

DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2021

WEDNESDAY, MARCH 4, 2020

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

The subcommittee met at 10 a.m., in room SD-138, Dirksen Senate Office Building, Hon. Richard Shelby (chairman) presiding.

Present: Senators Shelby, Hoeven, Boozman, Durbin, Leahy, Tester, and Baldwin.

DEPARTMENT OF DEFENSE

NATIONAL GUARD AND RESERVE

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

OPENING STATEMENT OF SENATOR RICHARD C. SHELBY

Senator SHELBY. The subcommittee will come to order. I am pleased, this morning, to welcome our distinguished panel to consider the President's budget requests for the National Guard and Reserve Components in fiscal year 2021.

Today, the committee will hear from, begin with General Joseph Lengyel, Chief of the National Guard Bureau, Lieutenant General Charles Luckey, Chief of the Army Reserve, Lieutenant General Richard Scobee, Chief of the Air Force Reserve, Vice Admiral Luke McCollum, Chief of the Navy Reserve, and Lieutenant General David Bellon, Commander of Marine Corps Forces Reserve. I thank all of you for appearing today.

Your written testimony will be made part of the record in its entirety. I would forgo an opening statement because I said a few minutes ago we have got votes scheduled at 10:30 a.m. That means we will probably have to leave here by 10:45 a.m. and we don't know what will happen if we have to come back—we will, but General, we will start with you.

[The statement follows:]

PREPARED STATEMENT OF SENATOR RICHARD C. SHELBY

Good morning, the Subcommittee will come to order.

I am pleased to welcome our distinguished panel to consider the President's budget requests for the National Guard and Reserve Components in fiscal year 2021.

Today the committee will hear from General Joseph Lengyel, Chief of the National Guard Bureau; Lieutenant General Charles Luckey, Chief of the Army Reserve; Lieutenant General Richard Scobee, Chief of the Air Force Reserve; Vice Ad-

miral Luke McCollum, Chief of the Navy Reserve, and; Lieutenant General David Bellon, Commander of Marine Corps Forces Reserve.

Thank you for appearing today, and thank you for your service.

Our Nation's guard and reserve components contribute important capability and capacity to our Nation's total military force.

They participate in joint training exercises, execute missions with partner nations, and deploy around the globe in support of combat operation.

They also provide critical support to our Nation during domestic emergencies including floods, winter storms, as well as hurricane and wild fire response operations.

In order for them to continue to be successful, they must be sufficiently manned, trained and equipped—and that requires the timely execution of appropriated funds.

As we consider the request for resources for fiscal year 2021, we look forward to hearing updates on the overall modernization of our forces as the Department of Defense has shifted to prepare, deter, and if necessary, fight a future conflict against a near peer adversary.

We also very much appreciate the men and women that make up our reserve components; understanding that they serve our Nation by remaining ready to put their lives on hold.

Whether they are called to mobilize, voluntarily deploy, or transition to full time support—they represent the very best of us.

To that end, we understand that these men and women have been called upon regularly for both disaster response and to attend to our Nation's borders and look forward to an update on that work as well.

Now, before I turn to the Vice Chairman I have two items I want to mention.

First, I want to recognize one of today's witnesses—Lieutenant General Luckey. Sir, I understand that you will soon be retiring after decades of service.

I want to take this opportunity thank you for your many years of hard work and sacrifice. Your country is grateful, and I wish you well going forward.

I also want to congratulate the Navy Reserve, which celebrated 105 years yesterday; that is quite an accomplishment.

SUMMARY STATEMENT OF GENERAL JOSEPH L. LENGYEL

General LENGYEL. Chairman Shelby, thank you very much. Mindful of the time, I will summarize my opening statement and ask that it be submitted for the record.

Senator SHELBY. Without objection, it is so ordered.

General LENGYEL. I would like to just thank the members of this committee for their continued support of the National Guard. The great things that you do for us such as the National Guard Reserve Equipment Account that made us a more lethal, more ready, more valued part of our United States Army and United States Air Force.

