobilization, and require lead formations from America’s Army Reserve to provide technical enabling capabilities crucial to opening, synchronizing, and sustaining major operations.

In this new threat paradigm, the time-tested model of rotational readiness will no longer suffice. Our traditional “patch chart” approach will not generate the significant surge capacity that such contingencies—arising quickly with little strategic indications and warning—will demand. To that end, the Army Reserve must now focus its training, equipping and manning priorities to meet the challenge of generating full-spectrum readiness for a Ready Force of some 25,000 to 33,000 Soldiers who are capable of deploying to the fight in a matter of days and weeks. This work includes having sufficient critical Army Reserve enabler capabilities and ensuring there are no interoperability gaps in areas such as mobility, lethality, battlefield communications and mission command systems.

Building and Sustaining the Ready Force

Work is well-underway at the United States Army Reserve Command at Fort Bragg, to assess and identify those types of units that will be most critical to rapidly support the warfighter through the Army Service Component Commands around the globe, and to win in contested environments across multiple domains. These units, which include early-entry/set-the-theater capabilities, are being specifically identified to ensure that leaders throughout the chain-of-command are cognizant of potential deployment timelines and, accordingly, steady-state readiness requirements. These units will be appropriately manned (or capable of being augmented in days to meet manning requirements), trained and equipped to meet the timelines driven by the warfighter and will be maintained at that level until further notice. This Ready Force construct will enhance unit and Soldier stability, mitigate the cascading impacts of cross-leveling, and rationalize training, equipping and modernization strategies. Drafting off of the Army’s Sustainable Readiness model, other units will remain sized, trained, and postured to protect the Nation and its interests as required, to include Homeland Defense (HD) and Defense Support of Civil Authorities (DSCA) missions.

At its heart, readiness begins at the Soldier level with deployable troops who are able to mobilize and deploy quickly in highly capable units to win the Nation’s wars. Individual Readiness is the foundation of combat power and the decisive edge. It relies on energetic leadership and execution, the ultimate force multiplier, and depends upon both the families who support and sustain our Soldiers, and the employers who enable them to serve the Army and the Nation.

Readiness—Manning, Training, Equipping and Leadership

There are four essential components of Readiness: Manning, Training, Equipping, and Leadership. They are all critical, and they are largely interdependent.

Manning is the cornerstone of readiness for America’s Army Reserve. This applies across the force in general and all the more so in quick-turn deployable units. It begins by positioning force structure in the right locales to leverage national demographics and emerging trends in order to capitalize on a mixture of population densities, predisposition to service, as well as other factors, that set units up for success in recruiting and retaining talent in an all-volunteer environment. This also includes re-aligning Full Time Support (FTS) personnel from lower priority units—

from a deployment timeline perspective—to those units in the Ready Force which are tagged to move more quickly.

Training is the second component of readiness. To maintain operational readiness and prepare for current and future threats to our Nation, the Army Reserve is re-vamping its collective training strategy, returning to its expeditionary Army roots, and focusing on mission-essential tasks. Soldiers and units will not only be proficient in their warrior tasks and drills, but focused collectively on the unit and occupational specialties required to win decisively in a complex and dynamic operational environment. The Army Reserve will train to Objective T standards, which means that Commanders, at all levels, will ensure that units achieve participation rates and execute decisive action training required to meet these new readiness requirements. Because predictable multi-component integrated training is essential to building the readiness required to meet short-notice contingency requirements, the Army Reserve will prioritize resources to ensure early entry enabler formations participate in Army and Joint training events that leverage live, constructive, virtual and gaming capabilities.

Equipping is the third component of readiness, and modernized equipment ensures that Army Reserve early enablers remain both interoperable and readily available as a vital component of the operational force. Equipping requires sustained and predictable funding to maintain a fully operational Army Reserve. Insufficient funding widens capability gaps which jeopardize the Army Reserve's ability to support the Joint Force. Although the Army Reserve represents nearly 20 percent of the Total Army, it received less than 3.4 percent of the Total Army's equipment procurement budget in fiscal year 2016. Lack of interoperability puts all Army formations at risk when deployed. Equipping, funding and fielding should ensure Army Reserve is ready and interoperable with deploying forces within the timelines expected for supporting the Army and Joint Force in decisive action operations against a peer adversary.

Leadership pervades all aspects of readiness, and serves as the ultimate force multiplier. Leaders are the most effective hedge against complexity and uncertainty, and a resource that can neither be replaced by technology nor substituted with weaponry and platforms. The Army Reserve has combat-seasoned force leaders, at every echelon, who have led in combat. We will build on that experience and harness it to meet our Nation's future tactical, operational and strategic objectives. The Army Reserve will also use its unique position with the private sector to access talent and develop leaders with advanced technical skills for use in military formations.

Families and Employers

Readiness is built and sustained by garnering and retaining the support of both our families and, for America's Army Reserve, the employers who enable us to serve the Army and the Nation. The reason for this is as simple as it is self-evident: in a Nation that depends upon an all-volunteer force for its survival, if you are unable to hold the support of our families and fellow-citizens, you do not have an Army. Families who feel embraced, appreciated and integrated in to the Army Reserve are our key enablers. Similarly, the unwavering support of employers for Army Reserve Soldiers often determines their ability to continue to serve the Nation without being forced to choose between a civilian career or continued service to the people of the United States as an American Soldier.

Translated into action, this reality requires a coherent and integrated approach whereby a variety of Family Support programs and initiatives are leveraged to support Families and sustain a sense of community and mutual support in spite of the geographic dispersion of our units and Soldiers who are spread around the world. Sustaining employer support becomes an even more complex and demanding challenge when seen in the context of the Army's appropriate reliance upon the Army Reserve to generate the requisite combat power the nation requires. Persistent and persuasive engagement with employers and the communities in which they reside through a variety of outreach tools, is the key to reminding American businesses of the essential linkage between their "patriotism" and national security. We cannot, and will not, throttle back on this effort. Our U.S. Army Reserve Ambassadors, Public-Private Partnership Program and community support initiatives at the local level are all critical enablers in this push.

By way of example, the Army Reserve maintains an around-the-clock capability to support our Soldiers and Families. Manning a 24/7 watch floor, via phone or email, the Fort Family Outreach and Support Center at Fort Bragg, North Carolina provides a direct conduit to command and community resources with comprehensive and confidential information, assistance, and referrals for every aspect of military life. Moreover, the Army Reserve Volunteer Program promotes and strengthens vol-

unteerism 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 a 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. These and other Family Readiness programs support more than a quarter of a million dependents in America's Army Reserve.¹ They are initiatives that have proven themselves effective time and again.

Suicide Prevention

Suicide prevention is the shared responsibility of commanders, leaders, Soldiers, Family members, and Army civilians at all levels and our efforts are a key component to personal unit readiness. Ensuring prompt access to quality care is an essential component of suicide prevention but we must also reduce risk, and one of the greatest risks is stigma. In the Army Reserve, we are working to reduce or eliminate the stigma associated with seeking help for suicidal thoughts or feelings, and are working to providing supportive environments for those with emotional and psychological issues. The Army Reserve is diligent in raising awareness of the many tools and resources available to increase individual resiliency and eliminate the incidences of suicide. For example, Military OneSource provides free financial counselors for military members facing serious financial issues—a key suicide risk factor. The Comprehensive Soldier Fitness (CSF) Program helps Soldiers learn resiliency and have the tools to grow through demanding experiences. The Army Reserve's Fort Family Outreach Support Center (1-866-345-8248)² provides live assistance for Soldiers and Families in need, 24 hours a day, seven days a week. The Army Reserve is unleashing the power of the team to take care of our teammates and eliminate suicides within our team.

Sexual Harassment and Assault Prevention

Sexual harassment and assault are taken seriously across the entire Army Reserve. The Army Reserve is a family, a close-knit team. Sexual harassment and assault is an attack on our team, and it is not tolerated. Just as we would not let anyone hurt our immediate family members, we will not let anyone harm a member of our Army Reserve team and our unit readiness. The leaders at all echelons of the Army Reserve are the shields of trust for each Soldier. We must have high levels of mutual trust to get after those who would break that bond. As the shields to our team, the entirety of the Army Reserve is committed to (1) Protect victims, provide compassionate care, protect their rights and privacy, and prevent sexual assaults from occurring in the first place; (2) Report every allegation, ensure that they are thoroughly and professionally investigated, and take appropriate action based on the results of those investigations; (3) Create a positive command climate, and an environment of trust and respect in which every person can thrive and achieve their full potential; (4) Hold individuals, units, Commanders and leaders responsible for their actions or inactions; (5) Fully engage the chain of command, and hold it accountable for everything that goes on in the unit.

The Army Reserve is fully committed to preventing harassment and sexual assault,³ caring for the victims, and holding those who commit such egregious acts accountable.

¹ Army Reserve Family Programs; database available online at: <http://arfp.org/>.

² 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.

³ The 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

Shape and Grow the Future Force

Staying current with force structure changes, unit positioning, leader development, and leveraging emerging technologies, capabilities and opportunities are key aspects of the agility the Army Reserve will use to shape and grow the future force.

The positioning of force structure, units and capabilities is a vital part of developing tomorrow's Army Reserve. Building for the future means ensuring that America's Army Reserve not only anticipates and flexes to meet new and emerging force structure requirements, but that ready units are positioned where future Soldiers are living and working in their chosen fields. Aligning force structure and unit locations with trending demographics will also help overcome perennial recruiting and retention challenges.

Developing agile leaders who can thrive in a full spectrum environment, are capable of making hard decisions under stress, and can operate in a complex and potentially digitally-disrupted or austere environment is a key component of our strategy to shape and grow the future force.

The Army Reserve's deep connection to the private sector is a substantial advantage in understanding and exploiting cutting-edge technology advances and capabilities, such as those in the cyber domain. For example, we are already positioning structure to support high tech-focused Department of Defense (DoD) initiatives leveraging "digital key terrain" in select locations in the United States, and seizing on further opportunities to draw upon our civilian skills and relationships with the private sector to meet critical needs of the Army.

Finally, infrastructure is also a critical component of generating readiness. No one installation is ideally suited to providing first-class training to all formations at all times of the year. Training platforms—their location, capabilities and limitations—must be assessed and leveraged in a manner that optimizes their ability to provide relevant, combat-focused training experiences for Army Reserve units, and maximizes their ability to increase the combat-readiness of discrete capable units in the minimum time possible.

Resourcing and Sequestration

Consistent funding is critical to current and future readiness. Without predictable funding, the Army Reserve, along with all components of the Total Army, will have difficulty meeting the operational capability requirements of the Army and Combatant Commands in a full spectrum environment. When the Budget Control Act of 2011 caps return in fiscal year 2018, the Army Reserve will incur significant risk in training, facility restoration and modernization, and equipping and modernization programs vital to generating the readiness necessary to win our Nation's wars.

Military Construction (MILCON) funding is necessary to restore critical aging and decaying infrastructure and replace facilities that can no longer be economically sustained. Army Reserve Training Centers are essential readiness platforms enabling home station training and generating individual and collective readiness within and among units. Under current MILCON funding levels, the Army Reserve is taking significant risk to readiness in the ability to sustain, restore, and modernize enduring facilities that are necessary to execute the Army's training strategy.

As with training and facilities investments, equipping the force requires predictable and sustained funding to achieve full spectrum operational readiness. Current funding levels require continued reliance on less modern or interoperable equipment. Additionally, the combination of aging equipment and constrained depot maintenance funding drives higher levels of risk to unit readiness and the operational force. If the threat of sequestration is not eliminated, training for decisive action will be at high risk.

Areas of high risk for the Army Reserve include Mission Command Systems. Specific capability shortfalls include battle command systems, tactical radios and sat-

Reserve. Forty-three of the 50 SARC/VA positions are currently filled 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.

ellite transport platforms. The velocity of technological change continues to outpace the Army's procurement and modernization strategy.

Since 2013, as the Army Reserve's share of base modernization funding decreased, the importance of the National Guard and Reserve Equipping Appropriation (NGREA) has increased, accounting for 26 percent of the Army Reserve's total procurement funding. The Army Reserve is grateful for the support Congress has provided through NGREA.

AMERICA'S ARMY RESERVE: CAPABLE. READY. LETHAL.

America's Army Reserve is a capable, ready, and lethal team providing critical capabilities to Army Service Component Commands and all Combatant Commands. Although the threats to America are dynamic and ever increasing, the Army Reserve remains a highly effective and responsive force for the nation. As it has since its founding in 1908 as the Medical Reserve Corps, today's Army Reserve—anchored in civilian employment and local communities across the nation, and highly trained and educated in 148 different military career fields—stands ready to serve the Nation at home and abroad. America's Army Reserve—a force of technically and highly skilled Soldiers, leaders, and units: Capable. Ready. Lethal.

Senator COCHRAN. Thank you very much, General.

We now will hear from the Chief of the Naval Reserve, Vice Admiral Luke M. McCollum.

Good morning, Admiral, welcome.

STATEMENT OF VICE ADMIRAL LUKE M. MCCOLLUM, CHIEF, NAVY RESERVE

Admiral MCCOLLUM. Good morning, Chairman Cochran, and certainly Ranking Member Durbin, and distinguished members of the subcommittee.

It is my honor to be here this morning on behalf of my fellow Reserve Chiefs and Guard Chiefs to talk about the state of the Navy Reserve.

It is a distinct honor to report about our Nation's fighting men and women who selflessly contribute to national defense.

First, I am proud to have with me this morning the Navy Reserve Force Master Chief, C. J. Mitchell, sitting to my left. And I think we can all appreciate those of us who have advisors, how they help us, and guide us, and mentor us in this vast responsibility that we have and my tribute to him.

The Navy Reserve is the busiest it has ever been and since September 11, 2001 a force of 58,000 sailors has executed over 79,000 individual mobilizations to active duty in support of combat operations around the globe.

They have left their civilian jobs and families for up to a year or more to join the joint fight. In addition to these individual mobilizations and on any given day approximately 20 percent of the force is performing operational support to the fleet around the globe.

As we sit here this morning, naval reserves are proudly serving in every geographic combatant command worldwide conducting the full spectrum of operations.

Consider Navy Reserve Coastal Riverine units are currently conducting high value escort missions off the Horn of Africa. Multiple Navy Reserve squadrons from the Maritime Support Wing are flying fixed and rotary wing missions in the South China Sea.

Navy Reservists are deployed to Central America supporting the counternarcotics trade and counter-illicit trafficking mission.

And finally, mobilized reservists continue to extensively serve in the Middle East in support of the fight against extremists.

Our Navy Reserve sailors expertly accomplish all of this while skillfully balancing with their families and their employers as they manage their military careers. While the Navy Reserve remains mindful of its character to preserve a strategic capability, the operational demands that I have just mentioned show no sign of letting up. This is occurring as our primary enabler, which is our RPN (Reserve Personnel, Navy) funding and has been unpredictable and diminishing.

As a result, the Navy Reserve supports about 31 percent of the actual demand our combatant commanders ask of us. Your continued support in ensuring the RPN remains robust, consistent, and predictable is critical to maintaining Force readiness and accomplishing the Navy Reserve's Mission.

The Navy Reserve's equipment, specifically our aging aircraft fleet, is facing obsolescence challenges and rapidly approaching the end of its designed service life. Sixteen years of hardened use has accelerated this effect.

In order to ensure high levels of safety, interoperability, and readiness aircraft recapitalization in our strike fighter, logistics, and maritime patrol squadrons remains Navy Reserve's top equipping priority. And modernizing the Navy Reserve's aviation will allow the Navy to continue to capture the valuable training and expertise of Navy pilots, aircrew, and support personnel who choose to transition from active duty to the Reserve component.

While the challenges ahead of us are significant, I could not be more proud of the Navy Reserve force. Every time I set foot in one of our 123 Reserve Operational Centers around the country, I come away impressed and encouraged at the motivation and the morale of our personnel.

Our dedicated Navy Reservists who take great pride in their service to our country. And their unique civilian skill sets they bring to the battlefield are certainly invaluable to the total Force.

On behalf of the Navy and the Navy Reserve, I thank the members of the committee for your support, and I look forward to answering your questions.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL LUKE M. MCCOLLUM

Chairman Cochran, Ranking Member Durbin, and distinguished Members of the Subcommittee, as Chief of Navy Reserve it is my distinct honor to report to you on the state of the Nation's Navy Reserve and its sailors. Navy Reserve proudly provides properly trained and equipped sailors to the Navy, Marine Corps, and Joint Force. As an essential component of the Navy, the Navy Reserve provides operational capability and surge capacity, both overseas and at home, across the full spectrum of naval missions.

Navy Reserve is comprised of 58,000 citizen sailors from every State and territory. Since 2001, these dedicated men and women have mobilized over 79,000 times to every theater of operations, including 5,755 personnel in fiscal year 2016. This morning, in addition to individual mobilizations, Navy Reserve has over 12,000 sailors performing Operational Support directly to the fleet around the globe; approximately 20 percent of the force.

In 2016, the Navy Reserve continued its century-long tradition of supporting Navy, Marine Corps and Joint Operations in superb fashion, including the most recent conflicts in Iraq, Afghanistan and against violent extremists. Furthermore, in order to keep pace with improving technology and pivot to confront new and emerging threats, a strategic "deep dive" into the structure and organization of the future

Navy Reserve has begun. The resulting Strategic Campaign will be underpinned by lines of effort (LOEs) clearly articulated in the Navy's Design for Maintaining Maritime Superiority. Meanwhile, Navy Reserve will continue to do what it does best—combating the complex network of threats that the nation faces across multiple domains.

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

FORCE STRUCTURE

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

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

Commander Naval Air Forces Reserve (CNAFR) is comprised of three air wings, two Joint Reserve Bases (JRBs) and one Naval Air Facility (NAF): Fleet Logistics Support Wing (FLSW) and Tactical Support Wing (TSW) at Naval Air Station (NAS) JRB Fort Worth, TX, Maritime Support Wing (MSW) at NAS North Island, CA, NAS JRB Fort Worth, TX, NAS JRB New Orleans, LA and NAF Washington, D.C. In addition to these standalone commands, the Navy Reserve operates multiple Squadron Augment Units (SAU) which directly support various AC Navy squadrons around the country. In all, the Navy Reserve owns and flies approximately 150 aircraft across the force.

CURRENT OPERATIONS

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

Navy Reserve Operational Support missions are broad, diverse, and critical to the mission of each of the geographic combatant commands. For example: In the continental United States, Navy Reserve Coastal Riverine Squadrons (CRS)—specifically CRS 1, CRS 11, CRS 8, and CRS 10—form the backbone of the Navy's High Value Unit (HVV) escort mission. These units conducted 622 HVV Escort missions in fiscal year 2016, and have conducted 151 to date this fiscal year, providing afloat escort security for Navy vessels at strategic ports. Outside of the Continental United States a rotating team of CRS personnel (69 sailors strong) conduct HVV operations at Djibouti, Africa. Additionally, rotating CRS personnel based out of Bahrain continue to support Embarked Security Team (EST) operations, providing maritime security for port visits, underway replenishments, and chokepoint transits in the Middle East.

In the Southern hemisphere, Navy Reserve forces provide timely support to every SOUTHCOM sponsored Humanitarian Assistance exercise, and contribute thousands of man hours to operational and exercise intelligence, medical, and logistics in support of SOUTHCOM's efforts to be the region's preferred security partner. At

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

In the Pacific, the Reserve Maritime Support Wing (MSW) is supporting Pacific Command (PACOM) objectives to advance stability and security in a volatile region. Specifically, Navy Reserve P-3C squadrons are deployed and flying maritime patrol and reconnaissance missions alongside their sister AC patrol squadrons. This operational deployment of RC capacity has eased the workload of AC units, helping facilitate the transition of the Navy's Maritime Patrol and Reconnaissance Force from the legacy P-3C to the new P-8A aircraft. Meanwhile, Helicopter Sea Combat Squadron (HSC) 85 is deployed and flying missions in support of Special Operations Command, Pacific (SOCPAC). HSC-85 flies the HH-60H, and is the Navy's only rotary wing squadron solely dedicated to supporting the mission of Naval Special Warfare.

Around the globe, Navy Reserve's Fleet Logistics Support Wing (FLSW) provides 100 percent of the Navy's intra-theater air logistics capability. FLSW aircraft and flight crews are essential to sustaining maritime operations, transporting naval personnel and priority cargo to forward deployed units throughout the world. In fiscal year 2016, FLSW transported more than 115,000 naval personnel and nearly 22 million pounds of cargo in support of Fleet operations while maintaining 24/7/365 C-40A and C-130T support in the CENTCOM, PACOM, and EUCOM AOR's. Additionally, the Naval Information Force Reserve (NAVIFORES), which comprises 15 percent of the uniformed Navy Reserve, provided over 470,000 man-days of operational support over the course of fiscal year 2016, a 10 percent increase over fiscal year 2015. The command filled over 76 percent of the total Navy Information Warfare Community Individual Augmentation requirement, providing support in 11 different countries and afloat.

NEW & EXPANDING MISSIONS

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

As the cyber warfare threat continues to grow, the Navy Reserve is growing its capacity to meet this challenge. The Reserve Information Warfare Community will grow by over 300 personnel to provide support to the Cyber Mission Force integration strategy within the Navy Reserve's authorized strength levels. Moving forward, Commander, U. S. Fleet Cyber Command will continue to assess requirements for Reserve integration into Navy's Cyber Mission Force, and the potential for creating Reserve Cyber Mission Support Units or Detachments.

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

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

tenance work force that provides skilled labor vital to Navy shipbuilding. These teams of RC sailors become a mobilization force when the Navy needs to “surge” its maintenance infrastructure to support fleet readiness and the Optimized Fleet Response Plan. Over 1,400 SurgeMain sailors provided over 12,000 man-days of shipyard support in fiscal year 2016. These units have been instrumental in mitigating risk by filling capability and manpower gaps created as a result of an increased shipyard workload and civilian work force attrition. In addition to providing additional manpower, SurgeMain sailors often bring new perspectives to problem solving as well as best practices from their civilian experience at a significant cost savings. Accordingly, Navy intends to increase its investment in RC SurgeMain manpower moving forward. Over the next few years, the shipyard augmentation work force is forecast to grow by 394 billets to 1,856 personnel (within authorized end strength levels), which is a testament to the success of the SurgeMain program and the skill and dedication of its sailors.

ENABLERS

Fiscal Predictability

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

Civilian Skills

Many of the civilian skill sets of Reserve sailors add invaluable expertise and capability to the force. In some cases, RC sailors’ civilian skills have provided exclusive and much needed capabilities in critical mission areas. Conversely, their military training and professional development make them more capable leaders in their civilian communities. Citizens who serve in the Navy Reserve strengthen the bond with the American public while educating families, employers and communities about military service.

Whether a tradesman, first responder, executive, or licensed professional, the Navy has long benefitted from the civilian experience and maturity of RC sailors. Moving forward, the Navy Reserve is focused on developing and improving its processes so it can more consistently leverage these abilities. This unique combination of civilian and military experience and skills provided by Reserve sailors offers the diversity of thought and insight which inspires innovation and acts as a force multiplier.

Military commanders often comment that the value of Reserve sailors’ civilian expertise enhances their unit’s mission effectiveness. As one Joint Task Force Commander noted, “The background and contemporary industry knowledge members of the Navy Reserve bring to my organization cannot be overstated—they bring a unique set of skills which consistently results in a better solution or product when they work side-by-side with their active duty counterparts, government civilians and contractors.”

Talent Management

The Navy Reserve has numerous initiatives underway to retain and extend the service of thousands of men and women in uniform as they transition from active duty. This ability to retain their training and experience is a critical element in managing Navy talent and is vital to the future health of the Total Force.

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

Mobile Technology

Mobile access to a myriad of Navy IT systems is a key enabler for Navy Reserve sailors to maintain mobilization readiness and to perform their mission requirements, even when not at their assigned command. Navy Reserve must consolidate and modernize the systems used to enable and manage readiness, while improving access to those systems. Navy Reserve has taken a full-spectrum approach and has partnered with industry to produce creative and advanced IT solutions. Reserve sailors can now securely conduct business utilizing a mobile application to access various Navy and Navy Reserve IT systems, a cloud-based pilot to provide access to office productivity and collaborative tools, and expanded Navy NOSC hotspot capabilities to optimize the use of personal devices during drill weekends. Collectively, these solutions reduce the time and effort required to meet readiness and training requirements. Every Reserve sailor's time must be focused to the greatest possible extent on the mission and not on administrative overhead.

Employers

The RC relies heavily upon the sacrifice and dedication of local employers in each member's home State to support the Nation's hundreds of thousands of reservists. Many companies provide flexible work options for both drilling and deploying RC service members. Some companies even go above and beyond what is required by law and continue to support members of the RC with pay and benefits while they are activated. For both large and small companies, this sacrifice can be considerable. Most importantly, supportive employers send a clear message to RC members that they need not worry about their civilian jobs while serving their country. The value of this reassuring message cannot be overstated—an employer's level of cooperation and encouragement is directly related to the productivity and mission focus of RC members when they put on the uniform. Employer support is a vital component of the success of the entire RC, and the Navy Reserve goes to great lengths to recognize supportive employers every year through various programs and initiatives.