Myself and Command Sergeant Major are here today to represent the 450,000 men and women of the National Guard, and we are honored to do that. We want to thank their families and their employers, without their support we could not do our jobs. We are a 21st Century National Guard. We do three things for our Nation. We do the war fighting, which today we have 30,000 men and women deployed around the world and every combatant command on every continent. We have 10,000 on duty in the homeland doing things for Homeland defense, Homeland Security, and domestic operations, and we continue to do that every day. And we build partnerships not just at home, not just in our States, not just with our communities, but with 84 nations around the world today.

So I thank this committee for what they do for us to make us a valued part of United States Army, the United States Air Force. And now, as a Reserve Component, we now support the United States Space Force. And for 25 years, we have been in the space mission as part of the United States Air Force, and I look forward

to the day when we can create a component that is part of the United States Space Force called the Space National Guard.

And with that, sir, I will end my remarks, and thank you very much for having me here today, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF GENERAL JOSEPH L. LENGYEL

CNGB EXECUTIVE SUMMARY

Today's National Guard plays a vital role in the security and welfare of our Nation. On any given day, approximately 30,000 Guardsmen carry out Federal missions around the world, and an additional 10,000 Guardsmen conduct State and Federal missions within the United States and its territories. National Guardsmen are part of an operational force nearly 450,000 strong that provides strategic depth to our Nation's Army and Air Force.

The National Guard brings unique relationships, authorities, and flexibility to the Joint Force. Due to the complex global security environment marked by rapid technological change, these attributes are instrumental in implementing the Department of Defense's (DoD) National Defense Strategy (NDS). The National Guard directly supports the three tenets of the NDS: building a lethal force ready for any fight, strengthening alliances and seeking new partnerships, and reforming to improve performance and affordability.

The National Guard also represents a tremendous value to the American taxpayer. Personnel costs for our citizen-soldiers and citizen-airmen are significantly lower, when not activated, than our Active Duty counterparts. We are a force that allows for the rapid expansion of the Army and the Air Force. When we are not activated, we offset risk in capacity, allowing for modernization and recapitalization that benefits the Active, National Guard, and Reserve forces. We are the primary combat reserve of the Army and Air Force. Furthermore, National Guardsmen leverage civilian skill sets in a military capacity, and conversely bring military training and knowledge to civilian communities.

As the Joint Force faces increasing demands in all corners of the globe, and with the ever-present threat of natural disasters and other unforeseen events taking place within our borders, the National Guard supports the NDS and serves the American people at home through three core missions: Warfight, Homeland, and Partnerships.

WARFIGHT

The warfight is a primary mission and at the heart of everything the National Guard does. Being ready to fight and win America's wars drives our training, our equipment and maintenance requirements, and our recruitment efforts. While we are able to use our training and equipment for State missions and DoD mission support, we provide ready forces to Combatant Commanders.

Our current threat environment requires the National Guard to be prepared for complex, global operations in the most demanding conditions. With the rise of China and Russia, we have shifted our focus from counterinsurgency operations to great power competition. China and Russia are undermining the international order through various means, exploiting all domains to change the character of warfare. We remain poised to surge to augment the Joint Force for national security threats from Iran, North Korea, and non-State violent extremists.

The changing and global nature of threats shapes the warfight, and the National Guard is evolving rapidly to meet new demands. We are the principal combat reserve of the Army and Air Force, making up 20 percent of the entire Joint Force providing strategic depth in support of combatant commands. Since 9/11, more than a million Guardsmen have mobilized and deployed; many have deployed multiple times. While the model of one weekend a month and two weeks a year provides the foundation of readiness across the National Guard, dynamic employment and global operations will require more of our service members than ever before. In order to fully leverage readiness that lives in the National Guard and to empower our Guard men and women, mobilization requirements need to be predictable. This structure, predictable in time but geographically agile, will afford the DoD greater flexibility during this period of great power competition.

This flexibility in employment also requires an enterprise approach to modernization of the Total Force in order to remain deployable, sustainable, and interoperable with the Active Components. The Guard requires parity in our training, facilities

and equipment. There is only one standard for readiness, and there should be only the highest standard for our equipment. Without parity, we cannot integrate with the Active Components; if we cannot integrate, we cannot be the lethal force necessary to help deter, fight, and win America's wars. Training, facilities, and equipment must strive for parity to keep our Guardsmen interoperable and our country competitive.