Medical Professionals

RC sailors must be healthy, fit, mobilization ready and mission capable. To ensure high levels of medical and dental readiness throughout the force, Navy Reserve continues to leverage the skills and experience of the Navy Reserve's Medical Professionals in support of completion of Periodic Health Assessments (PHAs), immunizations and dental screenings. These medical personnel contribute to all Reserve sailor Individual Medical Readiness (IMR) requirements. Drilling medical personnel, primarily in the Operational Health Support Units (OHSUs), support RC sailors drilling at the NOSCs on a regular basis on drill weekends. Additionally, since 2001, over 6,700 Navy Reserve Medical Professionals and Hospital Corpsmen have been deployed across the globe in support of combat operations, bringing critical skills that have directly contributed to the impressive and unprecedented combat survival rate experienced over the past 16 years of conflict.

RESILIENCE AND PREVENTION PROGRAMS

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

Serving as a reservist requires RC sailors to balance many priorities associated with their civilian jobs, family commitments, and duties as a part-time sailor. The Navy Reserve utilizes several tools to help sailors manage the stressors that can accompany this busy lifestyle. The Navy Reserve's Psychological Health Outreach Program (PHOP) ensures all Reserve sailors have access to appropriate psychological healthcare services. Regional PHOP counselors provide Operational Stress Control (OSC) briefings and behavioral health screenings to Reserve sailors across the nation. The Resiliency Check-in tool allows PHOP counselors to provide one-on-one behavioral health assessments that include on-the-spot initial and follow-up referrals when needed. This is a proven way to ensure sailors have access to counseling support from providers who are trained in resiliency methods to deal with common issues associated with the military lifestyle, including the stress related to family separation, continuous deployments, and post-mobilization reintegration.

The Yellow Ribbon Reintegration Program (YRRP) supports Reserve sailors and their families through all phases of the deployment cycle. All deploying sailors participate in Pre-Deployment Health Assessments (PDHA) and Post-Deployment Health Reassessments (PDHRA). Thanks to Congress, the language in the fiscal

year 2016 NDAA amended the number of YRRP phases from four (Pre/During/Demobilization/Post) to three (Before/During/After) which helps to simplify and streamline service delivery. A key program within the YRRP is the Returning Warrior Workshop (RWW), which focuses on the reintegration process for service members and their spouse/family members, and helps identify sailors in need of follow-on care. 663 service members and an additional 530 spouse/family members attended an RWW in fiscal year 2016. Navy leadership routinely receives positive feedback on the impact that this dynamic program has towards the reintegration process. Continued funding for the YRRP is vital to Navy Reserve's continuum of care.

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

The Navy Reserve fosters a climate that is intolerant of sexual assault. Navy leadership is committed to preventing sexual assault by training sailors to intervene in unethical situations, while further improving victim response and care. Navy Reserve sailors are trained and empowered to intervene and take action to stop behaviors contrary to the Navy's Core Values and Ethos. Navy Reserve promotes a culture of dignity and respect for all, and emphasizes the importance of living with honor, courage and commitment—both on and off duty. To further DoD's Sexual Assault Prevention and Response (SAPR) efforts, Navy Reserve recently released guidance to reinforce and clarify proper handling of SAPR issues unique to Reserve sailors.

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

READINESS

The Navy Reserve's primary mission is to provide mobilization ready sailors, available at a moment's notice, to the Navy, Marine Corps, and Joint Force. Traditionally, the Navy Reserve maintains readiness as a result of an integrated force structure, enforcement of military standards, and the operational support that RC sailors routinely perform. In any given week, nearly 20 percent of the Navy Reserve is delivering operational support to the Navy and the Joint Force across the globe. Due to the tight integration with the active force, Navy Reserve's readiness levels very closely mirror that of the AC.

Equipping the Force

Aircraft recapitalization is without question Navy Reserve's number one equipping priority and is critical to the Navy Reserve's ability to provide required operational support to the Naval Aviation Enterprise. Almost 15 years of increased operational tempo within a constrained procurement environment has taken a toll on the aircraft and equipment that RC sailors operate. Navy Reserve's integrated force structure depends on the ability to quickly and seamlessly assimilate with AC units to execute the mission. Accordingly, the Navy Reserve depends on the availability of modern, compatible hardware. As the Navy continues to prioritize investments in advanced aircraft, weapons systems and equipment, the total force will ensure that RC procurement is adequately resourced in these accounts as well. This will ensure that RC forces maintain high levels of safety, interoperability, and readiness.

For example, the Fleet Logistics Support Wing (FLSW), made up entirely of RC sailors, executes the Navy Unique Fleet Essential Airlift (NUFEA) mission to provide responsive, flexible, and rapidly deployable air logistics support required to sustain combat operations at sea. The aircraft that support this mission are the C-40A, C-130T and C-20G. The C-40As, payload, reliability, cost effectiveness, and unique ability to transport hazardous cargo and passengers simultaneously make it the pre-eminent platform to conduct fleet air logistics support in all of DoD. Procurement of the C-40A began in 1997 as a replacement for Navy Reserve's fleet of legacy C-9 and C-20G aircraft. The wartime requirement for the C-40A was assessed to be 23 aircraft; however the risk adjusted inventory objective was determined to be 17 aircraft. To date, the Navy Reserve has taken possession of 15 C-40As. Furthermore, the Navy's venerable fleet of 23 C-130T aircraft is aging rapidly. These C-130T aircraft are 23 years old and maintenance issues are beginning to impact their reliability. In the not too distant future, the C-130T will require increase maintenance modifications, upgrades and follow-on recapitalization.

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

The Navy’s surge capacity within the Maritime Patrol and Reconnaissance Force (MPRF) consists of two RC patrol squadrons that operate legacy P-3C Orion aircraft. These RC patrol squadrons will be relied upon for operational capacity and capability to support P-3C sensor requirements for Combatant Commanders through mid-2023. Due to current fiscal constraints, there are no plans to fund P-3C sustainment after the AC patrol squadrons have completed the transition to the P-8A.

Navy Reserve executes 100 percent of the CONUS High Value Unit (HVV) escort mission performed by the Coastal Riverine Force within Navy Expeditionary Combat Command (NECC). The work horse of the HVV mission is the 34ft Patrol Boat. These boats have a 12 year service life, and 79 percent of the Reserve boats will exceed their service life by the end of fiscal year 2019. Continued operation of a normal 34ft patrol boat beyond the 12-year service life requires a modernization and overhaul service life extension to bring the boat up to current standards. This extension program takes up to 8 months, with an associated cost between \$600,000 and \$800,000 on average per vessel. To operate a boat past the 12-year service life without the modernization/overhaul risks catastrophic mechanical and/or mission failure. The future platform for HVV operations, and NECC operations as a whole, is the Patrol Boat-X (PB-X) program, which is set to begin production during fiscal year 2017. In cooperation and coordination with NECC, Navy Reserve will seek to begin this recapitalization effort next year.

Facility Investment

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

As a piece of the Navy’s Energy Program for Security and Independence, the Navy Reserve continues to seek opportunities to gain energy efficiencies through facilities modernization and new construction. Navy Reserve military construction projects focus on building modern, energy-efficient, and technologically up-to-date facilities. For example, current plans prioritize vacating obsolete buildings, such as those currently occupied by NOSC Augusta, Georgia and NOSC Reno, Nevada. Navy Reserve has also prioritized the modernization and construction of two Joint Reserve Intelligence Centers. These facilities are “hubs” of intelligence expertise that facilitate direct support to forward deployed warfighters and are a critical part of the Joint Intelligence Program.

Each year Navy Reserve directs allotted Facilities Sustainment, Repair and Modernization funds to address the highest priority modernization and repair projects. However, the funds in any given year are only sufficient to address a portion of the total facilities sustainment requirement. Adequate facilities are necessary to keep Reserve sailors ready to mobilize and deploy forward. Your support represents an essential investment in the future health and readiness of Navy Reserve sailors. Stable, predictable funding levels across the FYDP will allow the Navy Reserve to modernize facilities in the most effective and expeditious manner.

Military Construction, Naval Reserve (MCNR) investments enable the Navy Reserve to support the Navy’s operational mission and maintain the readiness of the force. Investments were targeted across the FYDP toward facilities that directly support operations, such as the aforementioned intelligence center, and towards relocating old NOSC’s from off-installation to on-installation locations. Navy Reserve projects remain a priority despite budget constraints and limited funding for military construction, requesting MCNR funds for four projects from fiscal year 2017 through fiscal year 2019, and additional MCNR projects are being considered for inclusion in the upcoming budget submission. The fiscal year 2017 Request for Additional Appropriations also includes a request for additional funding to complete con-

struction of the Fallon NOSC. The Navy will continue to appropriately prioritize Navy Reserve projects to ensure the most critical mission requirements are attended to first.

NOSC Security

Navy Reserve has embarked on an initiative to provide armed security for the 71 NOSCs located outside the confines of a major military installation. Assisting in this process are 78 SELRES sailors serving as Master-at-Arms who maintain the NOSC weapons programs and train select NOSC personnel on Standing Rules for Use of Force and Pre-Planned Responses. Currently, more than 284 Reserve sailors are qualified and serving in the NOSC Armed Watch Stander Program. These sailors provide armed security at their respective facilities during working hours and on drill weekends.

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

Fiscal year 2016 funds were obligated to address high priority security improvements at 14 NOSCs, and additional funds were provided for Selected Reserve armed security watch standers. Navy Reserve will continue to enhance physical security at the remaining NOSCs to mitigate security concerns identified during the ATFP assessments.

Access

The Navy has grown dependent on regular and reliable access to the RC over the past decade. Under the Presidential Declaration of National Emergency (DNE), the services and combatant commanders have benefitted from involuntary access to the RC via Title 10 USC 12302 authority. When there is no longer a need for an annual DNE, access to the RC could be constrained under Title 10 USC 12304b authority, which only provides involuntary access for preplanned missions of units supporting combatant commander requirements.

CONCLUSION

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

Senator COCHRAN. Thank you for your testimony.

We will now hear from the Commander of the Marine Corps Forces Reserve, Lieutenant General Rex C. McMillian.

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

General MCMILLIAN. Chairman Cochran, Ranking Member Durbin, and distinguished members of the committee.

Thank you for the opportunity to appear before you today to testify on behalf of the Commandant of the Marine Corps about your Marine Corps Reserve.

I am honored to be here with my fellow Reserve component service chiefs. With me today are my senior enlisted advisors, Force Sergeant Major Patrick Kimble and Force Command Chief Christopher Coates.

I have been at the helm of the Marine Forces Reserve for a year and a half, and I am pleased to inform you that your Marine Corps Reserve is thriving. On average, we are at 95 percent manning,

and our leadership, morale, and personnel health of the Force is at unprecedented levels.

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 Nation while at the same time balancing their civilian careers and their families. The strength of the Marine Force Reserves is the talent, skill, and discipline of our individual Marines and sailors.

I am motivated that the most common question I receive from your Reserve Marines is, "When do I get to deploy?" They maintain the same mindset as the active component Marines. We are ready to fight tonight and we are ready to respond to any mission.

My primary focus remains being combat ready and having Reserve Marines and units capable of moving, shooting, and communicating across the battlefield. Reserve Marines are viewed the same and are expected to respond the same as our active duty counterparts: on a moment's notice.

We are integrated with the active component as part of the total force. We are expected to be a force that is fully complementary, seamless, and an equal teammate to the active component.

We are manned, trained, and equipped to support Marine Corps operational requirements across the full range of military operations. We are 39,000 strong formed into major commands that comprise a marine, air, and ground taskforce. And we are unofficially known as the Fourth Marine Expeditionary Force. As the Commandant of the Marine Corps said, "We are one Marine Corps, a total Force Marine Corps."

To seamlessly integrate with the active component, Marine Forces Reserve must maintain equipment parity. Shortfalls in equipment modernization result in less interoperability with the active component, which slows the pace of operations and increases risk to your Marines and risk to mission accomplishment.

Marine Forces Reserve continues to see shortfalls in modernization, like our most pressing shortfall, the Casey-130J, which is used for tactical assault support, air-to-air and ground refueling, and combat logistics support. It is the major end item which facilitates moving to and across the battlefield. We should not send our Marines to a fight with legacy equipment.

Transition to modern equipment requires budget resources. NGREA (National Guard and Reserve Equipment Account), as you are all familiar with, is a complement to the presidential budget. And while we greatly appreciate NGREA, greater spending flexibility with this funding source would significantly contribute to the ability of Marine Forces Reserve to modernize legacy equipment, transition to new systems, improve our readiness, and better support our young Marines.

We owe it to our Nation's most precious assets, the young men and women in uniform, to send them into combat with the most modern equipment available.

With the continued support of congress, Marine Forces Reserve will continue to serve as a crucial operational tactical shock absorber to the active component.

I want to leave this distinguished body with two requests. Number one, we need a predictable and consistent budget. And number

two, we need a flexible NGREA that complements the budget to assist your Marine Corps Reserve in funding major end items as defined by law.

I appreciate the opportunity to be here today, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL REX C. MCMILLIAN

The United States Marine Corps is the Nation's force-in-readiness. For approximately 8 percent of the defense budget, your Corps provides an immensely capable and immediately responsive national security insurance policy for the American people. When our Nation calls, the American people expect quick, decisive action from Marines—both the Active and Reserve Components. All Marines must be disciplined, focused, and lethal. As the Commandant of the Marine Corps previously stated, we are one Marine Corps, a Total Force Marine Corps.

Your Reserves have been fully engaged across the Globe over the past 16 years in theater security cooperation activities and overseas contingency operations, serving side-by-side with our Active Component. Organized as 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 a diverse spectrum of operations in support of every geographic combatant commander's operational and theater security cooperation requirements in addition to Service commitments.

I continue to be deeply impressed by the professionalism, competence, and dedication of our Reserve Marines. Like their Active Component counterparts, they serve selflessly to protect our great Nation. I am inspired by the way they balance family responsibilities, civilian careers, and military service. 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. Without a doubt, the success of the Marine Corps hinges on the quality of our Marines.

Your Marine Corps Reserve is recruited, organized, manned, equipped, and trained to provide a professionally ready, responsive, and relevant force as a Marine Corps solution to enable Joint and Combined operations. Today's force will remain ready to fight and win across the range of military operations and in all five warfighting domains—maritime, land, air, cyber, and space. While we remain ready, I thank you in advance for ensuring your Marine Corps Reserve achieves competitive readiness levels and equipment modernization.

A Total Force

Over the past year, the Marine Corps Reserve supported each combatant commander by providing forces focused on theater security cooperation, crisis response, crisis prevention activities and combat operations. Marine Forces Reserve has sustained a robust operational tempo while providing critical capabilities essential in maintaining national security at the strategic level.

Global deployments, along with participation in Service, Joint, and Multi-national exercises, develop the desired depth of experience of the Reserve Force, ensuring the Marine Corps Reserve is relevant, ready and responsive to meet combatant commanders' requirements for highly trained general-purpose forces. The performance of our Reserve Forces in recent Total Force operations demonstrates this fact.

In 2016, more than 612 Reserve Marines mobilized supporting 18 operational requirements in five of the six geographic combatant commands. Likewise, nearly 5,200 Reservists participated in 34 training exercises, supporting requirements in 18 countries across the globe. Additionally, more-than 170 Reserve Marines volunteered to serve as Individual Augmentees, providing support to nearly every combatant commander.

During 2017, Marine Forces Reserve continues to support the combatant commanders by mobilizing an additional 813 Reservists and providing 4,500 Marines for a multitude of theater-specific exercises and security cooperation events. These operations and exercises greatly increase the Reserve Component's interoperability with the Active Component, Joint Force, and our allies.

Though the necessity to activate Marine Corps Reserve units on a large scale has decreased in recent years, the demand for the Marine Corps' unique capabilities has increased. For example, this year we plan to provide forces for a new emerging security force requirement in southwest Afghanistan. In addition, for the second year in a row, we have mobilized and will deploy a task-organized Special Purpose Marine Air-Ground Task Force to U.S. Southern Command in support of theater security

cooperation objectives. Last year, this formation of ground, air, and logistical capabilities supported U.S. Government humanitarian assistance that was provided to Haiti immediately after Hurricane Matthew.

Marine Forces Reserve continues to provide daily support to combatant commanders in a wide range of roles that include multi-lateral exercises, such as African Lion in Morocco, Ulchi Freedom Guardian in South Korea, and Maple Resolve in Canada. I anticipate Marine Forces Reserve will continue to deploy and integrate with the Active Component to meet combatant commander high-priority requirements through the use of existing 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. Inspector-Instructor and Reserve Site Support Staffs are geographically positioned to accomplish the vast majority of Marine Corps casualty assistance calls and are trained to provide compassionate and thorough assistance to families. Indeed, the majority of Marine Corps casualty notifications and follow-on assistance calls to the next of kin are made by our Marines. During Calendar Year 2016, our Inspector-Instructor and Reserve Site Support staffs performed 85 percent of the 361 casualty calls performed by the Marine Corps.

There is no responsibility that we treat with higher regard than the solemn mission of providing casualty assistance. The professionalism and compassion of our Casualty Assistance Calls Officers (CACOs) continues 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-person and online training. Once assigned, the CACO serves as the family's central point of contact and coordinates with funeral homes, government agencies, and other organizations. They assist family members with planning the return and final resting place of their Marine; and ensure the filing of appropriate documents is completed so that the family receives any veteran benefits to which they are entitled. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the grieving family.

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 additional Reserve Marines, performed more than 19,000 Military Funeral Honors, which represented 91 percent of all funeral honors rendered by the Marine Corps during Calendar Year 2016. 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 most wide reaching link between the Marine Corps and communities across the Nation. We present the face of the Marine Corps to the majority of the American public. 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. For example, last year Marine Forces Reserve personnel and units conducted more than 500 local and regional public engagement and community relations events across the country.

PREDICTABILITY

Operationally focused, the Marine Corps Reserve remains an integral part of the Total Force. We remain manned, trained, and equipped to seamlessly integrate with and support the Active Component—whether 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 work to augment, reinforce and sustain the Active Component across the range of military operations while maintaining Force readiness to support major contingency operations. We ensure units and personnel are ready to meet any challenge by employing a Force Generation Model that rotates Marine Reserve units through a 5-year Training and Readiness Plan. At any given time, the Force Generation Model enables the Reserves to provide combat ready units and detachments, which includes two infantry battalions; artillery, combat logistics, and multiple aviation capabilities; as well as an assortment of other forces. In total, a ready bench of more than 3,000 Reserve Marines and Sailors is prepared to augment and reinforce Active Component forces in support of a contingency response or as part of a theater security cooperation mission.

Our Force Generation Model provides a level of predictability for Force planners and our Reserve Marines, while maintaining the “train as we fight” philosophy. The Model provides our Reservists, their families, and their employers the ability to plan for upcoming duty requirements 5 years and beyond. This empowers service mem-

bers to achieve the critical balance between family, civilian careers, and service to our Nation while enabling informed employers to plan for and manage the temporary absence of valued employees.

The key element in the Force Generation Model is the consistent integration of Reserve units, detachments, and individuals into Service, Joint and Multi-lateral exercises, thereby building increasing interoperability over the plan's 5-year cycle. The units are assessed through a culminating Integrated Training Exercise during the fourth year of the training cycle to certify their readiness for use on the "ready bench" during the fifth year. Seamless integration with the Active Component in training exercises is conducted in the United States and abroad; this training facilitates the Active and Reserve Components interoperability, thus achieving success with the Total Force Marine Corps.

PERSONNEL

Marines, Sailors and civilians are the foundation of all that we do. The resources we dedicate to sustaining and developing this foundation directly contribute to the success of our institution. The vast majority of the Marine Corps Selected Reserve's authorized end strength of 38,500 fall under Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Selected Marine Corps Reserve Units, Active Reserve, Individual Mobilization Augmentees, and service members in initial training. Embedded with these Marines are 1,800 Active and Reserve component Sailors who serve critical roles in the operational and medical readiness of our Reserve Force. The success of Marine Forces Reserve would not be possible without the continued support from the U.S. Navy.

In addition to the Marines and Sailors of the Selected Reserve, Marine Forces Reserve administratively controls approximately 65,000 Marines who serve in the Individual Ready Reserve (IRR). Marine Forces Reserve continues to monitor the mobilization viability of these Marines who have fulfilled their active service commitment and returned to civilian life. The mobilization potential of the IRR is monitored through the use of muster events that are conducted at multiple locations across the country. These muster events are the Marine Corps' opportunity to physically inspect these Marines to ensure they meet the requirements for mobilization. These events also provide the opportunity to address administrative issues, complete mental health and post-deployment assessments, review Reserve obligations and new opportunities, meet with prior service recruiters, and reconnect with fellow Marines. During the past year, Marine Forces Reserve conducted 26 muster events with 6,545 Marines who serve in the IRR.

The Marine Corps Reserve completed its current decrease in end strength to 38,500 in fiscal year 2016. We will continue to strive to retain the very best Marines capable of fulfilling our leadership and operational needs. 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.

Despite reduced authorized end strength, our personnel readiness has reached record high levels. To sustain this high level of readiness we have concentrated on improving our personnel administration and retention programs. Throughout the past year, our Marines have worked hard to initiate enhancements to our administrative processes and standard operating procedures.

Additionally, we are improving the timeliness and accuracy of Reserve pay and entitlement disbursement through the consolidation of administration at the battalion, squadron, and group levels.

Recruiting and retaining high quality Marines remains essential to the Marine Corps' reputation as the Nation's force-in-readiness. Marine Forces Reserve enjoys high affiliation and retention rates enhanced through incentive programs, such as occupational specialty retraining, inactive duty travel reimbursement, and bonus payments. These programs remain essential to ensure we continue to meet authorized end strength and retain our most talented Marines. Over the past 3 years your support for these critical programs has helped bolster our overall personnel end strength to 99 percent of the total requirement with a grade and Military Occupational Specialty match rate of 85 percent. This high rate of personnel readiness is not only reflective of the health of the Force, but directly contributes to our overall operational readiness. While we fully expect to meet our Selected Marine Corps Reserve retention and recruiting goals again this year, continued use of these incentive

programs are critical to optimally align our inventory against our requirements, maintain individual and unit-level readiness, address shortfalls in staff non-commissioned officers, and fully rebuild readiness from previous force structure changes. Your continued support for incentives that promote service in our Reserve Force will ensure our ability to recruit and retain the very best service members.

EQUIPMENT

For the most part, Reserve Component units remain highly interoperable with their Active Component counterparts due to the Marine Corps' Total Force approach to equipment fielding and management. Active and Reserve Component Forces are manned, trained and equipped to the same standards, facilitating the seamless employment of Reserve Component Forces to meet combatant commander requirements. Marine Forces Reserve mission essential equipment readiness levels are sufficient and capable of supporting all home station training requirements, as well as current operational deployments.

In the Reserve Component, personnel resources to identify and conduct maintenance are limited to the small full-time support staffs at each Reserve Training Center. These staffs are augmented by Reserve Marines during the monthly drill and annual training periods. Focusing these limited resources on the combat essential readiness reportable items constrains routine preventative and corrective maintenance on the remainder of equipment. Recent modernizations, coupled with the increase in equipment density and complexity, have compounded this challenge.

For many years, Marine Forces Reserve has mitigated risk to maintenance readiness in two ways. First, by continually refining the Training Allowance, which is the portion of the unit's full Table of Equipment kept on-hand at the Reserve Training Center. Our goal is to balance the minimum amount of equipment necessary to effectively conduct training with the amount of equipment that can reasonably be maintained within the personnel and fiscal resource constraints. Second, by leveraging Overseas Contingency Operations (OCO) dollars to pay for mobile maintenance support teams from Marine Corps Logistics Command to travel to Reserve Training Centers and augment the organic maintenance capacity. Previous reductions in the availability of these OCO dollars have caused Marine Forces Reserve to reduce mobile maintenance support capacity, resulting in a noticeable decrease in the readiness of non-reportable items. Consequently, this negatively affects the quality of training that can be conducted by Reserve units. Congressional support for our amended fiscal year 2017 Operations and Maintenance, Marine Corps Reserve budget request, both OCO and non-OCO, is paramount to our continued success in maintaining high equipment readiness.

The top procurement priorities of Marine Forces Reserve are the KC-130J Super Hercules and the RQ-21A Blackjack Small Tactical Unmanned Aircraft System. The Marine Corps Active Component has fully fielded the KC-130J. However, the remaining 23 Reserve Component aircraft are not scheduled to be fully fielded until 2027. This extended fielding timeline forces the Reserve Component to simultaneously operate the KC-130J and the legacy KC-130T aircraft over the next 10 years. These two aircraft models have vastly different logistics, maintenance, and aircrew requirements, resulting in an increased outlay of resources necessary to maintain the readiness of the Reserve Component squadrons.

Our second procurement priority is the RQ-21A Blackjack Small Tactical Unmanned Aircraft System. The RQ-21A will provide a dedicated intelligence, surveillance, and reconnaissance system capable of delivering intelligence products directly to the tactical commander in real time. The 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 its first RQ-21A in fiscal year 2021.

TRAINING

During June 2017, Marine Forces Reserve will conduct its fifth Service-level Integrated Training Exercise aboard Marine Corps Air-Ground Combat Center, Twentynine Palms, California. This exercise consists of a two Battalion assessed live-fire and maneuver exercise, featuring Reserve Component Forces from 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 by serving as an annual capstone exercise, the principal mechanism for examining our training and readiness levels, and assessing our operational capabilities. Units participate based on future activation potential in accordance with the Marine Forces Reserve Fiscal Years 2017-2021 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.

Marine Forces Reserve continues to maximize continental United States-based training events. In fiscal year 2016, we provided an exercise force of approximately 2,000 Reserve Component Marines and Sailors for training opportunities in Exercise Northern Strike. Northern Strike is a joint, combined-arms, live-fire exercise emphasizing close air support, joint fire support, and coordinated maneuver with fires. The exercise also provides highly sought after amphibious training. Executed aboard Camp Grayling, Michigan, at the Joint Maneuver Training Center, Northern Strike provides an opportunity for Reserve Marines to train alongside Army and Michigan Air National Guard (ANG) forces as well as Canadian forces, under realistic conditions. Such an exercise ensures our Marines maintain the highest levels of proficiency and readiness to integrate with the Active Component for worldwide deployment.

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 culture 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 coupled with realistic operational training events strengthen core competencies and postures Marine Forces Reserve as a ready, relevant, 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 27 owned and 133 tenant Reserve Training Centers (RTCs), three family housing sites, one permanent barracks, three emergency troop housing barracks, and one General Officer Quarters in New Orleans, Louisiana. Although some RTCs are located on major Department of Defense bases, most of our centers are located in regional population centers, ranging from civilian neighborhoods to industrial and commercial districts. We continue efforts to improve maintenance and the security of our facilities to ensure the safety of our Marines and Sailors.

Sixty-six percent of the facilities budget simply sustains the existing physical plant and meets base operations costs by focusing on daily support and infrastructure maintenance. Costs of maintaining the physical plant steadily increase with the age of buildings. We have improved the overall readiness of our facilities inventory and corrected some chronic facility deficiencies through Marine Forces Reserve Facilities Sustainment, Restoration and Modernization (FSRM) support. There has been a focused and on-going effort to improve overall anti-terrorism security at all of our centers by working with our Service partners and the National Guard for joint occupied facilities. Although we have leveraged additional funding, these emergent anti-terrorism security requirements have placed added strain on our already limited budget.

The Marine Corps' Military Construction, Naval Reserve (MCNR) program focuses on new enduring requirements and recapitalization of our aging facilities. The construction provided by the annual authorization of MCNR funding has been an important factor in advancing the Marine Forces Reserve facilities support mission. Systemic authoritative engineering analyses have been undertaken in order to fill gaps in facility condition information. The combined effects of our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers. Continued support for our facilities program will enable Marine Forces Reserve to improve the physical infrastructure that supports and reinforces the mission readiness of our units. Moreover, Ma-

rine Forces Reserve continues to pursue opportunities to place training facilities within existing Department of Defense compounds.

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 specific projects which offer the best return on investment. Environmental stewardship continues to be a major priority for Marine Forces Reserve sites and units as we continue to comply with national, State, and local laws.

HEALTH SERVICES AND BEHAVIORAL HEALTH

Marine leaders have a moral obligation to ensure the health and welfare of the Nation's Marines from the day they make the commitment to serve. We also must care for the Sailors under our charge; and the families of our Sailors and Marines. We take this responsibility seriously and strive to maintain the trust and confidence of Congress and the American people by immediately addressing any challenge to our readiness and finding solutions through our people and readiness programs.

Between deployments, our Health Services priority is to ensure the Department of Defense goal of 85 percent Total Force Medically Ready. During fiscal year 2016, Marine Forces Reserve individual medical and dental readiness rates were 84.6 percent and 89 percent, respectively. We strive to improve medical readiness through a robust Post-Deployment Health Reassessment (PDHRA) Program at Marine Forces Reserve and an accurate monitoring, identification, and notification of unit-level actions necessary to attain readiness goals. Additionally, our Health Services personnel participate in Force Readiness Assistance & Assessment Program unit inspections; and our PDHRA Program participates in the Defense Health Agency's electronic audits. These inspections and audits provide oversight at unit level and the ability to monitor policy adherence which ultimately affects enterprise-level readiness.

The Reserve Health Readiness Program (RHRP) has greatly increased overall medical and dental readiness throughout the Force. This program funds contracted medical and dental specialists to provide services to units that do not have direct medical or dental support personnel and are not supported by a military treatment facility. During fiscal year 2016, the RHRP performed 14,918 Periodic Health Assessments; 15,860 Mental Health Assessments; 850 PDHRAs; 163 immunizations; 3,713 laboratory services; 21,536 audio services; and 18,323 dental procedures. In addition to RHRP, the Marine Corps' comprehensive behavioral health program addresses issues such as substance abuse prevention, suicide prevention, combat and operational stress control, domestic violence, and child abuse prevention.

Marine Forces Reserve continues to conduct Operational Stress Control and Readiness (OSCAR) training at all levels. The training is provided during pre-deployment training to service members of units 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 PDHRA and the Psychological Health Outreach Program (PHOP). The PDHRA places an emphasis on identifying physical, behavioral, and mental health concerns that may have emerged since returning from deployment. During Calendar Year 2016, Marine Forces Reserve successfully raised current completion totals to nearly 36,000 PDHRA screenings and 16,000 Mental Health Assessments. The PHOP addresses post-deployment behavioral health concerns and crisis-related interventions through contractors with various social work-related backgrounds via a wide array of referral services in the community to include follow-up with service members. These programs provide a pathway to identify Marines and Sailors in need of behavioral health assistance, and an avenue to 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 of 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 our behavioral health initiative programs is greatly appreciated.

Marine Forces Reserve Drug Demand Reduction Program (DDRP) continues to focus on reducing illegal drug use and prescription drug misuse within the Reserve community. Marine Forces Reserve relies profoundly on its drug-testing program, which acts as a powerful deterrent against drug use. Each Reserve unit annually conducts random, compulsory drug testing that ensures systematic screening of all Reservists for the presence of drugs. The DDRP staff provides education and awareness training on the dangers of misusing and abusing prescription drugs. The staff also provides information to Reservists on the proper disposal of old, unused, and outdated medications. Additionally, the DDRP increases leaders' awareness on the dangers of abusing prescription drugs through annual substance abuse supervisory level training.

Suicide prevention remains a high priority for the Marine Corps. Marine Forces Reserve focuses its suicide prevention efforts on six initiatives: in-theater assessments, PDHRA, PHOP, Care Management Teams, Marine Intercept Program (MIP), and Unit Marine Awareness and Prevention Integration Training (UMAPIT). The in-theater assessments target Reservists who are exhibiting or struggling with clinically-significant issues during a deployment. These Marines are evaluated by appropriate medical authorities for possible treatment with follow-up decisions made prior to the return home. The PDHRA Program specifically seeks to identify issues that emerge after Reservists have returned home from deployment. The PHOP secures treatment referrals and provides essential follow-up treatment and case management for our service members to receive appropriate behavioral health services. MIP is an evidence-informed targeted intervention for active duty service members, including Reservists, who have had an identified suicide ideation and/or suicide attempt. MIP includes a series of telephonic voluntary caring contacts in which a PHOP counselor reaches out to the Reservist and assesses for risk, encourages use of a safety plan, identifies and addresses any barriers to services. The PHOP counselors then incorporate these caring contacts into the counseling process. Lastly, UMAPIT provides annual training based on evidence-informed practices to raise awareness of common risk factors and warning signs associated with behavioral health issues. This training also focuses on building techniques to protect against behavioral health issues, ensuring that Marines understand their responsibility to fellow Marines, and limiting the stigma associated with seeking assistance for suicidal ideations.

Additionally, Reservists and their family members can access Marine Corps installations' behavioral health programs through Marine Corps Community Services while they are on 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 is another resource available to all Reserve Marines, attached Sailors, and family members regardless of their activation status. DSTRESS is a 24/7/365, Marine-specific crisis call and support center, providing phone, chat, and video-telephone capability for non-medical, short-term, solution-focused counseling and briefings.

SEXUAL ASSAULT PREVENTION & RESPONSE

Sexual assault is a complex problem that is often interrelated with other destructive behaviors. Marine Forces Reserve remains focused on executing solutions to address the continuum of destructive behaviors, with the goal of preventing sexual assault within our ranks. To accomplish this goal, Marine Forces Reserve has six full-time employees who provide supportive services across the geographically-dispersed force. In addition to the Force-level Sexual Assault Response Coordinator (SARC), each Major Subordinate Command within Marine Forces Reserve has a SARC who manages their commanding general's Sexual Assault Prevention and Response (SAPR) Program from the headquarters office in New Orleans. Together with the SARCs, the professional civilian victim advocate is available to support service members, as well as civilians who are eligible for SAPR services. Marine Forces Reserve continues to increase victim services, improve victim response capabilities, and emphasize prevention.

Additionally, the SAPR staff trains up to 160 new Uniformed Victim Advocates (UVAs) each year during week-long courses held at the Marine Corps Support Facility, New Orleans. After being trained and credentialed through the Department of Defense's Sexual Assault Advocate Certification Program, UVAs are appointed by their commanders as Advocates for their respective Reserve Training Centers. Each SARC provides continuous support and guidance to the geographically-dispersed

Victim Advocates within their MSC. In total, Marine Forces Reserve's SAPR Program maintains a roster of more than 300 UVAs within the Reserve Component.

Marine Forces Reserve members can report at any time, and do not have to wait to be performing active service or be in inactive training to file their report. If reporting a sexual assault that occurred prior to or while performing active service or inactive training, the Service members will be eligible to receive timely access to SAPR advocacy services from a SARC and a UVA. They also have access to a Victims Legal Counsel regardless of the duty status of the individual if the circumstances of the alleged sex-related offense have a nexus to the military service of the victim.

UVAs respond to service members regardless of their activation status, as well as adult dependents who make a report of sexual assault. With the support of their SARC, UVAs screen for potential safety issues and provide required safety updates, offer ongoing supportive services and referrals, and maintain a data base of nationwide resources for victims of sexual assault who may not reside on or near an installation. The SARCs and UVAs collaborate with providers who are local to the sites to create a network of support and response capabilities for the Reserve Component across the Nation.

Another essential aspect of the response protocol is the 24 hours a day, seven days a week Support Line that is advertised to service members and their families via written and digital media and during all SAPR classes and briefs. The Support Line is manned by the professional SAPR staff members who serve as a readily accessible resource for those who need anything from immediate assistance to those with questions about how to make a report. The Marine Forces Reserve actively publicizes the DoD Safe Helpline that is a crisis support service for members of the DoD community affected by sexual assault. The DoD Safe Helpline is available 24/7 worldwide with "click.call.text" user options for anonymous and confidential support.

Our prevention strategy is holistic and integrated with other programs that support the prevention effort, such as the Equal Opportunity Program, Family Readiness, and Behavioral Health. Marine Forces Reserve emphasizes setting the example of discipline and respect at all levels of command by encouraging a positive, retaliation-free, command climate. Leadership is encouraged to actively engage with our Marines and Sailors to learn what we can do to further support a positive environment that is free from attitudes and behaviors that are incompatible with our core values. Preventative education 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. Additionally, our Marines participate in the various events during Sexual Assault Awareness and Prevention Month.

In summary, Marine Forces Reserve is committed to preventing sexual assault while responding with the highest quality of supportive services and advocacy to those who need it.

QUALITY OF LIFE

We are dedicated to ensuring quality of life support programs are designed to help all Marines and their families, whether they are deployed or on the home front. Reserve Marines and their families make great sacrifices in service to our country and they deserve the very best support in return. They are dispersed throughout the country and away from the traditional support systems of our major bases and stations. Therefore, we strive to ensure awareness of, and access to, the numerous support programs available for their benefit. Family Readiness Officers provide the vital link to ensuring support reaches those who need it.

Marine Forces Reserve tracks the submission of medical service treatment records to ensure Reserve Component Marines receive timely access to Department of Veterans' Affairs (VA) healthcare services. Working across 178 reserve sites, we aggressively target our performance for submission timeliness to ensure our Marines will not be delayed in their submission of VA benefit claims once they have separated from the service.

Marine and Family Readiness Programs remain flexible, constantly adjusting to meet the needs of our Marines and their families. The result is a ready and resilient Force, well equipped to achieve success. This heightened state of resiliency is primarily achieved by providing robust, relevant and standardized training to our unit commanders, Family Readiness Command Teams, Marines and their families. Our Marine Corps Family Team Building (MCFTB) program offers non-clinical primary and secondary preventative education and professional training to support service members and their families throughout mission, life, and career events. MCFTB training events are delivered in person at Marine Corps units across the United

States and through interactive computer based trainings on the MarineNet platform. During fiscal year 2016, Marine Forces Reserve conducted 256 training events at which 10,530 Marines and family members received valuable information to help prepare for upcoming deployments, thrive during a deployment, and achieve a positive post-deployment reintegration experience.

A key component to our quality of life and resiliency is the religious ministry support provided by the 202 Chaplains and Religious Program Specialists who serve in our ranks; 127 of whom are in Reserve units, while 75 support the Active Component. Of those, 11 are mobilized in support of combatant commanders across the globe. This support includes providing divine services across the spectrum of faith communities, advising on spiritual and ethical matters, and pastoral care in a safe, confidential environment. One signature program is the Chaplain Religious Enrichment Development Operations (CREDO) program. The Marine Forces Reserve CREDO program provides two transformational workshops: the Marriage Enrichment Retreat (MER) and the Personal Resiliency Retreat (PRR). These events equip Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resilience while 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. During fiscal year 2016, 12 Marriage Enrichment Retreats were conducted with 288 participants and two Personal Resiliency Retreats were conducted with 27 participants.

The Marine Corps Personal and Professional Development programs continue to provide training and educational resources to service members and their families. The Transition Readiness Program implements a comprehensive transition and employment assistance program for Marines and their families; the program emphasizes a proactive approach that will enable Marines to formulate effective post-transition entrepreneurship, employment, and educational goals. Transition Readiness is a process that occurs across the Marine for Life Cycle, not an event that occurs at a single point in time. Additionally, the Marine For Life Network provides education and awareness briefs to Reserve Marines and their family members during IRR Mobilization Exercises, with the intent to link them to employment, education, and community resources in support of their overall life goals.

Our Semper Fit program continues to be 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 program includes hands-on, science-based strength and conditioning courses, online physical fitness tools, mobile applications for service members to access anywhere, recorded webinars, as well as instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also enhanced through stress management and esprit de corps activities, such as unit outings and participation in competitive events. These programs are crucial to unit cohesion and camaraderie.

The Yellow Ribbon Reintegration Program (YRRP) is an invaluable partner with the Marine Corps Unit, Personal, and Family Readiness Program at every command level. Since its inception during 2010, the YRRP has held more than 792 training events for more than 37,000 Marines, Sailors, and family members. In fiscal year 2016, 132 YRRP training events were conducted with 1,509 participants. The YRRP is a tool for commanders to remain engaged with the challenges and issues facing Marines, Sailors, and their families. The YRRP continues to thrive. Marine Forces Reserve, with the assistance of our Marine Corps Family Team Building staff, has developed innovative methods for program delivery that are sustainable in any fiscal or deployment climate. This includes developing webinars that can be delivered nationally, mail-outs, social media, personalized briefs designed to meet the individual needs of the service member and family, and working with the Family Readiness Officers to leverage national and local resources at no cost to the government.

We remain 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 resources. Military OneSource provides counseling 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 a robust Family Readiness Program that evolves and adapts to the changing needs of 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 is greatly appreciated.

SUPPORTING OUR WOUNDED, ILL, OR INJURED MARINES AND THEIR FAMILIES

The Marine Corps ensures the availability of full spectrum care to all wounded, ill, or injured (WII) service members, whether they are Active or Reserve, through the Wounded Warrior Regiment (WWR). Marines Forces Reserve ensures Reserve Marines' unique challenges are addressed through a liaison who provides subject matter expertise and special coordination with the WWR staff.

The WWR staff includes the Reserve Medical Entitlements Determinations Section, which maintains specific oversight of all Reservists' cases requiring medical care for service-incurred and duty-limiting medical conditions. Reservists facing complex care and recovery needs have access to WWR's network of 45 Recovery Care Coordinators who provide one-on-one transition support and resource identification for WII Reservists and families, who often live long distances from military installations. The WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy and has district injured support coordinators and field support representatives dispersed throughout the country who coordinate with Reserve units to ensure we keep faith with all Marines.

Marine Forces Reserve will not forget the sacrifices our Marines have made for this great Nation; and we will continue to work with the 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 force-in-readiness and will continue to be most ready when our Nation is least ready. As part of the Total Force Marine Corps, Marine Forces Reserve must remain manned, trained, and equipped to provide forces to the Active Component to respond across the operational spectrum and in all five warfighting domains. Although this unstable and increasingly dangerous operating environment is further complicated by a constrained resource environment, we must continue current operations, reset our equipment, and maintain our warfighting readiness while modernizing the force. Accordingly, we will make pragmatic institutional choices as we balance our available resources between current commitments and future readiness requirements. Semper Fidelis!

Senator COCHRAN. Thank you very much, General McMillian.

We will now hear from the Chief of the Air Force Reserve, Lieutenant General Maryanne Miller. General.

STATEMENT OF LIEUTENANT GENERAL MARYANNE MILLER, CHIEF, AIR FORCE RESERVE

General MILLER. Chairman Cochran, Vice Chairman Durbin, and distinguished members of the subcommittee.

Thank you for the opportunity to meet with you today.

I am honored to have with me this morning my Command Chief, Chief Master Sergeant Ericka Kelly. Together we represent America's 69,000 Reserve citizen airmen providing daily operational capability and surge capacity, ensuring airspace and cyber dominance around the globe.

Today, I will present our current state of readiness, discuss our integration across our Air Force domains, and acknowledge a few of our capabilities unique to supporting our Air Force's operational and strategic demands.

Full spectrum readiness means the right number of airmen trained, equipped, and ready to accomplish the operational missions in support of joint efforts around the globe.

The readiness concerns which weigh most in our preparation for the fight are insufficient manpower, both in full time support and critical skills, training availability and funding, weapon system sustainment, and concurrent fielding of aircraft and equipment.

The last 26 years of continuous operations coupled with current budgetary constraints has stressed our readiness levels. They have

left us with a smaller force of seasoned airmen and threatened our ability to reach and sustain full spectrum readiness.

To continue supporting emerging missions and enduring operations, I need a slight growth in manpower with predictable, reliable funding to match resources to our reservists' availability.

Though our recruiting efforts continue to meet annual goals, they do mask underlying shortages in both full time support and critical skills manning. The Air Force Reserves needs 445 more pilots and 1,500 maintainers.

Because of recruiting challenges, we have had to increase non-prior service accessions to meet in-strength over the last 3 years. Non-prior service recruits significantly increase our training costs and stress our ability to maintain full spectrum readiness.

Prolonged budgetary churn has challenged the Air Force's ability to sustain war fighting capability, improve readiness, and modernize the Force.

A year long Continuing Resolution would stifle improvements in readiness and degrade our ability to sustain any progress that we have made to date. It would cut crucial funding to our special tour, and operations and maintenance funds curtailing critical training and our equipment. Air crew proficiency training would be limited as well as our key participation in joint exercises.

A yearlong CR (continuing resolution) would further decrease aircraft availability, shrink critical commodities, and weaken our ability to meet the demands of the Air Force.

Modernization recapitalization and military construction funding are essential to guarantee we remain agile and combat capable.

The Air Force Reserve leverages the National Guard and Reserve equipment appropriation to increase our capability and ensure interoperability in the joint fight. So thank you very much for your support in that.

We must develop a concurrent fielding and divestment strategy for the Air Force to ensure operational parity with the active component and allow for synchronized use of resources and training.

Reserve citizen airmen are associated in two-thirds of the Air Force's total force enterprise. We partner across every MAJCOM, leveraging unit associations in all our Air Force Reserve core missions.

We also capitalize on our ability to integrate individual reservists throughout the Department of Defense to enhance mission execution.

A fiscal year 2016 Air Force reservist performs 4.4 million man days and filled over 3,200 Air Expeditionary Force taskings. Today and every day, 6,000 reservists are operating around the globe.

Air Force Reserve citizen airmen deliver a diverse capability for our Nation's defense. We have over 8,000 Individual Mobility Augmentees working around the globe, infusing their civilian experience and their talent into all Air Force core missions, particularly in space, cyber, and the intelligence areas. Leveraging their unique civilian experience adds additional capacity to advance our progress towards the future fight.

We also leverage existing infrastructure across 58 partner locations by sharing facilities and equipment with our active and our joint partners while maintaining only nine host installations.

Over nearly three decades of being engaged around the globe, we have successfully adjusted to an operational reserve. Portions of our Force are stressed, but citizen airmen are resilient, engaged, and honored to serve.

We require your support for sufficient resources to meet full spectrum readiness, increased in-strength to support integrated operations, and an increased budget to buyback the readiness deficit and modernize our weapon systems.

A stable, predictable budget will ensure your Air Force Reserve is combat ready at all times.

Thank you for your support of the Air Force Reserve and the opportunity to represent 69,000 Reserve airmen today.

I look forward to your questions. Thank you.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL MARYANNE MILLER

Chairman Cochran, Vice-Chairman Durbin, and distinguished members of this Subcommittee, thank you for the opportunity to talk with you today. I am honored to represent America's Reserve Citizen Airmen: men and women who live and work locally in your represented States, yet serve globally, providing operational capability and surge capacity ensuring unrivaled air, space, and cyber dominance.

For 69 years, this Nation has called on the Air Force Reserve (AFR) to support national security objectives in all types of military and humanitarian operations around the globe. Today nearly 70,000 Reserve Airmen are postured to respond to any crisis or contingency when needed. In fact, there are currently 6,000 Air Force Reservists on active duty orders operating in air, space, and cyber domains, supporting overseas contingencies and other stateside operations. In order to remain viable for today's fight and postured for tomorrow's, it is critical, we not only improve but sustain our readiness and ensure we integrate into key mission sets to support the joint fight. However, constrained defense budgets and a lack of fiscal stability stress our readiness levels and threaten our ability to reach and sustain full-spectrum readiness. As a critical component of the One Air Force Team we will not be fully successful without proper and sustainable funding into the out years.

Today, I am going to affirm our current state of readiness, explain how we integrate into the joint environment, and describe what makes the AFR uniquely structured to support operational demands in air, space, and cyberspace.

STATE OF THE AIR FORCE RESERVE READINESS

Over two decades of continuous operations coupled with decreased budgets have left us with a smaller force of seasoned airmen and strained the readiness of our force as we continue to support the unceasing demand for the operational effects of our airpower and other critical battle space operations. To help recover from the stress on our force we must align our manpower concurrently with the active component based on current and emerging mission requirements to best support our Nation's call. Reserve Citizen Airmen are crucial to meeting national objectives and combatant commanders' demands. We must continue to leverage our strengths and always partner with the Active Component to successfully field new weapon systems, as we have with the F-35 and KC-46, and support space, cyber, and Intelligence, Surveillance, and Reconnaissance (ISR) missions.

We define full-spectrum readiness as the right number of Airmen, trained and equipped to accomplish operational missions in support of joint forces in both contested and uncontested environments. Critical skills availability, training resource availability, flying hour programs, weapons system sustainment, and operational tempo measure our readiness. Congressional support within these critical areas is needed to strengthen our readiness. Specifically, my top four concerns are shortfalls in both full time support and critical skills manning, maintenance concerns due to operations tempo and aging fleets, ensuring concurrent fielding of aircraft and equipment and limited budgets under continuing resolutions.

Manpower

With a force of nearly 70,000, we feel the pressures of the budget constraints as well as the pull from industry of our most skilled airmen. Our rated force is currently short 445 pilots and on average, our flying squadrons are 72 percent manned. As a comparison, the Air Force, with all three components combined, has approxi-

mately 17,000 pilots. A 2016 RAND study, modeled a potentially large growth in hiring in the airline industry over the next decade, which could require Air Force to significantly increase retention efforts. A downward trend in our pilot manning could continue if we don't take measures to recruit and retain pilots through bonuses and other quality of life programs. We cannot compete on the same pay scale with commercial industry but we must continue to leverage other means to retain the quality airmen we need to get the mission accomplished.