A prime example of a fiscal year 2019 action that supports National Guard parity is the arrival of F-35s to the Vermont Air National Guard. The presence of this cutting edge capability within the National Guard demonstrates a new commitment to the recapitalization and modernization necessary to ensure Guard readiness and interoperability.

HOMELAND

The National Guard serves a dual State and Federal role within our borders. Guardsmen can be found in nearly every county of the United States, and this proximity allows us to respond quickly to any threat that endangers our homeland. Our skills, developed for and honed through the warfight, can play an important part in a unified response during domestic emergencies, and allow Guardsmen to assist first responders in times of crises.

The United States strives to never let the fight reach our borders. However, the reality of today's security environment makes clear our homeland is no longer a sanctuary. Cyber threats and new weapons' technology extend the reach of our adversaries.

National Guard Missile Defenders in places such as Fort Greely, Alaska, Schriever Air Force Base, Colorado, and Vandenberg Air Force Base, California, protect our homeland and stand ready to support DoD's efforts to adapt to the challenge of advancing missile threats that can reach our shores. The National Guard plays a critical role in our DoD's cyber enterprise and are a valuable resource to the States. More than 3,900 Soldiers and Airmen make up the Guard's cyber force. On a routine basis, these professionals directly support the U.S. Cyber Command's Cyber Mission Forces (CMF) construct. Additionally, our National Guard cyber teams, at the direction of their States, used their expertise to respond to ransomware attacks in Texas, Louisiana, California, Colorado, and Montana.

National Guard cyber support to State and local municipalities in 2019 are an indication of the future cyber environment; and our actions demonstrate both the effectiveness and value of the Guard's cyber capabilities.

The National Guard is often at its most visible in American communities in the aftermath of natural disasters, and 2019 was no exception. The National Guard responded to snowstorms, wildfires, and floods, and provided full-spectrum recovery and support to all those affected by Hurricane Dorian. Our collaboration with State, local, and Federal (including military) entities helps the National Guard respond quickly and effectively in times of disaster. In addition, we are constantly training and are ready to respond to incidents in the homeland, whether natural or man-made. We are America's military first responders in times of disaster.

The National Guard also provides support to civilian law enforcement agencies through DoD's National Guard Counterdrug Program. Through this program, the National Guard has provided support to more than 300 Federal, State, local, tribal, and territorial civilian law enforcement agencies across all 54 States and territories for more than 30 years. While Guardsmen do not conduct law enforcement missions, they provide expertise such as analysis support, communications, and linguist services to law enforcement entities. This helps law enforcement combat cartels, positively reach at-risk youth, and seize billions of dollars in illegal narcotics. This program is another way the National Guard is making a difference in the homeland.

PARTNERSHIPS

The National Guard is unique in the depth and breadth of its relationships. Whether its security cooperation activities with international partners or emergency response coordination with State and local governments, or collaborating within the Federal interagency process, these relationships strengthen alliances and partnerships.

Partnerships are vital to our military strength and success. Every day, our allies and partners join us in deterring war and preserving a free and open international order. By working together with our allies and partners, we share the burdens and responsibility for our common defense.

These relationships also offer unique perspectives and positions that help us understand and access critical regions of the globe.

When building alliances with foreign nations, the National Guard's State Partnership Program (SPP) is one of the premier security cooperation initiatives within DoD. The SPP is a scalable and tailored approach to security cooperation that formally links a State's National Guard with the armed forces of a partner country. The National Guard consults and coordinates with combatant commanders, U.S. Embassies and their country teams, and host nations to understand the full range of issues they face. SPP events are led by respective State adjutants general who seek engagements on a broad array of interests that are beneficial to both nations.

Today, 84 countries around the world are partnered with the National Guard through this program. Through the SPP, we do more than conduct military-to-military engagements; we leverage whole-of-society relationships and capabilities. These partnerships also help us counter malign influence, support combat and security operations deployments, and assist with disaster response. Given the benefits of this program, consistent funding is critical to the continued success of the SPP, and the long-term advancements of our national security interests.