We are beginning to see similar industry dynamics with our maintenance force. Our full-time maintenance manning is 80 percent, with a shortfall of 1,500 full-time maintainers. We have been successful in retaining our traditional reserve maintenance force and are manned at 100 percent but our shortfall in full time maintainers, coupled with the unrelenting demand for air power, are contributing to our decrease in aircraft availability rates and training and support to all flying operations.

As demands for rapidly evolving space, cyber, and ISR missions increase, so does the need for increased manpower for these critical skill sets. Our 11 Reserve space units are aligned with either Air Combat Command or Space Command supporting space operations globally. We have over 700 space professional Individual Reserve Augmentees (IMA) supporting Major Commands, Numbered Air Forces, and Inter-agency staffs in 25 different locations around the world. The AFR represents 11 percent of the total force manpower in the cyberspace superiority portfolio with 14 Cyber Organizations supporting Major Commands and Combatant Commanders. In fiscal year 2017, we increased our ISR manning authorizations by 222 to support coverage of full-spectrum ISR operations. We added one target system analysis squadron and two intelligence support to cyber mission forces squadrons.

For 16 consecutive years, the AFR has met its recruiting goals and our retention rate remains at 90 percent, which is a testament to the dedication and professionalism of our force, yet we know these success stories mask an underlying stress on the force. High demand Air Force Specialties are critically stressed and undermanned. Many of our seasoned personnel, such as pilots, maintainers, space, cyberspace, and ISR professionals, have chosen to leave the Reserve or transition from full-time to part-time service for various reasons such as pay and entitlement disparity, reduced funding, unpredictable budget and high operations tempo. Our shortages, especially in the Air Reserve Technician (ART) program, are compounded by Budget Control Act caps, Continuing Resolutions, and hiring freezes. We are very thankful for your support in programs such as recruiting, retention, and relocation (RRR) bonuses that allows us to target continued service for these individuals.

To effectively grow our force, we must 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. We prefer recruiting prior service members who are already trained to make immediate use of their capabilities and minimize training costs. Retaining active duty Airmen results in a significant cost-savings and brings a wealth of operational familiarity and mission expertise. However, we are currently experiencing a downward trend in prior service recruiting. Last year, 38 percent of our accessions were non-prior service, a 6 percent increase from the prior year. Non-prior service recruits significantly increase our training costs and delay readiness.

While retaining pilot experience garners media attention, we must remember the combat-tested warriors across our other disciplines and career fields. In order to support the growing demand for space, cyber, ISR, and other critical Total Force mission areas, we will leverage our unique Reserve Citizen Airmen civilian sector experience to retain our competitive edge. Since we are postured through Unit Type Codes, we have to pull manpower from other areas to stand up emerging missions.

Training and Flying Hours Program

A stable, predictable budget is critical to allow AFR Citizen Airman the ability to plan their participation for the year. This permits our people to stay proficient in their civilian career and qualified in their Air Force Specialty. Funding for Seasoning Training, Continuation and Proficiency Training, and Flying hours is vital to maintain our Air Force standards. By leveraging our high experience levels in the training environment, we minimize cost and set our newest Airmen up for future success, but we must have continuity in the form of stable funding to plan our participation.

Our Reserve Seasoning Training Program (STP) funding is critical to ensure new members are qualified. STP training normally occurs immediately out of Basic Military Training and Technical School. Without the availability of these funds at the beginning of every year, we cannot plan for training. Unpredictability damages the relationship between our Airmen and their civilian employers and communities, and we miss training opportunities which ends up delaying personnel readiness.

Training and funding of the flying hour program is crucial to maintain, rebuild and improve readiness. Air Force Mobility Air Force (MAF) flying hours are currently funded at 85 percent, with some platforms funded as low as 68 percent. If the Transportation Working Capital Fund (TWCF) shrinks, our MAF crews will need more Training, Test, and Ferry (TTF) or Operations and Maintenance (O&M) funds to offset training deficiencies. The Combat Air Forces (CAF) flying hour training program has also been impacted; specifically, Reserve allocations for formal training have been reduced. Resources and funding for the flying hour training program are critical to preparing for combat operations.

Weapon System Sustainment

We require congressional support of our funding requests for our aircraft fleet and supporting systems, including our fleet modernization plans. Our weapon system sustainment baseline funding has been below 80 percent for the past few years. Additional OCO funding takes our sustainment funding to approximately 85 percent, but the system is still stressed due to aging fleets, depot modifications, corrosion and supply issues.

The average age of the Reserve fleet is 9 years older than the Active Component's fleet. Modernization would help solve our legacy aircraft supply chain and test equipment issues, so funding of requested Reserve modernization projects, even in this fiscally constrained environment, must be a top priority until we can replace aging systems. Modernization and recapitalization are essential to ensure the AFR remains combat-ready today and relevant for tomorrow's fight.

Our current modernization efforts revolve around upgrading legacy systems to enhance situational awareness and improve combat effectiveness. While these upgrades ensure we maintain our combat capability and interoperability with the active component, the Reserve is not funded nor structured to maintain completely separate weapon systems or aircraft from our Active Component partners.

We must develop a concurrent mission design series fielding and divestment strategy for the Air Force. This is vital to ensure operational parity with Active Duty. We are facing non-current fielding issues as the F-16 bridges the gap until the F-35 reaches full operational capability. As the Air Force plans to grow, we must concurrently field the same mission design series to allow for synchronized training and resources. Similarly, as the Air Force divests from aircraft like the HC-130H and converts to J-models, the Reserve faces a situation where we will be unable to draw trained pilots and maintainers from the Active Component. As we plan to support new platforms, like the KC-46, we must focus on mission impact and ensure installations are sized appropriately. Concurrent fielding and divestiture increases our operational relevancy, improves our ability to provide combat-ready forces while making the most efficient use of our precious resources and dollars.

Infrastructure

Reserve readiness also requires a look at our infrastructure. Without sufficient military construction funding, our ability to support mission requirements is limited. The AFR maximizes cost-effectiveness by sharing facilities and infrastructure with our active and joint partners rather than exclusively operating our own facilities. We leverage existing infrastructure at more than 58 partner installations, while only operating nine host installations. These shared facilities, such as aircraft hangars and maintenance shops, include more than 17.1 million square feet of infrastructure. As we expand into emerging missions and reevaluate legacy requirements, we see in many cases our infrastructure is not aligned to meet our needs.

Currently, the AFR has identified a \$910.0 million 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, we are increasingly forced to use O&M funding for Facilities, Sustainment, Restoration and Modernization (FSRM) work to accommodate mission changes, increase building efficiencies and ensure facilities meet mission requirements. The AFR has a \$1.3 billion backlog for required FSRM. 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. As we work through the planning and programming for fiscal year 2018, we will request our priority MILCON projects. With Congressional support, we can smartly invest in MILCON and apply our facility savings to fleet modernization and readiness.

INTEGRATION

Global Vigilance, Reach, and Power

Operations tempo is one of our measures of readiness. Despite the high operational tempo of the last 25 years, our Airmen guarantee mission success. During 2016, Reserve Citizen Airmen integrated seamlessly with our active and joint partners, performing nearly 4.4 million man-days. Air Force Reserve Command was the fourth largest contributor to combat operations filling more than 3,200 Air Expeditionary Force tasks. Our professional Airmen provided Global Vigilance, Global Reach, and Global Power for national security to the joint forces. The Remotely Piloted Aircraft community collected over 35,000 ISR combat hours. ISR analysts contributed over 240,000 combat mission hours. 1,500 space professionals supported space operations worldwide, and 4,000 cyber operators engaged in total force cyber protection teams ensuring Global Vigilance. Air Mobility operations ensured Global Reach in over 80 different countries. Reserve crews flew over 4,000 missions, 7,000 sorties, and 32,000 hours delivering over 36,000 passengers, and over 34,000 tons of cargo. Our fighters, bombers, and Remotely Piloted Aircraft delivered Global Power by conducting precision strikes around the world on a daily basis supporting joint, special operations and coalition forces. As examples, the Reserve RPA community had over 1,000 kinetic strikes resulting in over 1,400 enemies killed in action and over 500 enemy high value targets destroyed while the 44th Fighter Group F-22's flew 161 combat missions and destroyed over 1,100 targets.

Our daily and continuous operational capability is part of what makes us a valuable partner for today and for tomorrow. But, as we fight today, we must shape our force for tomorrow by focusing on retaining the competitive edge of our resilient Reserve Citizen Airmen and providing sufficient support for air, space, cyber, and ISR missions.

Associations

The Reserve has 66 Classic Associations and 10 Active Associations. We have nine new associations awaiting approval. We've been engaged in Classic Associations for over 50 years. These associations support every Major Command providing sustained operations, strategic depth and surge capacity. Two thirds of the Air Force's Total Force Integration associations are with the Reserve. Classic Associations maintain about a 20 percent full-time force dedicated to serving and training the part time Reservist. They are 100 percent Unit Type Code postured for surge capability. The Reserve is dedicated to remaining cost-efficient, maintaining mission effectiveness, and fostering better communication with our active and joint partners. Building these associations champions Total Force initiatives and leverages the unique strengths of each component.

Space

There are over 1,500 integrated Reserve space professionals and supporting staff in 11 associated units throughout Air Combat Command and Space Command. High Velocity Analyses support Air Force Reserve involvement in space operations to meeting the increasing needs of this expanding mission. The Reserve will grow in intelligence support to space operations, but future mission requirements will necessitate increased support to the Space Mission Force and the Ready Space Program, focusing on protecting satellite communications, offensive and defensive space control and space aggressor support to the Space Mission Force.

Cyber

Cyberspace is arguably the most rapidly-evolving and highly contested domain in the current environment. Our network is constantly under siege as we protect our information and our people from cyber-attacks. We must continue building a force that understands how to protect our networks to ensure mission success. The Reserve has over 3,500 cyber professionals throughout the Combatant and Major Commands. Under the Reserve Cyber Operations Group, there are seven Classic Associations to include the Cyber Operations Squadron that integrates over 100 personnel within Cyber Protection Teams. We plan to grow Mission Defense Teams, Cyber Command and Control, and Cyber Mission Forces aligned with the Active Component portfolio. As we develop our cyberspace technology, we must recruit, leverage the expertise and training opportunities in the civilian sector that uniquely benefit our part-time Reservists, and train a force with superior understanding of this domain.

ISR

The Reserve has aggressively invested in full-spectrum ISR operations covering support to air, space and cyber domains. Our ISR capabilities are synchronized with

Air Force strategy, responsive to the Air Force and Joint priorities. We currently have one ISR group with 11 classic associate units, three added in fiscal year 2017. Recruiting for ISR is successful at 112 percent of requirements which results in a backlog in our training pipeline.

UNIQUENESS

People

By preserving our part-time force structure, Reserve Citizen Airmen remain a superb financial value to the Air Force and the American taxpayer. The AFR is currently about 79 percent part-time, permitting us to remain cost-efficient and mission effective. A part-time Reserve Airman costs less than a Regular Air Force (RegAF) Airman. Over a career, our cost savings are significant; the 20 year life cycle cost for a part-time Reserve officer is approximately half of the active component, with a non-prior service member being even less. Another cost advantage of the AFR is the ability to capture prior-service RegAF members wishing to affiliate as a part-time Reservist. The Reserve is uniquely positioned to retain the Air Force's vast investment in human capital and maintain cost effective capability against unanticipated requirements.

The Air Force Reserve provides flexibility through our ability to adjust reservist participation rates based on demand. Our Selected Reserve force is made up of roughly 65 percent Traditional Reservist (TR), Full Time Support (FTS), to include 16 percent Air Reserve Technicians (ART) and 4 percent Active Guard Reserve, and 10 percent IMA. We have over 3,000 Civilians and 250 Active Component partners, part of our FTS cadre, who are 5 percent of our manpower. Our FTS personnel are responsible for preparation and administration of policies and regulations to organize, administer, recruit, instruct, train, or support the Air Force Reserve. Additionally, the Air Force Reserve has a strategic depth consisting of those members in the Individual Ready Reserve, Active Duty Retired, Retired Reserve (AFR and ANG), and Standby Reserve, who the President and Secretary of Defense may recall when needed. It is this flexibility and capacity which make the Reserve a unique and critical partner in our Total Force team. We deliver our diverse portfolio capability and Title 10 status as your Federal reserve in order to meet the Nation's requirements. It is my job to assure Reserve readiness, and I guarantee Reserve Citizen Airmen will remain operationally relevant to the joint fight by ensuring the right number of Airmen are available, trained properly and equipped appropriately.

Air Force Reserve TRs voluntarily serve this country and continue to positively impact your communities. Our Reserve Citizen Airmen balance their home life, their civilian job and their military commitment on a daily basis. Training and readiness require dedicated time, and most hold full time civilian jobs requiring them to coordinate with their employer and predict time for participation. Reserve Citizen Airmen leverage a diverse range of civilian careers, including attorneys, information technology professionals, healthcare providers, small business owners and corporate executives. These civilian skills make our Air Force team even stronger.

The Air Force Reserve IMA program exemplifies the Total Force Enterprise. IMAs provide the flexibility needed to support total force requirements at a moment's notice. IMAs train with their active duty counterparts and can easily expand and contract the number of duty days they work to support the joint force. In today's austere manning environment, IMAs can surge to help augment active component units who could otherwise not accomplish their mission. During normal manning times, IMAs revert to their minimum work schedule of either 22 or 36 days a year, providing a ready force at an extremely low cost. The IMA program provides exactly the degree of adaptability and reliability the Air Force needs to economically and reliably continue the Air Force mission, whether it's at the squadron level or the Combatant Command.

Reserve Citizen Airmen have been in continuous combat operations for the past 25 years, hindering their time to focus on full-spectrum readiness items. Some of our Airmen volunteer to deploy on 60-90 day rotations or 365 day deployed-in-place tours which does not allow enough dwell time for full spectrum readiness training. Many reservists volunteer to exceed the desired 1:5 mobilization-to-dwell in order to meet mission requirements. Deployments and mobilizations are not decreasing; in fact, a 4 percent increase is projected in fiscal year 2018. The Air Force Reserve is initiating eight six-month Reserve Component Periods to stabilize mobilization-to-dwell above 1:5 and dedicate more time at home base for required training and readiness requirements.

Mission

The Air Force Reserve owns the sole responsibility to execute the mission of the Hurricane Hunters and Aerial Spray while sharing aerial firefighting duties with our Air National Guard (ANG) partners. Last year showed great success. The Hurricane Hunters flew 135 missions with more than 1,000 hours monitoring weather conditions in support of the National Oceanic and Atmospheric Administration. Our Aerial Spray crews dropped 79,000 gallons of pesticides on over 191,000 acres to control disease and vegetation proliferation. The Reserve collaborated with the Guard to extinguish 16 raging wildfires, while amassing a total of 64 flight hours and 54 fire retardant drops which dispersed over 1.3 million pounds of retardant. These missions would not get done without the Air Force Reserve.

The Air Force Reserve owns significant equity, over 25 percent, in many other missions providing critical support to the joint fight. We provide 60 percent to Aeromedical Evacuation, 33 percent to Air Mobility Operations Squadrons, 56 percent of the Airlift Control Flights, and 100 percent of the C-5 Formal Training Unit. These missions would have critical failures without the support of Reserve Citizen Airmen.

In order to care for our Airmen, the Air Reserve Personnel Center (ARPC) was established. They are responsible for the mobilization of Air Force Reserve personnel and retired active duty members when directed. ARPC provides administrative, records maintenance, and personnel support for over 1.3 million members of the RegAF, ANG, AFR and retired personnel in all categories. ARPC manages the complex processes, status dependent, of the Air Reserve Component. ARPC professionals have experience and training to understand these complexities and ensure both Guard and Reserve processes are seamlessly integrated into Air Force operations.

CONCLUSION

The Air Force Reserve will remain an integrated, flexible and combat-ready force providing accessible and sustainable capabilities as a viable Air Force Component supporting joint partners and national security objectives. Ensuring diverse, operational experience enables us to be a combat-ready force with continuity and depth. The key to our success in achieving balance between today's fight and tomorrow's threat is the right equipment, the right manning and stable, predictable funding. We must continue to build on our readiness and supporting systems and structures to handle current and future operational tempos. Armed with the right equipment and infrastructure we can continue to impact the fight every day. Essential to our future as a ready force, we must shape our journey to be ready for the next fight while preserving our strength as an agile, professional, sustainable, reserve citizen airmen force. Thank you for your tremendous support of the Air Force Reserve and for the opportunity to represent your Reserve Citizen Airmen in our discussion today. I look forward to your questions.

Senator COCHRAN. Thank you for your testimony.

We now will recognize the distinguished Vice Chair of the Committee, Senator Durbin of Illinois.

Senator DURBIN. Thank you, Chairman Cochran.

My apologies, first, for coming in late. I had an overlapping committee, the Senate Judiciary Committee, upstairs and I asked and quickly ran down here. But it is no disrespect to the witnesses or to the committee. I am sorry that the scheduling caused this.

I would like to ask each of you for the record, and some have already spoken to this, if you would provide me and the committee with specifics in terms of the negative impact of a continuing resolution on your military mission. We are facing that prospect now and there is no need for it as far as this subcommittee is concerned.

Under Chairman Cochran's leadership, we have done our job. We are prepared to pass our budget to complete this fiscal year and start the debate about next year.

But we are still facing the real prospect of a continuing resolution, which is a wasteful, counterproductive effort by this congress.

So if you give us—give me and I will share with the committee—what you consider to be the top negative impacts on your mission

if we choose the Continuing Resolution route as opposed to the appropriation route.

[The information follows:]

IMPACTS OF CONTINUING RESOLUTION

General Joseph L. Lengyel.—A short CR increases uncertainty about availability of funds, degrades planning fidelity, and reduces the time to efficiently execute and manage money that is eventually appropriated. A longer CR would have significantly greater impact. For example, reserve components receive no National Guard and Reserve Equipment Account (NGREA) funds under a CR, greatly reducing efficient program management. The C-130H AMP Increment 1 program to upgrade the ANG's C-130 fleet is considered a new start in fiscal year 2017, and therefore under a CR the program does not receive any funding, which will delay acquisition. Additionally, aircraft depot maintenance would be curtailed. Depot maintenance schedules are built months or years ahead, and work stoppages have long-lasting impacts on aircraft availability and readiness. The fiscal year 2017 appropriation provides recruiting and retention tools the ANG needs to address shortfalls in critical mission areas, which have a direct impact on readiness. A CR will force the Air Force to shut down or reduce personnel training, which will create backlogs, further stressing mission areas already short of qualified personnel. The Air Force would cancel a significant number of Guard Overseas Contingency Operation taskings, creating operational shortfalls. A year-long CR will keep the ARNG from funding Cyber Protection Teams (\$9.9M) and HMMWV Modernization (\$160 million). The ARNG will curtail or cancel participation in major training exercises, which would reduce commitments to EUCOM, PACOM and USFK. Training will be curtailed for the 278th Armored Brigade Combat Team, 56th Stryker Brigade Combat Team, and 33rd Infantry Brigade Combat Team training in preparation for Combat Training Center (CTC) Rotations in fiscal year 2018, reversing momentum in building Army Guard readiness through increased CTC rotations. Furthermore, ARNG Aviation training quotas will be curtailed, resulting in a less skilled force. The ARNG will be unable to meet its increased manpower authorization for fiscal year 2017 without the funding from a fiscal year 2017 appropriation.

Lieutenant General Charles D. Luckey.—Ranking Member Durbin, thank you for your attention as we work together to find a resolution to addressing the Army Reserve's (AR) need for consistent and predictable funding. To date, operating under a CR has had no significant negative impact to the AR. However, if we continue to operate under a CR, the AR will experience significant negative impacts, including: ?Reduced ground OPTEMPO for training readiness to Platoon level; ?Reduced funding for units to conduct day-to-day training and operations needed to build readiness; ?Reduced training seats in leader development, initial skills, and functional training by almost 5,000; ?Reduced instructor man-days to support the Total Army School Systems (TASS) and other non-TRADOC training institutions; ?Expanded gap in critical equipment shortages without National Guard and Reserve Equipment Appropriation (NGREA) funding, to include training/weapons simulators for early deployers; and ?Cancellation of one of three Warrior Exercise (WAREX). The last WAREX 86-02, includes 72 units and approx. 4600 Soldiers in the Training audience. Additionally, under a year-long CR, any flexibility the Army Reserve would have to reprogram funding within each Appropriation is prohibited, adding another layer of complexity to the AR's ability to manage and fund our Soldiers.

Vice Admiral Luke M. McCollum.—An fiscal year 2017 full-year Continuing Resolution (CR) would have had the greatest effect on the Reserve Personnel, Navy (RPN) and Procurement Appropriations. RPN is the primary appropriation by which the Navy Reserve component funds its daily duties and Fleet support. A full-year CR would have imposed a \$66 million shortfall on the RPN appropriation associated with growth in economic assumptions (such as, the personnel pay raise and Basic Allowance for Housing) over-and-above fiscal year 2016 funding levels, which may have forced Navy Reserve to:—Halt Permanent Change of Station moves—Cancel Navy Reserve Canvasser Recruiter orders—Cancel Discretionary Active Duty—Special Work (ADSW) orders—Cancel Navy Operational Support Center, Anti-Terrorism Force Protection ADSW orders—Cancel Funeral Honors ADSW orders—Cancel 3 Year/265 Recall orders—Halt Non-Prior-Service Accessions—Halt Bonuses—Cancel Active Duty for Training (ADT) Special orders—Cancel ADT Schools orders—Halt New Accession Trainee accessions In regards to procurement, the Conference Agreement on the fiscal year 2017 Consolidated Appropriations Act includes two C-40A cargo aircraft for the Navy Reserve. A year-long CR would have nullified longstanding efforts to procure these aircraft and restore our capability to the full requirement. Navy Reserve currently has just 15 of our risk-mitigated 17 C-40A

aircraft, which are a critical element of our Navy-Unique Fleet Essential Aircraft (NUFEA), and represent 100 percent of Navy's Lift capability.

Lieutenant General Rex C. McMillian.—A continuing resolution would have created significant challenges to RPMC with a projected \$44 million shortfall if no relief from the traditional Continuing Resolution rules was provided. Reserve training (Annual Trainings and Drills) would need to be curtailed. Per P&R calculation, RPMC would require a reduction of 84,000 workdays (43 percent of 4th Quarter drills).

Senator DURBIN. The second question I would like to ask is one that is controversial. And General McMillian, I am sorry I need to bring this up, but I think it should be part of the record of this committee.

Last month we learned that a shockingly large number of current and former Marines—up to 30,000—have been posting explicit pictures of female Marines to websites. They call themselves Marines United. This scandal is deeply disturbing and it appears that the first arrest of a civilian occurred this weekend.

We need to honor the service of every person who steps forward and puts their life on the line for our country.

So what actions are you taking to address it in the Marine Corps Reserve? What is the impact on morale, which you described as at unprecedented levels, recruiting, and retention?

General McMILLIAN. Thank you for the question.

Sir, we are nested underneath the Commandant of the Marine Corps, and he testified to it previously on what the Marine Corps writ large is doing to combat Marines United.

In the first point, we are extremely disappointed. It is not acceptable to be in the Marine Corps and participate in something as heinous as Marines United. And I can tell you, Senator that we are deeply committed to rooting that out of the Marine Corps and we are progressing full speed ahead with that.

On the Reserve side of the Force, and numbers-wise, we have identified approximately 20 Marines. One of those Marines is under legal review and then 19 of them are under administrative review. So out of that 30,000 fortunately the numbers are fairly low.

Aside from what we are doing institutionally in the Marine Corps, inside of Marine Forces Reserve, I have directed my commanders at the Division, the Wing, the MLG, and our Force Headquarters Group, to get out and visit the Marines and talk about this upfront, and tell them that it is not acceptable to participate in something in social media along these lines.

They are either going to get onboard, and get with the Commandant in rooting this out, and changing the culture of the Marine Corps or they are going to find another place to work. It is not acceptable. We are extremely disappointed by it.

I, myself, Senator, am traveling to 160 sites across the country and talking to all of our Marines, along with my senior enlisted advisors, Sergeant Major Kimble, Master Chief Coates, and we are getting that word out, and I think we are being successful at it. I am confident we will solve this problem, Senator.

Senator DURBIN. General Neller in his statement before the Senate Armed Services Committee gave a very strong statement, as I am sure we all felt that he should, but he also spoke directly to

the women in the Marine Corps about the importance of their service.

So are you and others reaching out to the women in the Marine Corps Reserve to reiterate this point?

General MCMILLIAN. Absolutely, Senator.

We highly value the women in the United States Marine Corps. We are actively recruiting as hard as we can to bring more women into the Marine Corps. And we are working as hard as we can to retain the women in the Marine Corps, and especially to rebuild their trust and confidence in the United States Marine Corps.

There is a little bit of good news here. About 6 or 7 years ago when this subject of sexual assault and sexual harassment was brought up, it was found out in command surveys that there was not a lot of confidence to report such things to the leadership of the Marine Corps.

I am happy to tell you that today that has reversed itself. When I talk to our women across the Marine Corps, if they have confidence in reporting sexual assault and sexual harassment, they are in the affirmative stage. Absolutely. Complete trust and confidence in the chain of command, and that is not only verbally to me. That is coming out in anonymous command climate surveys.

Senator DURBIN. Thank you very much.

Thank you, Mr. Chairman.

Senator COCHRAN. The distinguished Senator from Maine.

NATIONWIDE PILOT SHORTAGE

Senator COLLINS. Thank you very much, Mr. Chairman.

General MILLER, you described the nationwide pilot shortage, which is a major concern for the Maine Air National Guard, as well as for Air National Guard and Air Force Reserve units nationwide.

How can Congress help address this very serious problem of pilot shortages, which ultimately is going to have a serious impact on our readiness?

General MILLER. Thank you for that important question.

When you look at the demographics within the Air Force Reserve, and I will speak strictly of the Air Force Reserve, we do not have an issue bringing pilots in from an aspect of new recruits coming in the door. We are raising that number because we are not getting the sufficient number coming off of active duty.

So in response to the pilot shortage, we are increasing from roughly 80 pilots that we bring in off the street and train them to 100, and we may need to raise that more. So that is one thing we are doing.

Our numbers coming off of the active component, which is where we get 60 percent of our accessions on the pilot force, are decreasing. It is around 50 percent and the trend is going lower, which has resulted in why we are increasing our initial accessions coming off the street in order to make that up.

The active component has an issue with retention. They, again, do not have a problem bringing in people off the streets. It is the retention issue.

The pull for the Air Force Reserve is the airlines. The pull is not for the part time force. When you look at the number of pilots within the Air Force Reserve, we are 70 percent part-time and 30 per-

cent full-time. Of the 70 percent part-time, we are 95 percent manned on that part-time force of pilots. On the full-time side, we are 66 percent manned.

So the pull is from the airlines on that full-time support piece, which is our challenge. How do we arrest that?

We do that through recruiting, and retention, and relocation bonuses, which is what we are doing with special salary rate adjustments. We have an OPM right now and we are addressing that.

So we are trying through many means of budgets to get after that full-time support piece. Thank you for your question.

Senator COLLINS. Thank you.

DUAL-STATUS TECHNICIANS

General Lengyel, I know you and I had a discussion about this very issue in my office, but I want to switch to a different issue for you and that is the National Guard's August 2016 Report to Congress on Dual-Status Technicians.

It concluded that the requirement in the fiscal year 2016 NDAA (National Defense Authorization Act) that requires one out of every five Title 32 military technicians to be converted to Title 5 Federal civilian employees would degrade military readiness and undermine the vital role that the National Guard plays in emergency response. And this was the recommendation based on the input from 54 Adjutant Generals across the country. And as you know, there has been a slight extension for that conversation to October this year.

But subsequently, we also had a December 2016 report from DOD (Department of Defense) that recommended the conversion of about 5 percent of dual-status technicians rather than 20 percent.

Do you think that the 20 percent figure is too high?

And second, how can Congress ensure that if there are some appropriate conversions to Title 5 employees, that we are not undermining DOD's, or the National Guard's, readiness and ability to participate in local and State emergency response?

General LENGYEL. Yes, Senator. Thank you for that question.

It has been an important topic amongst the Adjutant Generals in the States for the past 2 years.

The short answer is I think that 20 percent conversion to Title 5 would degrade readiness. I think that there are three things involved in the legislation.

Currently, our technicians are required to have both a military job to go along with their technician job, and this bill separates that. You no longer are required to maintain your military membership.

And so, it is important that in the conversion that people who are actually ultimately decided to convert to Title 5 are not those people in billets that would deploy with our war fighting units to go to war because we want the best, most highly skilled, full-time employees to deploy to war.

The second concern I have is that the full timers are also military members who are also there to operate in domestic response capabilities. So if they no longer have a military position, the Adjutant Generals are concerned that they would not have access to

them to respond for floods or other domestic response capabilities. And that is a valid concern.

And the third concern is that they are concerned about losing the authority, direction, and control over them as they become not State employees, but now Federal Title 5 employees. And so thanks to this committee for allowing me to delegate to them, authority to have direction and control over them. That has helped to some degree.

So yes, I think 20 percent is too high. I do concur with the recent December report from the National Guard or from the OSD (Office of the Secretary of Defense) that suggested a lower number. And I think that we need to get through this and get past it. There is some number that can be converted with minimal impact to readiness. I do not believe that number is 20 percent.

Senator COLLINS. Thank you very much. I hope that this is an area that we can correct.

Thank you, Mr. Chairman.

Senator COCHRAN. Thank you, Senator.

The Senator from Vermont, Senator Leahy.

RELATIONSHIP BETWEEN GUARD AND RESERVE AND EMPLOYERS

Senator LEAHY. Thank you very much, Mr. Chairman.

As I said, my earlier full statement to be placed as part of the record.

Senator COCHRAN. So ordered.

Senator LEAHY. In this Committee, we have discussed many times the value of employing individuals serving in the Guard or Reserve based on the skills and respect that they bring to that job. Many employers have enthusiastically embraced the benefit.

But with the reserves becoming more engaged in operations and the increased training that is required, we tend to remove some of the employers' prime benefit.

Are there increased stressors, do you find any of you, in the relationship between employers and those who are in the Guard and Reserve? Anybody want to try it?

General LUCKEY. Senator, if I may just jump in for a second.

As I said earlier, as a soldier responsible for 200,000 other soldiers in maintaining the support of families and employers across the Nation, I am acutely aware of—and as I said, I think, in my statement—and very much honor the balance between being ready enough to be relevant, but not so ready that my soldiers cannot keep meaningful, high quality civilian employment.

I would just share with you, Senator, that not only is this a subject that I keep a close eye on but, in fact, have actually designed a program to chase, if you will, the facts of this. Getting a better understanding as a leader in America's Army Reserve, what is the breakpoint, if you will, from a sustaining readiness perspective that I can expect out of my soldiers in terms of time away from their civilian jobs?

As I look at the Ready Force Construct, and I alluded to this a little bit in my opening statement, the Ready Force X Construct of America's Army Reserve. Part of what we are looking at is what is the stress point?

There are certain units or certain capabilities that are too difficult to retain or remain at a very high state of readiness in order to meet the war fighter's requirements. I am very seized with this notion based on the acquired skills of Army Reserve soldiers.

We started, as you well know, Senator, in 1908 leveraging the extant medical capability inside the civilian sector of America to bring that to the Army, and looking at opportunities to do that in other domains as well.

Senator LEAHY. But you understand my concern. I can see a lot of benefits from your training. I can also see the concerns of employers who say, "Okay. The great benefits, but I may lose you for 3 months or 4 months." And I assume that you are monitoring that very carefully.

General LUCKEY. Yes, sir. Absolutely.

Admiral MCCOLLUM. Senator, if I could add on to specifically that comment as well, the Navy Reserve.

Having that awareness about it and investing in those relationships, we know that a reservist is at his or her best when they are in a good spot with their employer and with their military boss, and I might add the family, of course.

And so we have actually invested in events that ask our employers to come and gather, and we take them to the fleet areas.

Senator LEAHY. I think that is very, very important.

One other area, and General Lengyel, I will ask this of you. We have the Family Assistance Center contract changes. There is a lot of frustration in that, certainly in my State of Vermont. And I know you were there just last week particularly related to the pay reductions for Family Assistance Center employees and I know you are looking into that.

What should we expect?

General LENGYEL. Yes, Senator. Thank you for the question.

Supporting our families and our employers is fundamental to supporting our service members and the operational force that we have.

So I would tell you that we have had a transition, as you know, from a vendor who runs this contract for us for our Family Assistance Centers in the States. And this new contract and new vendor has established pay rates to pay their employees, which is up to them. And it is up to them to do it in accordance with the Contract Services Act. And the pay rates are less than the previous contract.

So my biggest concern, Senator, is that the families actually receive the assistance that they need. This contract is less than 2 months old, so we are monitoring very, very closely to make sure that the services that we bought and paid for in this contract actually get to the family member services.

Senator LEAHY. My time is up, but I will ask my staff to keep in touch with yours. I am not saying Vermont is a microcosm of the world.

General LENGYEL. No, it is an issue, Senator.

Senator LEAHY. But with some of the concerns we are hearing, I will pass them on to you.

General LENGYEL. Thank you, Senator.

We are aware and we are working to make sure that they are being paid in accordance with all the laws and contracting rules. Thank you.

Senator LEAHY. I apologize for the weather you had while you were in Vermont.

General LENGYEL. It was still great. It is a great place, sir.

Senator COCHRAN. Thank you, Senator Leahy.

Senator LEAHY. Thank you.

Senator COCHRAN. May I recognize the Senator from Kansas, Jerry Moran.

ATEAM

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

Gentlemen, Ma'am, thank you for your presence, and your service, and leadership to others who serve.

General Lengyel, let me begin with you; nice to see you again.

We have in Kansas; the Kansas National Guard has an Advanced Turbine Engine Maintenance team known as the ATEAM. It services the Abram Tank, the engine and it does so for our Army as well as those foreign countries that use that tank.

I wanted to have you tell me, based upon what we spend in this program, your evaluation of its value. Is it important that we continue to utilize ATEAM to keep us prepared and ready?

General LENGYEL. Yes, sir. Thank you for this question. And thank you for the work that the Kansas National Guard does, not only just with turbine engines, but in many other things.

I believe there is value in the ATEAM in Kansas. I believe that it is efficient in terms of what it costs to actually remanufacture an engine. It is something that the Army Materiel Command should relook at.

So we have asked the Commander of Army Materiel Command to relook at this facility, and the numbers involved, and the amount of money that we are able to, perhaps, save by using this facility in Kansas.

So we have sent a letter to General Perna and asked him to reconsider and keep this additional Army engine capability, to keep it alive.

Senator MORAN. And is there a consequence, in your view, to readiness, getting that tank back into the battlefield in the absence of this efficient way to repair?

General LENGYEL. Well, Senator, I suppose there could be. I think what AMC has decided it was excess to capacity for what they needed to keep their tanks ready.

In the event we needed a surge of this kind of capacity, it provides an additional capacity to remanufacture these engines, which could have readiness impacts longer term.

KANSAS INTEL FUSION CENTER

Senator MORAN. Let me ask a question on a topic that you and I have visited about before, the Kansas Intel Fusion Center.

My question today is I know that steps are being taken by creating this planning team to determine how we can remove barriers and improve collaboration, and to potentially alter the statutory and resource framework of an Intel Fusion Center.

With the contributions that those Fusion Centers make, I am interested in hearing your perspective on the advisability of Federal resourcing of the Fusion Center.

General LENGYEL. Yes, Senator.

So because of the recent discussion we have had with regard to the Intel Fusion Center in Kansas, I think that model is an innovative model. And I think it provides a unique opportunity to share intelligence across public, private, academia, and military sectors.

So I have established a team at the National Guard Bureau that is looking across all of the fusion centers. As you may know, we have many of them across the Nation. None of them really look the same.

So I have asked this team to come together, of which there are members from the Kansas National Guard actually on the team, to look at these things. To make sure that we have the right policies and funding mechanisms in place, to make sure that we get maximum benefit from sharing of the intelligence across the whole of Government—public, private, and the whole of the Nation opportunity—to keep our Nation safe.

Senator MORAN. Do you see Federal resources as a possibility or something that you would find advisable?

General LENGYEL. I suspect that part of it is federally funded right now.

And so, I suspect that as we look at this to determine what the right mix of Federal and other funding is to make this work. That is why I established the team, to look and make sure that we do it correctly.

STATUS OF C-40A'S

Senator MORAN. Thank you very much, General.

Let me see if I can get one more question in to the Marine Corps. Sir, the fiscal year 2017 Budget Amendment included two C-40A's for the Marine Corps Reserve.

Could you please tell me, tell the committee, the state of your current fleet that the C-40A's will replace? And why those aircraft are important?

General McMILLIAN. Yes, sir. Thank you for the question.

The aircraft that the C-40's would replace are the C-9's. They are hard down. They have been deemed—and my information is not current as of this morning and probably a couple of days old—but they were deemed not safe to fly and to continue with that program.

So we need that replacement. We need that C-40. It was in the active duty component. It is being transferred over to the reserve component where we will man that up and fly that.

And you know what that aircraft will be used for is the movement of personnel and logistics throughout CONUS and OCONUS, and we are gapped in that capability right now. We need to recapitalize on it, sir.

Senator MORAN. Thank you.

Ma'am, I had a question for you, but I will submit it in writing. Thank you.

Senator COCHRAN. The time of the Senator has expired.

The distinguished Senator from Montana, Senator Tester. You are recognized.

Senator TESTER. Thank you, Mr. Chairman. Thank you.

I want to thank you all for your service and equally as important, the people you represent. Thank you very, very much.

You can smoke them if you have them. My questions are all for General Lengyel.

[Laughter.]

CONVERSION TO T5

Senator TESTER. General, I want to go back to a question that Senator Collins had about the conversion to T5 status.

And I guess the first question is you talked about a 5 percent coming out of DOD. Is that your recommendation on that?

General LENGYEL. So my recommendation, Senator, is as low a number as we can get. I see very little value in increasing readiness based on converting even a smaller number than 5 percent.

Senator TESTER. Okay.

General LENGYEL. I think that it is an art, not a science in terms of exact impacts on readiness.

Senator TESTER. So I got it. And this came out of the NDAA.

And so, why? It does not make any sense to me. Why was this done? I know it is probably a better question for McCain or Reed because it was done the bipartisan way.

But can you give me any insight as to why it was bumped to 20 percent?

General LENGYEL. Well, sir, I think that the 20 percent number came from—

On our manning documents, there are a perceived number of administrative positions in nature. Which, at some point, somebody thought were coded and that was approximately 20 percent.

Senator TESTER. Yes.

General LENGYEL. But as we have looked at it—and we look at our manning documents and the functions that these people provide—we find that, in many cases, they are directly related to our readiness and to our war fight mission.

So 20 percent, to me, is not a good number.

EQUIPMENT SHARING AGREEMENTS

Senator TESTER. Well, we do have a bill to fix this and I would encourage all of us to jump onboard. It is a bill Senators Perdue, and Manchin, and Senator Collins is on it, I am on it, and others.

So hopefully we can get this fixed because we do not want to jeopardize your readiness. It is critically important, I believe, for the country.

I want to talk a little bit about the RED HORSE units. We have two that share resources, the 219th and 819th, they are an associated unit. We rely upon the 819th; the Guard unit that relies on the 819th for their equipment.

What I need you to do, General, is take a look at the equipment sharing plans for the associated units, and I know we cannot treat all the units the same.

For instance, sharing an F-22 that would be rarely activated by a governor is not the same as sharing construction equipment. And

that is actually, that construction equipment would be called on by the governor for a variety of tasks including snow removal, or feeding cattle, or whatever it might be.

So the question I have is how can we improve the equipment sharing agreements between the active duty and the Guard?

General LENGYEL. Well, Senator, I think that at one point there was a Memorandum of Understanding between the Active Duty unit there and the National Guard unit.

That has expired, and we are in the process right now of trying to facilitate the renewal of that agreement so that the equipment is ready, and everybody understands that they will use it. So I think that is being worked right now.

Senator TESTER. One of the things that I would like to see is that the 219th get its own equipment. It would improve their mission dramatically, I believe.

And so, are there any plans that you are aware of with any kind of timeline that could make that happen?

General LENGYEL. Sir, there are no specific plans that I am aware of at this point to get the 219th their own separate set of equipment, but I will ask the Air Force.

Senator TESTER. Get back to me.

General LENGYEL. And I will. Yes, sir.

Senator TESTER. That would be great, if you could.

As you know, benefit parity between the reserve and the active components, in particular, high profile. I believe, and I think most people believe that active duty deployment should count the same when it comes to benefits no matter what.

And so have you taken any steps to take care of this inequity? We have done some things at this level. We have not got them across the finish line yet, but I was wondering if there is anything you can do administratively?

General LENGYEL. Yes, sir. Well, thank you very much.

And I fully support, as I believe the rest of my members here with me today, support the parity of benefits for our members when they are deployed with our active duty counterparts.

Specifically, the 12304b initiative to fix those benefits and make them equal in benefit would be huge, not only for our members, but for our retention, for our morale, and for the maintaining of this operational force that we are going to have. That is the first thing.

The second thing is we have all been involved regularly and routinely with duty status reform efforts ongoing inside the Pentagon. And we are all pretty much in agreement that the OSD Report, and the way we have gone about that, has done a lot to normalize and minimize disparity in pay and benefits for reservists and National Guard members, in particular, while they are doing their duty.

Senator TESTER. Thank you, General.

I want to thank you, Mr. Chairman.

General LENGYEL. Thank you, sir.

Senator COCHRAN. The time of the Senator has expired.

The distinguished Senator from Missouri.

Senator BLUNT. Thank you, Mr. Chairman.

Well, General Lengyel, it may seem like night to you since you are getting all the questions and I think you are going to get two

or three from me. We may give somebody else a chance to check their mics here in a minute.

About three of my questions are just your response. I understand what you would like me to do and if you can get that down, we will be fine.

One is Whiteman Air Force Base, we were disappointed recently that we did not get the reserve unit there. Did not get on the list where we would hope to be with F-35's.

I think part of that is flying space and the National Guard controls the cannon airspace near Fort Leonard Wood. There will be an effort made to combine that airspace, the airspace that Whiteman uses.

It will be important that the National Guard work with us on that. The Army is prepared to work at the Fort with us on that.

And I think when it comes to your attention, just if you will take a real look at it based on the fact that we would have to clearly understand that you and the Army units at Fort Leonard Wood both had the artillery space you needed, but could work out a way to expand that airspace a little bit for Whiteman. So now that we have that on the record.

The other thing is Rosecrans where you know, I think every year, some number close to 20 of our allied countries send people there to work with the National Guard unit on the use of C-130's.

In past years, there was no specific appropriation there, and it was hard to plan, and hard to know what you were going to be doing. I know you personally involved yourself in that, and I believe there will be a designated line item in the fiscal year 2018 budget.

Is that right or tell me what you think is the case?

General LENGYEL. Yes, sir. I am very well aware that weapon school at Rosencrans has done great work. And the Air National Guard has gone to great steps to normalize the funding, so that there is predictable and long term training available there for the weapons school.

SUICIDES IN NATIONAL GUARD AND RESERVE

Senator BLUNT. And this is a question that I am going to come to you with first, but anybody else who would like to have a comment in on that, I would be glad to hear that comment.

We all know that continued suicide issues are a real problem in the military, and they are also a real problem in the National Guard and Reserve units.

I was surprised when I recently saw that the highest suicide rates of all the components were 60 percent National Guard suicides were coming from guardsmen who had never been deployed.

Would you talk about that specifically? And what we are doing to try to create more of a support base for people serving in the Guard?

And then, if we have a little time, I would be glad for anybody else that would like to talk about how our reserve people that move in and out of active duty are maybe more stressed by that even than the full-time force.

But General.

General LENGYEL. Yes, Senator. Thank you for that question.

There is no issue probably more frustrating to me than the high level of suicides that we experience in the National Guard, particularly the Army National Guard, which has the highest rate per 100,000 of any of the service components.

We do know a lot about the factors that contribute to it. It is relationships. It is financial. It is stress. It is transitions.

So what we are trying to do in the National Guard is normalize the psychological health providers that we can get into the units, not only on the Air side, which has a very good, very low comparatively so suicide rate to the Army.

But then transition them to all Title 5 civilians. Right now they are a mix of Title 5's, contractors, and Dual-Status Technicians.

This, we believe, will allow us to better resource and regionally support the psychological and health benefits that these people can get along the way.

But at the bottom line, Senator, this is not something that any glossy, tri-fold program is going to fix. This is something that requires leadership involvement. It requires a culture of people reaching out to ask for help when they need it.

You may also know that 50 percent of the people who commit suicide have never declared or sought help in any sense; 50 percent, half. So we are trying to get to the people who realize it is okay to ask for help and get them not only the military capabilities we have to give them, but those in the communities from which they live.

So it is a big challenge for us, and all of us are working on it every day, and I think about it a lot in the National Guard.

General LUCKEY. Senator, if I could jump in real quick.

What I would say to sort of echo what General Lengyel just said. I think what we are seeing is—to me, this is like safety from a cultural perspective. Part of this is getting into the DNA, if you will, of Army Reserve culture. This notion you have to take care and keep an eye on your buddy.

And I am particularly and acutely concerned, as you mentioned. You alluded to it earlier, Senator, about financial stress that may be unique, to some extent, to the reserve components.

The one thing I would tell you, and this is a positive note—and I want to be careful to not be overly Pollyannaish about this trend—but what I am seeing inside America's Army Reserve is more self-reporting through a number of different conduits where soldiers are able to reach out and get help; more self-reporting, if you will, of potential thoughts or idealization of potentially doing something harmful to themselves, and a significant decline in actual suicides.

That tells me that there may be a diminishment in the amount of stigma that may have previously been attached to soldiers coming forward and self-reporting.

So I regard this as a positive development.

Senator BLUNT. Mr. Chairman, I know I am out of time. If the other three panelists would take that for the record, I would like to read your response on that as well.

Thank you, Chairman.

Senator COCHRAN. Thank you, Senator.

The Senator from New Mexico, Senator Udall.

AIRCRAFT FOR AIR NATIONAL GUARD

Senator UDALL. Thank you very much, Chairman Cochran. I really appreciate it.

General Lengyel, one of the Air National Guard's capstone principles was to allocate at least one unit equipped wing and flying squadron in each of the 54 States and territories. Currently of the 50 States, four do not own their aircraft, including New Mexico, which only owns one RC-26 aircraft.

Is there a plan in place to ensure New Mexico will be unit equipped with a sustainable and viable mission in the near future?

General LENGYEL. Senator, I think that as the Air Force has gotten smaller, it has been much more difficult and impossible, in fact, to keep units equipped in every State.

We have found ways to leverage the superb skills of our airmen in all of our States, vis-a-vis associations as we have at the 150th Special Operations Wing in New Mexico, as we have done, and we have airmen around the world.

But it is not something that, I think, I would want to tell you that we have a plan to put units equipped in every State.

CV-22 MISSIONS FOR THE NATIONAL GUARD

Senator UDALL. Now, you mentioned the 150th Special Operations Wing. That Wing has been very successful in CV-22 missions at the 58th Special Operations, and currently possesses a substantial portion of operations, and maintenance personnel, and experience.

Have there been any discussions to assign this particular mission to the Guard?

General LENGYEL. As always, Senator, the National Guard brings the capacity as all the reserve components do to harvest that experience of our active component folks as they transition. And we have done that in the Special Operations community, particularly the CV-22.

So there are always ongoing discussions with Air Force Special Op commands and the United States Air Force to maximize the utilization. And where possible, make sure that we have the ability and the Reserve component to catch those skills and not waste those training dollars that we have for these warriors.

RESOURCES AT HOLLOMAN AIR FORCE BASE

Senator UDALL. Great. Thank you.

General, you stated that a well-integrated and well-trained force will keep our Nation safe and secure, our national interest. Holloman Air Force Base is preparing to gain a temporary F-16 FTU this summer to assist with pilot training and the shortage the Air Force is experiencing right now.

During the recent discussion with General Robertson, the Commander of the Air Education and Training Command, he welcomed the inclusion of the new New Mexico Air Guardsmen to the F-16 mission at Holloman. And the Guard can support approximately 100 maintenance positions and another 50 in support operations.

If the Guard were given authority to increase its in-strength, would you look at placing those resources in New Mexico to support the important mission at Holloman?

General LENGYEL. Senator, yes. I think that the National Guard always works with the service components to maximize the total utilization of the Force.

If we do have resources, and they are sustainable over time, we would gladly work with the Air Force to see where those resources could best be placed.

DIUX

Senator UDALL. Great. Thank you.

And General, in your opening statement, you identify innovation as one of your top priorities. I completely agree and believe New Mexico has the resources to assist in moving that vision forward as we continue to face threats from our near peer adversaries and look for ways to counter these threats.

The Defense Innovation Unit Experimental, or DIUx, appears to be one of the most beneficial approaches. And I have been advocating greater involvement for New Mexico and the DIUx program giving our Department of Energy national security labs and military assets.

Can I get a commitment from you to visit New Mexico, and look at the capabilities within the State, and present this information to the Office of the Secretary of Defense?

General LENGYEL. Yes, sir. You can. Absolutely. Thank you for your support of innovation in the military. We need it.

Senator UDALL. Thank you very much.

Thank you very much, Mr. Chairman.

Senator COCHRAN. Thank you, Senator, for your contribution.

Next is the distinguished Senator from Montana.

Senator Daines.

CYBER VULNERABILITIES IN STATES

Senator DAINES. Thank you, Mr. Chairman.

And thank you all for appearing before this Committee today.

I am the son of a Marine from the 50th Rifle Company from Billings, Montana. So while not a veteran myself, I tell you, I got raised right.

Since September 11, the National Guard and Reserve components have increasingly assumed an operational role within the total force, which augments and supports military operations worldwide.

And to be an effective operational reserve, each of our service components must have the right people, the right training, and the right resources to be ready when called upon.

To that end, I believe it is prudent that we leverage the unique skills and expertise that our citizen soldiers bring to make the force more versatile. And I am so proud, truly, of that citizen force, having spent a lot of time with them personally and professionally back home in Montana.

For example, cyber security professionals are in high demand—I was in the technology business for 12 years, the cloud computing business—in high demand in every State across the country, and

they have tremendous potential to add value to the National Guard with their domestic operations.

To attract and retain quality talent, however, we must ensure our policies take care of the folks in uniform as well as their families.

Earlier this month, an Army National Guard Colonel gave very insightful testimony before another senate committee on the Guard's unique ability to partner with civic leaders and private industry under Title 32 authority to protect critical infrastructure across his State.

Where the DOD clearly has the most advanced cyber capability within the Federal Government, Title 32 seems like a natural conduit to extend that knowledge and expertise to the State and to the local levels.

In fact, in my view the notion of adding cyber security to the Guard's Essential 10 Core Capabilities seems like common sense for 2017.

General Lengyel, would you agree that there are cyber vulnerabilities in every State that present appealing targets to our Nation's adversaries?

General LENGYEL. Yes, Senator. Actually, I would.

Senator DAINES. And would you agree that these adversaries are not bound to the statutory and regulatory limits that preclude our Title 10 teams, cyber teams, from accessing State, local, or private networks?

General LENGYEL. Yes, sir. I agree with that.

Senator DAINES. Thank you, General.

It seems evident to me that there is a clear national interest for building defensive cyber capability in every State under the authority of the Adjutant General.

I want to shift gears and talk for a moment about this cost benefit analysis that came up a little bit earlier. There are two objectives to effective leadership. It boils down to mission accomplishment and troop welfare.

The Adjutant Generals overwhelmingly feel that converting Dual-Status Military Technicians to Title 5 Federal employees will have a negative impact on their ability to respond to domestic emergencies. I am hearing that clearly from my team back home.

Proponents argue that the conversion will save money and improve employee rights; though the exact savings and the improvements remain a bit unclear. I think it is prudent to iron out these details before we move forward.

As my colleagues, Senators Collins and Tester have said regarding Dual-Status Military Technicians, I do have concerns about the Guard's domestic response mission. We have talked percentages.

General, have you conducted a true cost benefit analysis on this?

General LENGYEL. On the conversion?

Senator DAINES. Yes, from Title 32 to Title 5.

General LENGYEL. No, Senator. I have not done a direct cost benefit.

I had assumed that from one kind of technician to another kind of technician is the costs of that additional thing is about neutral.

The impact on the States, we have thought a lot about that, the impact on the ability to do the domestic mission and how it impacts

readiness. We have thought a lot about that. But I cannot tell you that I have done a cost analysis of the transition itself.

Senator DAINES. We would be happy to work with you to see if that might help provide additional clarity, perhaps, in that decisionmaking process.

But I think we will need some further dialogue on that.

General LENGYEL. Yes, sir.

Senator DAINES. I know our folks back home would continue to enjoy that dialogue.

General LENGYEL. Thank you.

Senator DAINES. I want to shift to 30 soldiers from the Army Reserve of the 672nd Engineer Company called the "Renegades" in Missoula. They returned from a deployment in Kuwait in Operation Spartan Shield; kudos to those men and women for their incredibly hard work.

General, I understand that under the Ready Reserve concept, the Army Reserve would be able to deploy up to 30,000 soldiers in less than 90 days.

General Luckey, can you explain how the Ready Reserve concept is nested within the needs of the active component and improves the readiness of an operational reserve?

General LUCKEY. Thank you for the question, Senator. I will be very brief because I know the time has expired.

I would just tell you that part of the analytics that we have put into the Ready Force X constructs are what need to happen very quickly to support the war fighters in primarily two different potential contested theaters of operation.

I would just tell you the analytics show me that within 30 days about 13,000 American soldiers in America's Army Reserve in key enabling capabilities have to be able to be deployed into harm's way.

I do not want to advertise that this Force is ready to fight tonight. That is where we have to go. It is a force and function for a lot of activity inside America's Army Reserve to make sure that we tailor and we prioritize effort to make sure we can meet the demands of the war fighter in very short order.

Senator DAINES. Thank you, General. Appreciate it.

General LUCKEY. Yes, sir.

Senator COCHRAN. Thank you, Senator.

We have a vote that has begun, according to our signal light up there on the wall, a vote in the Senate. So we are going to have to suspend our hearing, and I have to go vote over in the Capitol.

We do have one or two Senators who want to ask some questions of this panel, and I am going to call on the indulgence of our panel to wait on Senator Baldwin, or any other Senator of the Committee, who wants to come ask questions while you are here.

So I am going to go vote, and I will come right back. So do not leave. That is the whole thing.

[Laughter.]

General LENGYEL. We will stay right here, sir.

Senator BALDWIN [presiding]. Greetings. Thank you for staying. I appreciate it.

I will be brief with my questions.

General Luckey, I was fortunate to be here when you were giving your opening statement. I appreciated the recognition that you gave to Operation Cold Steel where my home State is hosting 1,000 Army Reserve soldiers at Fort McCoy.

I wanted to ask you a little bit more about how you see Fort McCoy fitting into the need to increase readiness particularly as you mentioned in your testimony by training Fight Tonight formations.

Given Fort McCoy's capabilities and the Department of Defense-wide focus on readiness, I would like you to outline what your plan is to, number one, maximize the training throughput at the installation. And not only the Army Reserve, but also other components and services.

And secondly, to invest in Fort McCoy's capabilities to ensure soldiers are ready for future threats and mission demands. What resources will you need to achieve that plan?

General LUCKEY. Senator, thanks very much for the question.

Just to let you know, first of all, if I may, that what we are getting out of Operation Cold Steel is actually in any given day, there are probably 1,000 soldiers going through training.

But in the aggregate over the last 6 weeks—and I have been up there three times in the last month to see how things are going—we will have trained well over 2,300 to 2,500 soldiers in gunnery skills, vehicle crew evaluation teams, master gunners, not to mention the much wider swath of impact that it has had on non-commissioned officer corps for America's Army Reserve.

So I appreciate very much the capacity and the capability that Fort McCoy offers us. As you well know, it is one of our premiere installations and certainly one that I pay very close attention to in the Army Reserve.

As far as maximizing throughput going forward, Senator, what I would tell you is part of what I have challenged all of the platform forts, if you will, that fall under span of control. I have asked each one of the garrison commanders to help talk me through how do we optimize those platforms for certain units of action?

Fort McCoy has the benefit, frankly, of being one of my most expansive range complexes in the Army Reserve. It also affords me an opportunity to maneuver formations.

So I am cautiously optimistic that there will be the ability at Fort McCoy—unlike some other installations that fall under my command—to leverage that capability as we look at bringing, if you will, more complex formations that have to be at a very high level of readiness very quickly for Fort McCoy to train.

I do not want to commit to you today, Senator, exactly what I plan to do at Fort McCoy next week or next year, but I can tell you that I have been extraordinarily impressed with the team that is there that has supported Operation Cold Steel. And I have every intention of continuing to leverage that installation as we move into the future in a more aggressive fashion.

Senator BALDWIN. Well, I look forward to a continuing dialogue on that. And I have another question for both you General, and General Lengyel.

I want to discuss your modernization programs and shortfalls, and specifically for the tactical wheeled vehicles.

I read with concern in the most recent National Guard and Reserve Equipment Report, which noted the Guard's challenge in recapitalizing FMTV's, which are, by the way, approaching 17 years of service life. And the Army Reserve's shortage of JLTV's, which are not planned to be fielded until 2024, even though 64 percent of the vehicles they are meant to replace do not meet minimum Force protection standards that keep our troops safe.

So if both of you could please talk a little bit more about your modernization strategies for Tactical Wheeled Vehicles, including your goals for and the challenges to achieving the right fleet mix.

General LUCKEY. I will be very quick because I want to give time to General Lengyel.

But I will just say from the Army Reserve perspective, I have taken a very hard look at the initial formations and forces that have to deploy very quickly into combat, what would be the minimum acceptable requirement in terms of number of JLTV platforms that those formations may need to have to have the survivability and mobility that they would need to be able to participate actively in combat.

General LENGYEL. Senator, I think the same thing. We are looking at modernizing our fleet as well and if you do not have the appropriate protection for our service members, that would be a problem.

So I would like to take that for the record, and give you a more specific answer on the numbers, and the transition timelines that we could get.

[The information follows:]

TACTICAL VEHICLES

The National Guard is grateful for Congress' recognition of the continuing requirement for Truck modernization. Modernization remains a high priority that addresses requirements both at home and abroad as part of the Total Force. The Army National Guard modernizes its equipment as part of the Army's overall modernization strategy. As such, the rate of modernization of our wheeled vehicle fleet is determined by Total Army requirements, and not just Army National Guard priorities. As the Army Guard provides input to the Army's modernization strategy, our focus is to continue to modernize our Light Tactical Vehicles while procuring crew protection kits for medium and heavy vehicles. The Army National Guard's Light Tactical Fleet modernization is on schedule and we are working with the Army to develop a fielding plan for the Joint Light Tactical Vehicle. The Army National Guard continues to divest our older, non-armor capable FMTV models, procure armored crew protection kits for our newer FMTVs, procure or recapitalize select heavy vehicle variants, and continue to work with the Army to develop the long-term replacement for our medium and heavy tactical wheeled vehicle platforms.

ADDITIONAL COMMITTEE QUESTIONS

Senator BALDWIN. I appreciate that. We will allow that to be a question for the record. I do have several others for other members of the panel, but I am not going to keep you any longer.

Seeing no other Senators to ask questions, I am going to announce that senators may submit additional written questions, and we would request that you respond to them within a reasonable time.

[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 JOSEPH L. LENGYEL

QUESTIONS 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 had been suggested by the Army that 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. What is the current discussion among senior leaders in the Pentagon about number of Army National Guard Brigade Combat Teams, given that Congress has halted the Guard's manpower draw-down?

Answer. Currently, the Army National Guard has 27 Brigade Combat Teams. The 72nd Infantry Brigade Combat Team is scheduled to inactivate in September 2017, bringing the total number down to 26. The Army National Guard has requested that Headquarters, Department of the Army retain all 27 Brigade Combat Teams and is awaiting a decision on that request. Now that Congress has halted the manpower draw down, The Army National Guard has the end-strength to maintain 27 Brigade Combat Teams. Keeping an additional Brigade Combat team will provide added flexibility and operational depth to the Total Army to meet the challenges of emerging threats around the world. Presently, there is no discussion among senior Army leaders to increase the number of Brigade Combat Teams in the Army National Guard above 27.

ENTERPRISE FLEET MANAGEMENT

Question. The Air Force Air Mobility Command recently introduced a draft proposal to begin rotating C-17 aircraft among Active Duty, Reserve and Guard bases. While the intent of this proposal may be admirable, the Enterprise Fleet Management plan has raised significant concerns among C-17 Wing Commanders in the Air Guard about how it will affect the aircraft ownership culture in the Guard's maintenance and pilot community. Do you believe that there may be unintended consequences to expanding the Enterprise Fleet Management Plan to Guard units? Do you have a recommendation on how these issues should be addressed?

Answer. The Air National Guard (ANG) shares your concern regarding the AMC Commander's proposal to swap higher Equivalent Flying Hour (EFH) aircraft for lower time ANG aircraft for the purpose of extending the service life of the C-17, in addition to other fleets. Detailed analysis of the Enterprise Fleet Management plan by the ANG staff is on-going to ensure it meets Air Force end goals of recapitalization, without negatively affecting ANG readiness. The ANG, the AF Reserve Command, and several units (including the 172nd Airlift Wing at Jackson) have offered several alternatives to the original AMC proposal and we look forward to continued discussions to provide support for the AMC mission.

QUESTIONS SUBMITTED BY SENATOR LAMAR ALEXANDER

GUARD TECHNICIAN TITLE 32 CONVERSION

Question. How will readiness be impacted within the National Guard with the implementation of the Title 32 conversion to Title V? What are the specific benefits of this conversion for the National Guard?

Answer. Positions to be converted include those which are administrative in nature and can be performed by a civilian during regular work hours. Military essential positions, those most closely tied to unit readiness, are not being converted. However, rapid response during times of disaster may require some state Adjutants General to rethink how they employ their first responding Soldiers. Also, converted Dual Status Technician positions will no longer have the requirement to maintain uniformed status possibly resulting in some traditional (part-time) Guard positions being vacated until they can be replaced. These changes could result in several challenges. First, it may result in some initial personnel turbulence associated with the status change. Second, it would impact some technicians' retirement date. Dual status technicians who already received military retirement extensions who convert to a title 5 civilian position would face an immediate military retirement or military separation action. Third, it will likely result in fewer full-time personnel available to respond immediately to in-state disasters, but part-time personnel would still be available for call-up. Overall, the fewer dual status technicians we convert the better. The National Guard Bureau sees benefit in maintaining the dual status techni-

cian program to best provide the flexibility and responsiveness the 54 States, territories and the District of Columbia need during times of disaster and emergency.

NATIONAL GUARD TRAINING

Question. Do you feel that the operational tempo of the National Guard, particularly the Army National Guard, under the Army's guidance of "Objective T" and "Decision Point 58" will have an impact and long term effects on retention and strength?

Answer. The purpose of Objective T is to objectively and accurately evaluate, assess, record, and report training proficiency. While Objective T will impact how the Army National Guard measures readiness, it will have no direct effect on retention. Implementation of Decision Point 58 will increase the operational tempo in Army National Guard Armor Brigade Combat Teams and Stryker Brigade Combat Teams. Beginning in fiscal year 2019, the Army will need these units to generate and sustain higher levels of readiness as well as reduce post mobilization timelines. Decision Point 58 units will go from being deployable every 5 years, to a more rapid 4 year cycle, a change that will require additional training days. The additional training days increase the speed a unit builds proficiency, ultimately enhancing contingency readiness. The true impact of this increased training requirement and operational tempo on retention and strength is unknown at this time, but measures are in place to improve predictability, transparency, and understanding for Soldiers, families, and employers impacted by Decision Point 58.

MILITARY FAMILY READINESS PROGRAMS

Question. What impact has centralized contracting had regarding the support of Military Family Readiness programs with the National Guard?

Answer. Centralized contracting of support services for the Army National Guard's portfolio of Child, Youth and Family Programs has improved program oversight, standardized and improved reporting and reduced overall program cost. Prior to 2012, support services were provided by Family Assistance Centers and the Child & Youth Program in all 54 States, Territories and the District of Columbia via a state-level contract (47) or a master cooperative agreement (7). Prior to centralization, service delivery consistency was challenging to manage and service expectations varied from state-to-state, yielding fifty-four different ways of doing business. However, Family Readiness Support Assistance services had already been operating successfully since its inception in 2008 under a centralized contract, modeling consistent standards of performance and reporting on improved visibility, oversight and use of Federal funds. In order to address the inconsistent delivery via other programs like the Family Assistance Centers that were still decentralized, the National Guard Bureau Office of the Principle Assistant Responsible for Contracting (NGBOPARC) continued to further implement acquisition reforms. By centralizing more acquisitions at the national level, the National Guard Bureau and the State Family Programs were better positioned to meet the Department of Defense and Army program reporting requirements and accreditation requirements of the Department of Defense Instruction 1342.22.

QUESTIONS SUBMITTED BY SENATOR SUSAN M. COLLINS

AIR NATIONAL GUARD READINESS/FLIGHT SIMULATORS

Question. The 101st Air Refueling Wing in Bangor, Maine, the "MAINEjacs," has long been a workhorse for the Air Force. Last year, the Wing processed twice as many gallons of fuel as the average Air National Guard refueling Wing, which illustrates its incredible productivity as well as the strategic location of the Wing. The Wing has also been deploying aircrew, aircraft maintainers, and support airmen at very high rates—the highest ever last year in fact with 30 percent of the force deploying. One of the persistent challenges for the Wing in maintaining this high ops tempo has been the absence of a flight simulator, which often means members are traveling out-of-state for simulator training, which further strains available operational training time. What can be done to effectively sustain and maintain readiness of workhorse units like the 101st in Bangor?

Answer. Following 15 years of supporting contingency operations, Air National Guard (ANG) units face a steady operational tempo similar to that of the active Air Force. The budget request has been calibrated to relieve pressure on readiness to include additional fulltime maintenance personnel, resources to reduce the AF pilot crisis, and additional recruiters to maintain end-strength to improve manning in hard-to-fill positions. A key component of the ANG plan to address stress on the

force is to maintain a complete and qualified force. This is critical to sustaining readiness in today's high operations tempo era, and that is why we are emphasizing the importance of recruiting and retention. Increased recruiting and retention funds will help us to retain existing personnel and recruit replacements as personnel complete service obligations and retire. Likewise, increased civilian and military pay raises and Medicare-Eligible Retiree Health Care Fund will support retention. Air Mobility Command continues to explore options for the relocation of KC-135 simulators as the KC-46 comes on line. The ANG is an active participant in that process and all ANG KC-135 locations are being considered. To ensure the KC-135 remains viable for years to come, the ANG has requested additional funds for sustainment of the ANG KC-135 fleet. Requested increases in upgraded communications infrastructure, facilities construction, support vehicles and support equipment will ensure that our ANG airmen and technicians have adequate support to do their jobs efficiently and effectively.

STATE PARTNERSHIP PROGRAM

Question. With the assistance of the Maine National Guard through the State Partnership Program, Montenegro has worked hard to reform its military and to strengthen the rule of law to come into compliance with NATO requirements. The Senate has ratified Montenegro's membership in NATO, and it is expected to join NATO later this year, which will promote stability in the Balkans and increase American and European security. So I am particularly proud of the work that the Maine Guard has done with its partner nation over the past decade. How do you think the Guard could further utilize the State Partnership Program to build relationships and improve our national security at home and abroad?

Answer. The State Partnership Program (SPP) is now an established foundation for enhancing security cooperation relationships around the globe. After nearly a quarter century, the SPP has grown from 13 initial partnerships with former Soviet Union Republics to 73 partnerships today that encompass all six geographical combatant commands (CCMDs). At the core of the program's success is the ability to develop and sustain enduring relationships. State Partnership Program events are planned in coordination with the respective CCMDs to address specific security cooperation objectives aligned with the Ambassadors' Integrated Country Strategies. The program is capable of providing a full spectrum of military capabilities, plus other civil-military capabilities unique to the National Guard's dual role not found in the active component to include emergency/disaster response, border, port, and aviation security, and counternarcotic trafficking. The program matches a state's National Guard with a partner country, promoting enduring and mutually beneficial security relationships with allies and other friendly nations. A simultaneous and also mutually beneficial outcome of SPP is the positive impact of one-on-one friendships and life-long lessons learned among the uniformed men and women of the National Guard and their SPP counterparts from the hundreds of events conducted each year. The State Partnership Program is designed as a sustainable and enduring key security cooperation enabler for the combatant commanders' tool kit offering a whole-of-government approach to partnerships by integrating defense, economic, social, and educational programs.

GAO REPORT ON SEXUAL ASSAULT PREVENTION

Question. A February 2017 GAO report identified a few shortfalls in the Army National Guard's and the Army Reserve's sexual assault prevention program staffing, budgeting, and investigation timeliness. Does the Army's reserve components have a plan and resources in place to fully address the concerns identified by GAO?

Answer. The National Guard has begun to take planning steps to improve the ARNG Sexual Harassment/Assault Response & Prevention Program throughout the 54 States, Territories and the District of Columbia (hereinafter referred to as the States) based on GAO recommendations. However, consistent resourcing is a problem. The following outlines our plans in response to the GAO report recommendations and associated obstacles: STAFF STRUCTURE GAO recommended the Secretary of the Army, in coordination with the Chiefs of the National Guard Bureau and Army Reserves, evaluate staffing approaches. We are addressing the staffing structure; however, the National Guard has a limited fulltime force and the majority of our Soldiers are traditional (part time). The ARNG has 108 full-time Sexual Harassment/Assault Response and Prevention (SHARP) positions to include 11 Active Guard Reserves, 90 Federal Technicians (81 dual status and 9 non-dual status) and 7 vacancies. This equates to one sexual assault response coordinator and one victim advocate per state. These positions are required by Congress in accordance with NDAA 2012, but are unfunded requirements for the ARNG. BUDGET GUIDANCE

GAO stated, “The Guard has developed budget guidance on the use of funds but has not effectively communicated it to the program staff . . .” The Army National Guard SHARP Program Office disseminates and includes the ARNG SHARP Program Budget Guidance and discussion during the monthly telephone conference and maintains and updates budget “frequently asked questions” on a central website, Guard Knowledge Online. ARNG INVESTIGATION TIMELINES (OCI) The current timelines for processing OCI investigation have improved with the average case in fiscal year 2017 taking less than 5 months to complete, however, NGB acknowledges this process is still too slow. Prior to the establishment of OCI, the National Guard lacked the capability to administratively investigate sexual assault incidents. The National Guard does not have a Military Criminal Investigation Office (Army Criminal Investigation Division (CID), Air Force Office of Special Investigations, etc.) to investigate sexual assault. Therefore, the National Guard Bureau established OCI to fill the gaps of reported cases lacking jurisdiction, authority, and resolution. The OCI has been instrumental to ensure the National Guard can investigate sexual assault crimes in accordance with H.R. 4310 Sec. 573(a) and hold offenders accountable through administrative measures. To date the OCI has investigated over 250 reports of sexual assault. The exponential increase in requests for investigations has stretched NGB’s pool of trained investigators, which are on temporary duty. OCI has no permanent full time investigators. Investigators generally serve on temporary active duty orders for no more than 3 years or 1095 days because otherwise they count against end strength limitations in 10 USC 115(i). This has been a key problem in reducing the backlog as the program is constantly recruiting and training personnel. The National Guard Bureau is not resourced to meet the demand for OCI investigations. OCI currently operates on year-to-year funding it receives through OSD out of an appropriation provided for Special Victim Counsel Program and Capabilities, which is not specific to OCI. This funding was intended to support OCI as a temporary measure until the Services could program for continued funding. The Services have not funded OCI through the DoD programing process. The current method of resourcing has proven unpredictable which impacts the staffing and investigation timelines. The National Guard Bureau will continue to work with the Services to establish and direct program resources in order to secure programed funding for OCI to consistently and effectively adjudicate these types of cases.

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

ASSOCIATED UNIT PROGRAM

Question. We are over a year into the Army’s Associated Unit Program where active component and Army National Guard units pilot a closer relationship, including matching readiness standards. I am proud that the 86th Infantry Brigade Combat Team from the Vermont Army National Guard is associated with the 10th Mountain Division. General Lengyel, what are some of the lessons we have already learned about how to resource and support Associated Units differently than our existing model for the National Guard?

Answer. The most significant lesson learned thus far is the importance of understanding and finalizing program requirements in advance of the Program Objective Memorandum build. The Pilot was not a recognized requirement prior to the fiscal year 2019–2023 POM submission, and as a result, based on leadership priorities, we are leveraging man-day and other resources from other programs to provide funding for fiscal year 2017–2018. As our units continue to integrate with their associated counterparts, we are gaining an understanding of the additional resources the program will need and we are attempting to establish a baseline of requirements. The most consistent request we have established is for the additional full time support associated with managing increased administrative and coordinating tasks. As we prepare the initial Annual report to the Army (October 2017), we will identify lessons learned, readiness benefits, and resource requirements.

MENTAL HEALTH

Question. Vermont is home to the VA’s National Center for Post-traumatic Stress Disorder, and one thing we have come to understand through their educational work is that mental healthcare is an aspect of physical healthcare. In particular, good mental healthcare practices before, during, and after a deployment can decrease the amount of post-traumatic stress. However, in rural America in particular, mental healthcare is difficult to obtain, and in all of America, mental health providers are not treated the same as physical health providers by insurers or our culture. How are you working to change the perception that mental healthcare is something that

only applies to some, possibly broken, individuals? What policy and legislative changes can improve access and availability for Guard and Reserve members, particularly in rural areas?

Answer. In the National Guard, we invest in the health and wellness of our service members and their families. We agree that mental health and physical health are inextricably linked. We further believe good mental health is dependent on the availability of care, the quality of care and a positive culture related to seeking care. We are working on improving the care seeking culture through a variety of ways. The first is an effort to place over 300 full-time mental health professionals in Army National Guard (ARNG) and Air National Guard (ANG) units. As service members become accustomed to interacting with embedded providers, their comfort level increases. Chaplains are also an important avenue for service members to seek help. There are 84 full-time chaplains available for confidential assistance. Psychological health education such as Ask, Care, Escort—Suicide Intervention (ACE—SI), promotes open dialogue among service members and providers; focused training of key staff members and leaders using the Applied Suicide Intervention Skills Trained (ASIST) program increases their awareness that psychological health translates to personnel and unit readiness. Lowering the access barriers to both TRICARE's Reserve Select program and to the VA system would improve the chances Soldiers would seek care. Expanding telehealth provisions to allow for National Guard and Reserve members and families to participate in tele-behavioral health services across state lines, regardless of status, would be helpful. The use of technology can directly benefit geographically disperse members by eliminating long drives and lack of rural mental health professionals. Allowing National Guard Directors of Psychological Health (DPH)s and Behavioral Health Officers (BHO)s to provide direct treatment to members in limited circumstances—e.g., scenarios in which they do not otherwise have adequate access to a licensed provider, or if determined to meet certain thresholds for risk, would be helpful. Presently, healthcare providers are only authorized to assess and refer during weekend drill periods and annual training. Allowing direct treatment of the most vulnerable members of the NG would fill a current gap in services and increase overall unit readiness. —The ARNG would be able to better provide adequate DPH services across all 54 States and territories if the program were fully funded. Current funding levels provide for about half of the 157 validated positions. Even with full funding, provider to patient ratios on the ARNG side are 1:2000 compared to 1:1200 for the ANG.

QUESTIONS SUBMITTED BY SENATOR JON TESTER

RED HORSE EQUIPMENT

Question. The 219th RED HORSE currently shares equipment with the 819th RED HORSE as an associated unit, but the equipment is owned by the 819th. Relying upon the 819th for the equipment—especially when the Governor calls on the 219th to help with snowstorms or floods—presents needless obstacles. When will the new equipment sharing MOU between the two units be finalized and put in place? How can we improve the equipment sharing agreements that are used between active duty units and the National Guard, especially for the types of high-use items like vehicles, heavy machinery, and construction equipment that might be used for emergency response? When will the 219th REDHORSE receive its own equipment?

Answer. The 219 RHS Commander expects to complete the new equipment sharing MOA by the end of June 2017. Equipment sharing agreements for Defense Support to Civil Authorities are negotiated between the state and the affected Regular Air Force unit. The National Guard Bureau will continue to engage with the states and the Air Force to ensure these agreements preserve access for emergency response. Currently, there are no Air Force initiatives or plans for 219th RHS to own its own heavy equipment.. The Air Force will not approve additional vehicles or heavy equipment for the 219 RHS due to the Classic Association between the 219/ 819 RHS.

MILITARY CONSTRUCTION FOR MONTANA AIR GUARD

Question. We have previously communicated about a military construction project at the Montana Air Guard to construct a new aircraft apron. The existing apron is undersized by approximately 50 percent. In your response, you stated that the project was a priority. When will the new aircraft apron be completed? What can Congress do to get this project prioritized appropriately so it can be funded in fiscal year 2018?

Answer. The apron MILCON project has been identified in the ANG FYDP to construct approximately 28,000 square yards of aircraft apron at Great Falls, MT. In approximately 12 months, the project will be design complete at which time it will be included in the ANG MILCON Unfunded Priority List. It will then compete against other requirements for incorporation into the ANG Current Mission MILCON Program.

C-130 MODERNIZATION

Question. I'm proud to have worked hard with members of this Committee to ensure that critical avionics upgrades in the Air Force's C-130 fleet are on schedule. However, we now need to pursue engine upgrades that would give the C-130Hs many of the same capabilities as the C-130Js at much less cost to the taxpayer than purchasing new aircraft. Those modernizations should be fully funded by Congress this year. However, I am concerned about the priority of modernizations in relation to Montana. What is the future of the C-130 fleet and how will the Air Guard balance the need to modernize the C-130H versus recapitalizing the newer C-130J models? More specifically, when will Montana's C-130 fleet receive the modernizations?

Answer. The Current C-130J Program of Record procures 135 combat delivery C-130Js. Although the Approved Program Baseline allows for an additional 20 aircraft to be procured, there are currently no plans to procure additional aircraft or recapitalize additional ANG units. The ANG C-130H fleet will rely on modernization to maintain combat effectiveness. Avionics Modernization Program (AMP): The most immediate modernization effort for the C-130Hs is the Avionics Modernization Program (AMP) 1 program which is planned for installations between June and December 2019. Currently, the 120 AW at Great Falls, MT is planned for the install between November and December 2019. AMP Increment 2 was funded in the fiscal year 2017 omnibus appropriations and installations are planned between fiscal year 2021-fiscal year 2028 (detailed timeline TBD) Propulsion Systems Upgrades: The Air Force initiated a two-step Operational Utility Evaluation in October 2016 to understand the operational effectiveness, suitability, and affordability of propulsion system upgrades in combination. This evaluation will inform C-130H propulsion system modification decisions in future Air Force budgets. To date, four proposed C-130H propulsion system enhancements have been individually-tested.

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

199TH FIGHTER SQUADRON OF THE HAWAII AIR NATIONAL GUARD

Question. This questions concerns the 199th Fighter Squadron of the Hawaii Air National Guard. Our F-22 pilots and maintainers are out every day in support of joint operations, including the counter-ISIL campaign. They stand alert to protect Hawaii and are ready to respond to contingencies in the Asia Pacific. You'll agree that having this high-end capability deep in the Pacific gives DoD a lot of options. There is concern in the fact that the squadron has just 18 jets compared with 21 jets in every other squadron. We need to ensure we're putting them in the best position to do their job. Do you support rounding out the full squadron? Do I have your commitment that you will explore opportunities to right-size the squadron in the future so it can continue to perform well?

Answer. The Air National Guard is committed to working with the Combatant Command, PACAF, and the lead command for the F-22, ACC, in order to explore all options regarding the number of aircraft assigned to the 199th Fighter Squadron. With an overall F-22 fleet size of 186 Total Aircraft Inventory (TAI), all stakeholders continue to fully assess the mission risk when attempting to increase one unit at the expense of decreasing another. Their collective understanding of the Combat Air Forces recapitalization and basing strategy interdependencies will be essential as we approach fiscal year 2019 POM and fiscal year 2020 planning choices.

SPACE CONTROL SQUADRONS

Question. The Hawaii Air National Guard is on a short list to stand up a Space Control Squadron. Hawaii is the best location for this squadron: there is great line-of-sight to see objects in the sky we need to see. We have close ties with PACAF, PACOM, their associated intelligence, operations, and command and control centers, as well as local expertise in the engineering and space fields. We have a proven track record with supporting Air Force Space Command. We have C-17s available to rapidly deploy the squadron anywhere it needs to go. And after the 201 Combat

Communications Group and 293 Combat Communications Squadron were deactivated last year, we have airmen with the technical expertise to draw on to support this mission. In my view, this should be an easy decision. Where are you in the decisionmaking process? When can we expect an announcement?

Answer. I certainly recognize the contributions and important role the men and women in the Hawaii Air National Guard provide in Homeland Defense and support to our Combatant Commanders. To ensure we can fully meet the Space Control Mission requirements levied by the Air Force, the ANG, in collaboration with HQ Air Force and Space Command, is in the process of conducting an enterprise wide evaluation of potential space mission locations. This evaluation will include an analysis of the most suitable units and locations among all 54 States and territories, which certainly includes evaluation of Hawaii locations. This process will likely reach a conclusion by the end of fiscal year 2017 at which time you can expect an announcement.

CYBER THREATS

Question. I am concerned about the resources we have available to defend Hawaii's critical infrastructure against potential cyber threats. The Hawaii National Guard has a Computer Network Defense team that is made up of mostly full-time IT personnel, but it would not be prudent to put these individuals on State Active Duty for any length of time due to their full-time requirements. Do you see an increase in Cyber Protection Teams for Hawaii, either in the Air or Army National Guard?

Answer. At this time, we do not see any increase in Cyber Protection Teams (CPTs). The Army National Guard (ARNG) is requesting 11 previously-approved CPTs be added to the Cyber Mission Force, of which none are slated for Hawaii. The Air National Guard (ANG) has 12 Cyberspace Operations Squadrons (COS) providing two full-time CPTs to the Cyber Mission Force. None of the ANG COSs are located in Hawaii. However, we do have the Emergency Management Assistance Compacts (EMAC) which states, can leverage for assets they do not have. This includes access to CPTs in other states such as Washington and California.

STATE PARTNERSHIP PROGRAM

Question. Many National Guard units have rich relationships with countries in Europe, often as part of the State Partnership Program. The relationships have been cultivated over time and offer a unique look into their culture and way of life, to include concerns about Russia's recent aggression from both a citizenry and military scope. These in-roads could offer the European Reassurance Initiative rotational units launching points for their exercises, enhancing operations with our NATO partners. How are we using these units to support the European Reassurance Initiative? How are these National Guard units working with Active Duty units to support the reassurance mission?

Answer. Units from the National Guard, joined with their State Partnership Program (SPP) counterparts, were among the first military units to deploy in support of the multinational exercise Operation Atlantic Resolve (OAR). OAR's design is to assure our strategic partners and allies while at the same time deterring potentially destabilizing actions from Russia. National Guard participation in major U.S. European Command (EUCOM) exercises such as Saber Strike, Combined Resolve, and Noble Partner has also contributed to a stabilizing presence. As this multinational cooperation matures in size and frequency in response to an evolving environment, opportunities for specific capabilities will emerge. For example, the cyber domain has become more relevant for EUCOM in the wake of Russia's cyber-attacks targeted toward western institutions. Maryland's 175th Cyber Wing, together with EUCOM's Cyber Branch, has nurtured an exemplary relationship with its counterparts at the Estonian Cyber Defense League (CDL) for countering threats in the region. Additionally, units from Oklahoma's 45th Infantry Division are involved in the Joint Multinational Training Group-Ukraine, training Ukrainian military units to become a more professional and NATO-interoperable force.

TANKER FLEET RECAPITALIZATION

Question. Our KC-135 pilots play an important role supporting strategic refueling operations for the joint force. Hawaii is a major cross-roads for a number of operations around the globe, and subsequently these pilots are called upon often. Do I have your commitment that as you're working with the Air Force to recapitalize the tanker fleet, you'll advocate for bringing the newest aircraft to Hawaii?

Answer. The ANG is an active participant in the Air Force's Strategic Basing process and I am confident that the candidate base evaluations for the remaining

basing decisions for the KC-46, which include PACAF units, will fully account for the unique aspects that a unit in Hawaii would offer.

PREVENTATIVE MAINTENANCE CONTRACTS

Question. The National Guard built a Low Observable Composite Repair Facility at Joint Base Pearl Harbor-Hickam in 2012 to support the F-22 squadron. It cost \$25.8 million. The building in its current state is having sustainment problems because it did not include a preventative maintenance contract. In general, does the National Guard not include preventative maintenance contracts for its major facilities? If not, why is that and does that not drive up SRM costs that the individual State National Guard units have to absorb?

Answer. NGB provides 75 percent and states provide 25 percent of the funding for maintenance of ANG real property through cooperative agreements, which include preventative maintenance. It is then the responsibility of the state to maintain the real property. Large repairs are paid for by NGB through an SRM reimbursement.

QUESTIONS SUBMITTED BY SENATOR TAMMY BALDWIN

TACTICAL WHEELED VEHICLE (TWV) FLEETS

Question. What is the model mix of the Reserve and Guard TWV fleets? What is the average age of each model mix and what are the shortages by model mix?

Answer. There are three main categories for the Tactical Wheeled Vehicle (TWV) Fleet: Light, Medium, and Heavy vehicles. Each category is then broken into subcategories. The expected lifecycle of the truck fleet is 20–25 years. The Light category covers the High Mobility Multipurpose Wheeled Vehicle (HMMWV) fleet with an average age of 13.3 years. There are four subcategories, which includes ambulance, weapons platform, missile, and utility HMMWVs. ARNG has a shortage of 159 missile vehicles and 308 utility vehicles. The Medium category consists the Family of Medium Tactical Wheeled Vehicles (FMTVs), 2.5-ton Light Medium Tactical Vehicles (LMTVs) and 5-ton (Medium Tactical Vehicles (MTVs). The medium fleet has an average age of 8.2 years. The ARNG has no shortages in the Medium Category. The Heavy category contains heavy-duty vehicles of multiple platforms, including Heavy Expanded Mobility Tactical Truck (HEMTT) tractors, fuel transporters, wreckers, Heavy Equipment Transporters (HET), Palletized Loading Systems (PLS), Load Handling Systems (LHS), and 20-ton dump trucks. The heavy truck fleet has an average age of 11.1 years. The ARNG has a shortfall of 60 20-ton dump trucks, all other subcategories are at 100 percent equipment on hand.

F-35 BASING

Question. General Lengyel, I'm extremely proud of the men and women of the 115th Fighter Wing located at Truax Air National Guard Base in Madison, Wisconsin. Next week, I will attend the Northern Lightning Exercises, organized by the 115th, to observe U.S. Air Force F-35A's—along with F-22's from Langley Air Force Base—participate in an operationally realistic, scenario-based, full-spectrum, and high-end training exercise. The 128th Air Refueling Wing from Milwaukee will also play a critical role. Finally, the ranges that comprise the Volk Field Combat Readiness Training Center (CRTC), which is only 50 miles away from Truax, put the base in the unique position of being the only Reserve Component base with the capabilities needed to perform the entire F-35 mission at a single site. From your perspective, how do the unique combined capabilities of the 115th Fighter Wing, Truax, Volk CRTC, and the 128th fit into the Air National Guard mission? And how do those capabilities make Truax a particularly well-suited candidate to be one of the next operational locations of the F-35A (Ops 5–6)?

Answer. The combination of mobility and combat aircraft along with the Volk CRTC makes the Wisconsin Air National Guard uniquely positioned to provide essential training opportunities and help ensure our Airmen remain operationally ready to provide capability whenever they are needed. Consolidated training opportunities, such as Northern Lightning, are critical to preparing units for the full spectrum of global challenges. The F-35 is a key component to enhance the lethality and effectiveness of our force against high-end competitors as well as a broad range of potential threats. As one of the five final candidate bases announced by the Secretary of the Air Force, the 115th Fighter Wing at Truax Field is clearly well-suited for the F-35. I am confident that the Air Force's Strategic Basing Process will account for the particular strengths Truax presents during its site survey next month and look forward to the announcement of the final basing decision.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CHARLES D. LUCKEY

QUESTIONS SUBMITTED BY SENATOR SUSAN M. COLLINS

GAO REPORT ON SEXUAL ASSAULT PREVENTION

Question. A February 2017 GAO report identified a few shortfalls in the Army National Guard's and the Army Reserve's sexual assault prevention program staffing, budgeting, and investigation timeliness. Does the Army's reserve components have a plan and resources in place to fully address the concerns identified by GAO?

Answer. The United States Army Reserve Command (USARC) has identified significant manning shortfalls within its Sexual Harassment Assault Response Prevention (SHARP) program that are unique to the Army Reserve due to the nature of its mission, structure, and geographical dispersion. Staffing requirements were developed for active component units that do not address our unique challenges and requirements. As a result of the Government Accountability Office (GAO) audit, my staff is working with all Army Reserve units to develop a manning concept that addresses each organization's issues and requirements. My staff will then use that data to develop a staffing concept that best supports Army Reserve Soldiers. At the completion of our analysis, we will work with Headquarters, Department of the Army to formalize requirements and authorizations to support this structure. In regards to budget management, USARC SHARP has developed budget guidance, which will be provided to commands at their annual training in August. The Army Reserve first received funding for the SHARP program in 2016, and we will continue to work with commanders to ensure that their requirements for funding are addressed. Formal budgetary guidance to subordinate commands will be provided to ensure the efficient use of program funds. Additionally, we have streamlined the process for Line of Duty processing to ensure that victims who require medical assistance are not hindered in their recovery by delays in processing. There is now a three step process that streamlines the flow of information, while better protecting the confidential records of our Soldiers.

BALANCING READINESS WITH RETENTION OF CITIZEN SOLDIERS

Question. How can the Army Reserve best balance the readiness and operational needs of the total force strategy with the recruitment and retention problems that frequent deployments and time away from civilian lives can cause?

Answer. The Army Reserve (AR), in close coordination with Headquarters, Department of the Army (HQDA) and United States Forces Command (FORSCOM), provides predictability to Soldiers, units, and Families by maintaining sustainable unit-level support to meet current operational requirements, while improving readiness throughout the force. To increase the efficiency of the planning cycle, operational requirements are forecasted over a 4-year window aimed at providing sufficient notification to units and personnel as they incrementally improve readiness. This enables leaders to execute mission essential training, align resources, and manage personnel requirements, thereby providing the requested capabilities consistent with the deployment time line. The risk of maintaining higher unit readiness to meet emerging operational demands requires additional participation and commitment by all unit members. This causes friction and stress within the unit and the Soldier's family, as well as uncertainty for the civilian employer. All these factors culminate as recruitment and retention challenges. To mitigate this, the Army Reserve utilizes several initiatives, incentive programs, and policies to support the needs of the force. The Army Reserve uses the following programs and incentives to promote readiness and support retention and recruiting efforts: Yellow Ribbon Reintegration Program (YRRP) is a congressionally-mandated, Department of Defense (DoD)-wide effort to promote the well-being of National Guard and Reserve members, their families, and communities by connecting them with resources throughout the deployment cycle. YRRP events connect Soldiers and their Families/designated representatives to resources and support before, during, and after deployments. Strong Bonds is a Chaplain-led relationships and skills training. It targets single Soldiers, couples, and families. Strong Bonds enhances unit and individual readiness by building Soldier and family relationships, readiness, and resiliency. Comprehensive Soldier Family Fitness (CSF2) was established by the Army to increase the resilience and enhance the performance of the Army Family—Soldiers, DA Civilians, and their Family members. The program places emphasis on ways to sustain personal readiness and enhance performance by learning coping skills. Lodging-In-Kind (LIK) is covered in DoD Instruction 1225.9. This DoD policy provide Reserve component personnel who travel more than 50 miles from their residence to perform active duty or inactive duty training with billeting to the same extent as Active component members trav-

eling under orders away from their permanent duty station. The Selective Reserve Incentive Program (SRIP) is designed to assist the AR in meeting the leadership's end strength, readiness and force balancing objectives. It provides recruiting and retention incentives to assist in filling critical shortages. Incentives are implemented in those situations where other less costly methods have proven inadequate in supporting unit and occupational skill staffing requirements.

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

MENTAL HEALTH

Question. Vermont is home to the VA's National Center for Post-traumatic Stress Disorder, and one thing we have come to understand through their educational work is that mental healthcare is an aspect of physical healthcare. In particular, good mental healthcare practices before, during, and after a deployment can decrease the amount of post-traumatic stress. However, in rural America in particular, mental healthcare is difficult to obtain, and in all of America, mental health providers are not treated the same as physical health providers by insurers or our culture. How are you working to change the perception that mental healthcare is something that only applies to some, possibly broken, individuals? What policy and legislative changes can improve access and availability for Guard and Reserve members, particularly in rural areas?

Answer. The Army Reserve is continually working to reduce the stigma associated with behavioral health at both the total population level and the individual level. We are addressing the lack of knowledge surrounding mental health conditions within our community by defining behavioral health as a treatable condition. We mandate unit training on a variety of behavioral health issues, which encourages open dialogue without persecution or repercussion. The Army Reserve has focused efforts on decreasing stigmatizing attitudes and beliefs by equating mental health problems to physical injuries that require medical attention and can be treated successfully. We fully support the individual's right to privacy and implement practices that focus on fair and equal treatment for service members that ensure they receive appropriate care. Our Army Reserve Psychological Health Program (PHP) assists commands in determining individualized care for their Soldiers. They can facilitate care coordination at the command or individual level. The Army Reserve PHP also provides training, consultations and outreach in times of crises. The Army Reserve recognizes that stigma remains a challenge. While many of these programs and initiatives work on reducing stigma and shifting perceptions of mental health problems, we are working toward a comprehensive strategy to reach the goal of eliminating the stigma entirely. No change in policy or legislation is needed at this time. Rural access to care is more challenging due to the limited amount of behavioral healthcare providers in the community. In rural areas, Soldiers options are limited. Additional capabilities are being reviewed to address this disparity, such as telehealth. Currently, each member of the Selected Reserve receives a comprehensive medical readiness health and dental assessment in accordance with section 10206 of title 10, United States Code. Additionally, DoDI 6490.12, Mental Health Assessments for Service Members Deployed in Connection with a Contingency Operation, requires a person-to-person mental health assessment for each member. The continuation of behavioral care coverage outside these policies is an ongoing challenge since it often requires the Soldier to have their own medical insurance coverage.

ARMY RESERVE IN RURAL NEW ENGLAND

Question. Lt. Gen. Luckey, New England is an area of the country underrepresented among recruit classes in recent decades, Army-wide. How do you intend to ensure geographic diversity among soldiers in the Army Reserve particularly with regards to soldiers from New England, while balancing responsible use of taxpayer dollars when it comes to positioning force structure duty or drill locations? Are there laws or policies need to be reviewed to make it easier for soldiers of the Army Reserve to serve even when geographically remote from their unit?

Answer. The United States Army Recruiting Command (USAREC) is better qualified to answer recruiting issues because they are responsible for manning both the Active Army and the Army Reserve (AR) throughout the United States, Puerto Rico, the Virgin Islands, Guam, American Samoa, and at U.S. facilities in Germany and Asia. The Office of the Chief of Army Reserve (OCAR) G-1 is responsible for developing and retaining the correct skills, knowledge, and expertise to align with the Army's strategic goals and operational requirements in support of the National Military Strategy. The Army Reserve has units in the following New England states:

CT, ME, MA, NH, RI, and VT. The fill rate of the six States combined is 97 percent. Of the six New England states, only VT has a fill rate below 80 percent. The majority of the units in VT are engineer, transportation and medical units. [NOTE: Fill rate = Assigned/Authorized.] Currently, the AR has policies and programs that are designed to attract Soldiers to low density units, such as those in VT. For example, Inactive Duty Training (IDT) travel allows Soldiers who travel more than 150 miles from their unit to be reimbursed up to \$300 to reduce out of pocket travel expense. In addition, the Lodging-In-Kind (LIK) program provides Reserve component personnel who travel more than 50 miles from their residence to perform active duty or inactive duty training with billeting to the same extent as Active component members traveling under orders away from their permanent duty station. Finally, the Selective Reserve Incentive Program (SRIP) provides recruiting and retention incentives to assist in filling critical shortages in those situations where other less costly methods have proven inadequate in supporting unit and occupational skill staffing requirements.

QUESTIONS SUBMITTED BY SENATOR TAMMY BALDWIN

FORT MCCOY COLD WEATHER TRAINING

Question. General Luckey, please provide an update on Fort McCoy's cold weather training program, including any efforts to pursue official TRADOC approval and certification of the cold weather course, which I understand is required for Soldiers to receive qualification for attendance. What impact would such official TRADOC sign-off have on increasing year-round training throughput?

Answer. In 2017, Fort McCoy held three Cold Weather Operations Courses (CWOC) and trained 42 Soldiers. The eleven-day program of instruction (POI) included cold weather familiarization training, winter warfare tactics, risk management, winter survival, and life saving techniques. The CWOC POI was developed in coordination with the US Army Alaska (USARAK), Northern Warfare Training Center (NWTC), the TRADOC proponent for cold weather training. The Fort McCoy CWOC POI follows the NWTC Cold Weather Leader Course (CWLC) POI. To ensure we conduct our cold weather training in a manner consistent with NWTC, all the instructors participated in NWTC training. We are also working with NWTC, to audit the conduct of Fort McCoy's CWOC to provide feedback for future courses. This POI supports our strategic vision for a significant capability increase for reserve component units to plan and execute a wider range of demanding training in cold regions. Currently, only NWTC conducts TRADOC-accredited Cold Weather Leaders Course training, but it is not an Additional Skill Identifier (ASI) producing course. The NWTC Commandant retains the authority to modify the POI to meet evolving USARAK mission requirements. While TRADOC accreditation at Fort McCoy could be beneficial, we do not see a lack of accreditation impacting current throughput or quality of training; however, we will work with NWTC and TRADOC to obtain visibility in the Army Training Requirements and Resources System (ATTRS). For fiscal year 2018, Fort McCoy will double its CWOC staff to four instructors and has scheduled five courses: 8–19 JAN 2018, 22 JAN–2 FEB 2018, 5–16 FEB 2018, 20 FEB–3 MAR 2018, and 5–16 MAR 2018. We anticipate filling the courses to capacity. Fort McCoy also has the flexibility to support cold weather exercises. The instructors will advise and assist unit cold weather training. We are staffing a request through the chain of command to the Department of the Army G4 to re-designate Fort McCoy from Climate Zone V to Zone VII for Common Table of Allowances (CTA) 50–900 purposes. Fort Drum, NY, with similar weather conditions at approximately the same latitude, requested and received the same climate zone re-designation in 2015. This will allow our Central Issue Facility (CIF) to request and issue more appropriate individual extreme cold weather equipment, such as vapor barrier boots, arctic mittens, and face masks. Currently, we have limited amounts of critical extreme cold weather clothing, which can only be issued on a temporary basis to support our growing demand. Historically, Fort McCoy has supported significant collective cold weather training; however, in the last decade, the preponderance of training from DEC–MAR has focused on individual and crew qualifications or indoor simulations. Fort McCoy has the capacity to host Combat Support Training Program, Exportable Combat Training Center, and Operation Cold Steel gunnery exercises, as well as platoon and company collective live fire exercises to increase force readiness based on Foundational Component of Training 3 requirements.

TACTICAL WHEELED VEHICLE (TWV) FLEETS

Question. What is the model mix of the Reserve and Guard TWV fleets? What is the average age of each model mix and what are the shortages by model mix?

Answer. The Army Reserve Tactical Wheeled Vehicle (TWV) Fleet consists of Heavy, Medium, and Light Tactical Wheeled vehicles. The fleet includes ten Heavy Tactical Vehicle variants, with the Medium and Light fleets consisting of seven models each. On the aggregate, each fleet category averages 10 years of age. Based on current documented requirements, shortages across all fleets are insignificant. However, the Army Reserve is concerned with emerging compatibility gaps as modern platforms enter the Army inventory. For example, the introduction of the Joint Light Tactical Vehicle (JLTV) to the Army inventory in fiscal year 2019 represents mobility and force protection upgrades over the legacy High Mobility Multipurpose Vehicle (HMMWV) fleet. Based on the Army's resourcing priorities, Army Reserve projects a Light Tactical Vehicle modernization gap through fiscal year 2025.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL MARYANNE MILLER

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. Vermont is home to the VA's National Center for Post-traumatic Stress Disorder, and one thing we have come to understand through their educational work is that mental healthcare is an aspect of physical healthcare. In particular, good mental healthcare practices before, during, and after a deployment can decrease the amount of post-traumatic stress. However, in rural America in particular, mental healthcare is difficult to obtain, and in all of America, mental health providers are not treated the same as physical health providers by insurers or our culture. How are you working to change the perception that mental healthcare is something that only applies to some, possibly broken, individuals? What policy and legislative changes can improve access and availability for Guard and Reserve members, particularly in rural areas?

Answer. For a number of years, the Air Force has had a global campaign to decrease the stigma and encourage normalization of mental health as part of the dimensions of wellness (which also include physical, social, and spiritual health). Promotion of Wingman Day activities, resilience, and Comprehensive Airman Fitness programs remove mental health from a "medical" problem to an area addressed and promoted by commanders as a normal part of preventative health and readiness. When Reserve Component members are placed in an active duty status, they are eligible for TriCare mental health services or the Behavioral Health Optimization Program (BHOP) through the local military treatment facility or deployed medical unit, along with Family Advocacy and all other support programs available to Regular Air Force members. Though traditional, or part-time, Reserve Component members, are not eligible for active duty benefits, there are other resources available to serve them: (1) Military Family Life Consultants (MFLCs) are licensed contract counselors who work outside of the military treatment facilities to provide anonymous and confidence assistance to all military members (include Reserve Component) in problem solving issues resulting from deployment, reunions, reintegration, and/or other times of change. They also provide financial counseling. (2) Directors of Psychological Health (DPH) are licensed clinical civilian social workers assigned to Reserve units and were authorized under the National Defense Authorization Act 2012, Sec 703. DPH's provide non-clinical services to reservists and their families during unit training assemblies or during the week to include training and education, consultations and referrals, needs assessments, suicide prevention, resiliency building, crisis intervention and command advisement on psychological and mental health issues. (3) Air Force Reserve Command Psychological Health Advocacy Program (PHAP). The PHAP Team, through telephone calls and/or site visits, provides psychological health referral services to AFRC Reservists and their families to include referral information, follow-up of services rendered, provide outreach services at all AFRC Yellow Ribbon events and assistance to AFRC installation leaders with mental health issues within three regions in the U.S. and Guam. The PHAP Team is not authorized to counsel, diagnose, or treat any person requesting assistance. (4) Invisible Wounds of War Initiative (IWW). This year-old initiative is the result of surveys and interviews completed with military members diagnosed with PTSD and TBI. The major gaps and barriers identified by this research in the medical, personal, and judiciary arenas prompted an effort to overhaul how care is given to members with brain illnesses to streamline processes and increase access. The Reserve Component has a special working group as part of the initiative to ensure Reserve-specific issues are addressed. Most important is that policy and funding

changes must reflect a cultural shift away from only treatment focus and toward one that also includes mental health education and awareness. As noted above, brain illness (depression, anxiety, PTSD, TBI, etc) must be an integrated component of medical health. Mental health on a broader scale must be approached as a normal component of a healthy lifestyle, just as with diet or exercise. Mental health is not a disease set, it is a fundamental part of our own wellness. Legislation could be written to formally desegregate mental/brain health from medical health in prevention initiatives, awareness campaigns, insurance legislation, education of all varieties of medical professions (in collaboration with the varying disciplines' governing boards), and in the allocation of grants for health workers in rural areas. One possibility is to expand, fund, and staff the Public Health Service to include Rural Area/Regional mental health teams (provider, nurse, admin) to educate, assess and serve all individuals in a rural area (which will include many Reservists). To ensure a pool of the most capable and qualified mental health professionals for Reserve members, both in out-patient and in-patient environments, providers need to be compensated appropriately for their work by both employers and insurance companies. Expand the resources for Telehealth and make this a normal benefit of being in the Reserve Component, not a condition of active duty service or status (similar to the DPH).

EMPLOYER SUPPORT

Question. We often discuss the value of employing an individual serving in the Guard or Reserve based on the skills and perspective they bring to the job. Many employers have enthusiastically embraced that benefit, but with the reserves becoming more often engaged in operations and the increased training that brings, we are inadvertently removing employers' prime benefit. Are there increased stresses in the relationship between employers and their citizen-warriors? In the era of the operational reserve, what benefits associated with hiring a member of the Guard or Reserve are most desirable to employers?

Answer. The last 26 years of continuous operations has increased the need for the citizen-warriors of the Air Force Reserve (AFR) to serve our country. Defending our Nation comes with a price which is shared by all, to include our AFR members, their families and their employers. Despite this challenge (compounded further by on-going fiscal constraints), we have been able to maintain many great relationships with employers of our Airmen. However, some employers do have concerns about the amount of time AFR members are required to perform their military duties. To address this, we have made additional efforts to meet with industry leaders, especially the airlines, to identify and work towards an amicable solution to reduce stress and meet the needs of all parties. Our intent is to improve communication between employee and employer and identify opportunities to minimize confusion/frustration. In particular, AFR commanders must remain vigilant to the potential hardships of employers when approving short notice orders for military duty. Each commander knows the importance of considering the impact on the employer and whether the training must be accomplished during peak work cycles within various industries and employment sectors. AFR leaders at all levels must continue to maintain the balance between mission, civilian employer, and family for each Airman in order to better sustain a healthy operational reserve. Our members are proud of their service and dedicated to defending our Nation while at the same time, are loyal and committed to the objectives of their civilian employers. Employers understand the value of these unique character traits which military members bring to the job as well as the technical expertise and ability to solve problems under difficult circumstances. They know that when they hire members of the AFR, they are receiving the benefit of an employee who understands the importance of leadership, teamwork, discipline and sacrifice. This is why, despite the demands of military service over the last 26 years, employers will continue to hire and work with AFR citizen-warriors and welcome them into their organizations.

QUESTIONS SUBMITTED TO VICE ADMIRAL LUKE M. MCCOLLUM

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

MENTAL HEALTH

Question. Vermont is home to the VA's National Center for Post-traumatic Stress Disorder, and one thing we have come to understand through their educational work is that mental healthcare is an aspect of physical healthcare. In particular, good mental healthcare practices before, during, and after a deployment can decrease the

amount of post-traumatic stress. However, in rural America in particular, mental healthcare is difficult to obtain, and in all of America, mental health providers are not treated the same as physical health providers by insurers or our culture. How are you working to change the perception that mental healthcare is something that only applies to some, possibly broken, individuals? What policy and legislative changes can improve access and availability for Guard and Reserve members, particularly in rural areas?

Answer. Navy views mental health on an overall wellness spectrum, with the goal of decreasing stigma through changing perceptions of mental health from the disease model, to one of prevention and wellness, by encouraging service members to seek help when concerns are more manageable. Active programs with this established goal include:

- Caregiver Occupational Stress Control (OSC) that involves clinical caregiver training, peer-support, and unit assessments,
- Mind Body Medicine (improving mental fitness, resilience and self-care),
- Special Psychiatric Rapid Intervention Team (disaster mental health response),
- Embedded Operational Mental Health (embedding mental health into operational platforms),
- Fleet and Marine-wide OSC training (routine training in OSC at the deckplate), and
- The Behavioral Health Integration Program embeds mental health providers in primary care clinics, providing resources to Sailors, Marines, and their families who may not have a mental health diagnosis, but struggle with medical, occupational, social, or family challenges.

The Navy's Psychological Health Outreach Program (PHOP) ensures that the Reserve component and their families have access to mental health services. PHOP reaches out to Reserve Sailors from the beginning of their military career through discharge or retirement, creating a safety net for Reservists who may have otherwise "fallen through the cracks." Services include: command consultations, psycho-educational briefings, behavioral health screenings, and 24/7 phone/email on-call services to ensure clients receive needed resources and services. PHOP providers are located across the United States—stationed at Navy Operational Support Centers and Marine Force Reserve Units. PHOP staff work closely with Reserve Commands to ensure all Reservists, including those in rural areas, receive outreach. We are grateful for the congressional support that has been bestowed upon us as we explore innovative healthcare technologies in support of improving access for service members in remote areas and to address their unique healthcare needs.

EMPLOYER SUPPORT

Question. We often discuss the value of employing an individual serving in the Guard or Reserve based on the skills and perspective they bring to the job. Many employers have enthusiastically embraced that benefit, but with the reserves becoming more often engaged in operations and the increased training that brings, we are inadvertently removing employers' prime benefit. Are there increased stresses in the relationship between employers and their citizen-warriors? In the era of the operational reserve, what benefits associated with hiring a member of the Guard or Reserve are most desirable to employers?

Answer. The stressors involved in the relationship between employers and Citizen-Sailors increase when a Sailor enters the mobilization continuum. Multiple mobilizations can add to the stress involved between Sailors and their employers. Since the 9/11 attacks, over 14,000 Sailors have mobilized at least twice, with almost 4,000 mobilizing three or more times. As ongoing operations continue, more Sailors will fall into the aforementioned categories. Employers are stressed in the management of staff to support their Sailor's mobilizations, particularly smaller employers. Upon return from mobilization, Sailors experience stress as they go through the re-integration process with their civilian employers and families. The key to reducing stress on both parties is following the established Uniformed Services Employment and Reemployment Act (USERRA) timelines; specifically the notification of mobilization orders, anticipated return from orders and subsequent return to the civilian workplace. In 2010, across DoD, the Employer Support of the Guard and Reserve (ESGR) office handled 3,202 ombudsman level mediation cases between reservists and their employers. In 2016, this number dropped to 1,554, roughly a 50 percent reduction. Although this can possibly be attributed to the overall reduction of reservist mobilizations over time, better communication between service members and employers, along with improved USERRA understanding, has contributed greatly to easing the stresses between the two. Citizen-Sailors bring varied and unique skill

sets to the civilian workforce which makes them coveted by employers. The following are just a few of the traits Sailors provide to civilian employers:

- Leadership—Sailors are trained and immersed in a culture of leadership, understanding how to lead and support employer goals and missions.
- Perspective/Diversity—Sailors are exposed to a global perspective and can incorporate this perspective into the civilian workforce. They have experience with working and succeeding in a diverse workforce.
- Responsibility—In their military service, Sailors are given high levels of responsibility very early on. This is rare commodity amongst their civilian peers.
- Professionalism—A Sailor's honor, courage and commitment to the organization's mission can be relied upon by the employer to get the job done. A Sailor comes from a culture of integrity which will spread throughout the company.

QUESTIONS SUBMITTED BY SENATOR BRIAN SCHATZ

ADDITIONAL ROTC UNITS

Question. I am an advocate of establishing a Navy ROTC unit in Hawaii. Multiculturalism, diversity, and critical languages: these are some of the strengths the people of Hawaii bring to the Navy Reserve. I know the decision to stand up additional ROTC units rests largely with the Navy, and it comes down to what funding is available. Can you offer thoughts on how a Navy ROTC unit in Hawaii would add value to the Navy and Navy Reserve?

Answer. The authority to establish and maintain an additional Naval Reserve Officers' Training Corps (NROTC) unit is at the discretion of the Secretary of the Navy. Significant factors that influence the decision are available funding, personnel resources, and officer accession requirements. Currently, the NROTC program provides funding and personnel resources to sustain 77 host units throughout the United States and has sufficient capacity to meet present and future officer accession requirements. The strengths that you list for universities located in Hawaii are important characteristics that the NROTC program values in colleges and universities; however, the current profile of NROTC host units is replete with colleges and universities with similar characteristics. Specifically, the NROTC program's 77 host units and their cross-town affiliations are geographically dispersed at 93 public and 73 private institutions, associated with 7 of the 8 Ivy League institutions, and located at 23 of the top 30 Best National Universities and 7 of the top 10 Historically Black Colleges and Universities as listed in the 2017 Edition of the U.S. News and World Report. The NROTC program leverages its colleges and universities to provide a variety of academic majors, enhance diversity of thought, and furnish the Navy with academically proficient, morally sound, and physically fit active duty officers. To ensure existing host units continue to exhibit characteristics beneficial to their respective Services, the Department of Defense reissued Department of Defense Instruction 1215.08, signed January 19, 2017, directing the Secretaries of the Military Departments to develop Service-specific performance measures and criteria to assess host units annually. As clarification for future inquiries, the NROTC program commissions only active duty officers into the Navy. Therefore, any NROTC unit expansion would not affect the Navy Reserve. If colleges and universities in Hawaii desire to host an NROTC unit, the first step in the process is for the college or university to submit an NROTC host unit application to Naval Service Training Command. Should the Navy and Marine Corps mission demonstrate a need for future NROTC unit growth, the Navy will review and assess the over 180 universities and colleges with NROTC unit applications on file. Meanwhile, students graduating from Hawaii colleges and universities, who seek a Navy commission, may submit an application to the Navy's Officer Candidate School.

QUESTIONS SUBMITTED BY SENATOR TAMMY BALDWIN

FORCE PROTECTION UPGRADES AT NAVY FACILITIES

Question. In response to the 2015 attacks on a military recruiting office and a Navy Operational Support Center in Chattanooga, Tennessee, in which Wisconsin native Marine Sergeant Carson Holmquist was tragically killed, I introduced the Military Facilities Force Protection Act to upgrade the physical security of military facilities. Recent appropriations bills included funding for these enhancements and required the Department of Defense to report on completed and planned actions and the funding needed for those actions. Please provide an update on completed and

planned force protection upgrades, both physical and operational, at U.S. Navy Reserve facilities in Wisconsin.

Answer. The Navy is implementing several physical security and force protection upgrades at the three Navy Operational Support Centers (NOSCs) in Wisconsin. NOSC Milwaukee: A facilities project to upgrade the physical security and force protection for NOSC Milwaukee was awarded December 2016 and is expected to be complete in the summer of 2018. The estimated cost for NOSC Milwaukee upgrades is \$1.8M. The project will install window film, replace doors, windows and hardware, perimeter fence improvements and install an electronic security system. NOSC Madison and NOSC Green Bay: The planning and design efforts for physical security and force protection upgrade projects at NOSC Madison and NOSC Green Bay will begin soon enabling Command Navy Installations Command (CNIC) to award those projects in fiscal year 2018. Operational Force Protection upgrades: The Navy has implemented mass warning and notification capabilities and DoD trained and qualified armed watch standers at all 71 off-installation NOSC facilities nationwide. This includes all NOSCs in Wisconsin.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL REX C. McMILLIAN

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

MENTAL HEALTH

Question. Vermont is home to the VA's National Center for Post-traumatic Stress Disorder, and one thing we have come to understand through their educational work is that mental healthcare is an aspect of physical healthcare. In particular, good mental healthcare practices before, during, and after a deployment can decrease the amount of post-traumatic stress. However, in rural America in particular, mental healthcare is difficult to obtain, and in all of America, mental health providers are not treated the same as physical health providers by insurers or our culture. How are you working to change the perception that mental healthcare is something that only applies to some, possibly broken, individuals? What policy and legislative changes can improve access and availability for Guard and Reserve members, particularly in rural areas?

Answer. Mental Illness is still stigmatized and needs to be looked at in the following construct: Just like other illnesses, Mental Illness is a multifactorial entity with various biopsychosocial-contributing factors. By pulling back the veil and encouraging the involvement of a support network The Marine Corps has taken steps through the past few years to reduce the stigma of seeking mental health help. One of the key phrases utilized in Operational Stress Control and Readiness (OSCAR) training is "it's ok not to be ok." Additionally, through the leadership panel portion of OSCAR training, leaders provide either personal testimonial or speak to the importance of seeking help and how the command stands behind those who seek it. Marines are encouraged to seek help without fear of repercussions. Marine Corps Commanders are trained to recognize that there are a number of different factors that contribute to the health and well being of their Marines. Just as mental illness is multifactorial, so is our method of treating it. Through a holistic approach leveraging the combined strengths of the Marine Corps Community Services, the Marine Forces Reserve Psychological Health Outreach Program (PHOP), the Chaplain Corps and Health Support Services we provide the Marine and their family with a full spectrum of options and care. Throughout this process, we emphasize that just as no one needs to feel "shame" for contracting any other illness (viral, bacterial, cardiovascular, cancer, etc.), the illnesses categorized as mental/behavioral health, are to be addressed and treated openly and aggressively without any stigma. This treatment involves all spectrum of care, from medical (MD, nursing), Psychiatric and psychological, to LPC/LCSW, to spiritual-existential (meaning) moral dimensions (Chaplains and Religious Program Specialists). We actively promote available resources, and encourage our Marines and families to get the help they need. The Marine Corps' commitment to healthcare is evident through health assessments, counseling, family support services, and treatment. We encourage service members to ask for help, train our providers to provide the best care possible, and ensure crucial resources/programs are available. We also work hard to make sure our Marines and our Marine family members have access to support and mental health services. Taking care of their psychological welfare is a critical part of the overall health of our Corps. The fiscal year 2015 NDAA mandates Mental Health Assessment (MHA) completion once during each 180-day period during which a member is deployed (ending January 1, 2019). Coupled with the PDHRA done 90-

180 days after deployment return (DoDI 6490.03, DD 2900) and the expected summer implementation of the MHA component on the Annual Periodic Health Assessment (DoDI 6200.06, DD Form 3024), access to identification and treatment of mental health issues has increased for the Reserve components. Marine Forces Reserve is greatly dependent upon the Reserve Health Readiness Program (RHRP) to complete timely MHAs. When MHAs are completed within the required timeframe mandated by fiscal year 2015 NDAA and DoDI 6490.03, Marines have a greater chance of being diagnosed, referred and authorized to receive follow up care. Currently MARFORRES is operating under a \$5.4 million budget; however, this funding has proved insufficient. Over a 2 month period, a lack of funding resulted in the cancellation of 20 mental health assessment events, impeding timely assessment and treatment of thousands of Marines. The purpose of the assessment is the early identification of mental health symptoms and conditions, to include identifying individuals at risk for suicide and post-traumatic stress disorder (PTSD), suicidal tendencies, as well as other behavioral and mental health conditions that require referral for additional care. If left unidentified, undiagnosed, or untreated, mental health issues can adversely affect individual and unit readiness as well as the safety of the service member and of those with whom he/she interacts including the unit, family, and community. The PHOP Resiliency Check-in (RCI) has been very successful due to the confidential nature of the screening/assessment and enabled us to work preventively to identify risk factors and provide preventive resources. The RCI is a comprehensive process completed by PHOP in which the reservists are assessed, resourced/referred, and receive follow-up from the same staff member. This continuity of care has proven more successful than programs or screenings in which one provider completes the assessment such as the MHA and then the PHOP staff follow-up to resource the reservists and ensures treatment follow through. The networking our staff do to connect reservists to providers in their local communities has been very beneficial to the reservists in rural areas.

EMPLOYER SUPPORT

Question. We often discuss the value of employing an individual serving in the Guard or Reserve based on the skills and perspective they bring to the job. Many employers have enthusiastically embraced that benefit, but with the reserves becoming more often engaged in operations and the increased training that brings, we are inadvertently removing employers' prime benefit. Are there increased stresses in the relationship between employers and their citizen-warriors? In the era of the operational reserve, what benefits associated with hiring a member of the Guard or Reserve are most desirable to employers?

Answer. Stresses occur between employers and citizen warriors at the individual level when service members are called to active duty and employers have to adjust work schedules, hire additional employees, or assimilate reservists back into employment following their completion of duty. Therefore, the short answer is, "Yes." However, these stresses are reduced through advance notification by service members, continued communication by service members while they are away from the employer, and the involvement of Employer Support of the Guard and Reserve (ESGR). ESGR educates both employers and service members about their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA). They also provide information and resources that mitigate the challenges employers and service members face as they make transitions to and from periods of active service. The current trend of stressors between employers and their citizen warriors is going down. This is evidenced by the number of USERRA inquiries made by both employers and service members and cases assigned to ESGR ombudsman. There were 34,612 USERRA-related inquiries made in 2010 as compared to 15,155 made in 2016. There were 3,202 cases assigned to ombudsman for mediation in 2010 compared to 1,554 in 2016. In terms of percentages, that is about a 50 percent reduction in inquiries and complaints from employers and service members over the last 6 years. While this trend has been impacted by the overall reduction in reserve component deployments since 2010, further indicators show a strengthening of the employer and service member relationship. ESGR's Patriot Awards program recognizes supervisors who go above and beyond to support their service member employees; the last 5-year average has remained steady at approximately 10,600 Patriots Awards presented each year despite the reduction in deployments. ESGR also saw a 5-year-high 3,064 nominations for the Secretary of Defense Employer Support Freedom Award this year. When putting the employer and service member relationship into perspective in relation to the total number of reserve component members serving today, the raw numbers demonstrate a fairly low level of stress across the workforce. Out of the total 880,000 reserve component members

who are employed, the 15,551 inquiries made to ESGR this past year represents an extremely small percentage (1.7 percent) of instances where stresses rose to the level of a query from the employer or service member. We often hear from employers about the qualities our citizen warriors bring to the workforce. In addition to some of the very tangible benefits to employers, such as the variety of tax credits that can reduce their Federal business tax liabilities, employers value the character traits our service members bring to the workplace. ESGR has compiled some of this feedback into a listing of the top reasons employers hire reserve component service members:

- GLOBAL PERSPECTIVE: Reserve component employees have experiences that directly relate to current world events.
- PUNCTUALITY: Reserve component employees know the value of being on time, every time.
- POSITIVE IMAGE: Reserve component employees understand a professional appearance is a must.
- CALM UNDER PRESSURE: Reserve component employees are resilient and know how to handle stress, both on and off the job.
- CAN-DO ATTITUDE: Reserve component employees possess critical skills and understand that challenges can be overcome.
- PHYSICAL CONDITIONING: Reserve component employees are in top physical condition, resilient, and drug-free.
- UNDERSTAND DIVERSITY: Reserve component employees succeed in a very diverse workplace.
- RESPONSIBILITY: Reserve component employees know how to make decisions and take responsibility for meeting objectives.
- PROFESSIONALISM: Reserve component employees have a high degree of integrity, an air of self-respect, and a sense of honor.
- LEADERSHIP: Reserve component employees are excellent leaders and outstanding followers: loyal, dedicated, and highly motivated.

SUBCOMMITTEE RECESS

Senator BALDWIN. The Defense Subcommittee will reconvene on Wednesday, May 3 at 10:30 a.m. to receive testimony from the Deputy Secretary of Defense on the topic of Defense Innovation and Research.

I appreciate all of you for your assistance to the Committee.

And with that, the subcommittee stands in recess.

[Whereupon, at 11:59 a.m., Wednesday, April 26, the subcommittee was recessed, to reconvene at 10:30 a.m., Wednesday, May 3.]