Owing to our role as State-controlled militias, the National Guard inherently has close relationships with State and local agencies and officials. Our skills and abilities developed for the warfight—including manpower, training, leadership, organization, logistics and communications—augment Governors' and community partners' emergency response strategies, ultimately responding to the needs of Americans in the homeland.

THREE PRIORITIES FOR THE FUTURE OF THE GUARD

Today's National Guard is the finest in its history. However, we must not become complacent and must continue to evolve for the threats ahead. We will be responsive to global trends and prepare for the challenges of the future by committing to three priorities: readiness, people, and innovation.

Priority #1: Readiness

Guard Soldiers and Airmen support DoD missions across every geographic combatant command and respond to disasters in communities across the Nation. As an operational force, we provide strategic depth to the Army and Air Force. We must remain interoperable in light of increasing global demands, train and equip our Guardsmen, and maintain our facilities to this standard.

The National Guard needs functional facilities to accomplish critical domestic response and warfight missions. We cannot be ready for the challenges of the future with yesterday's training, equipment, or facilities. Like the need for cutting edge equipment, our Soldiers and Airmen deserve the best facilities while serving our communities or preparing for overseas operations.

The Army National Guard (ARNG) is committed to generating forces that are both warfighting-capable and governor-responsive. Combatant Commanders depend upon ARNG Soldiers during every phase of conflict abroad and governors depend upon them during emergencies at home.

In fiscal year 2019, the ARNG contributed to missions in Afghanistan, Kuwait, Jordan, Qatar, Ukraine, Kosovo, Eastern Europe, the Horn of Africa and the Sinai Peninsula. ARNG units also conducted vital, multinational exercises and performed more than 2 million duty days while assisting communities during devastating hurricanes, floods, winter storms and wildfires.

In its Federal role, the ARNG's primary task is to generate combat-ready forces for the U.S. Army and the Joint Force. The Army designates select ARNG formations as Army Response Forces (ARF) that are available to rapidly deploy and conduct contingency operations.

Additionally, four ARNG brigade combat teams and enablers will complete decisive-action training rotations at the Army's premier combat training centers. The ARNG's primary focus in fiscal year 2020 is to sustain gains in recruiting and address challenges in retention that threaten readiness. All of these activities will be overlaid with deployments and exercises for tens of thousands of our Citizen-Soldiers around the world.

Given this level of activity, ARNG leaders are managing the cumulative impacts of training and operations to ensure we keep faith with Families and civilian employers. Doing so is essential to support the people who underwrite our Soldiers' service year after year.

The Air National Guard (ANG) commitment to readiness provides our Nation and Air Force with significant flexibility. After more than two decades as a proven operational force, the ANG has become a critical component to the Nation's strategic deterrence, operational capability, and first-in capability. Furthermore, the ANG possesses strategic capacity across each of the Air Force Core Competencies: Air and

Space Superiority; Intelligence, Surveillance, and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control.

In fiscal year 2019, the men and women of the Air National Guard supported 14,692 deployments to 52 countries and on any given day, there are more than 5,000 Guard Airmen serving around the world in support of the combatant commands.

The Air National Guard's focus on readiness assures dominance in air, space, and cyberspace. We do so by preparing 21st century Air Guardsmen for today's fight, while building for tomorrow's fight. Our objective is to provide our Nation with an operational and lethal force with rapid response capability, which is fully interoperable with the United States Air Force and the Joint Force, and able to deter aggressors and defeat threats to our national interest.

In addition, the National Guard remains a valued and loyal partner to our national security space enterprise. Our National Guard space units ensure we dominate that domain as it gains prominence in warfare. Since the United States Space Force was formally established by the December 20, 2019 National Defense Authorization Act, the National Guard has supported and will continue to support the newest military service. Specifically, the National Guard supplies the Department of Defense 100 percent of its unit-equipped, surge-to-war operational reserve component space force structure. To date, the National Guard provides 40 percent of the operational expeditionary space electronic warfare capabilities in the Space Force, and is rapidly growing to 60 percent with the addition of two squadrons in Guam and Hawaii.

Furthermore, the National Guard retains decades of space-related depth and expertise. For example, every day the space professionals at Clear Air Force Station Alaska monitor missile threats in the Pacific, and National Guard space intelligence experts in Ohio monitor space threats. Most recently, space electronic warfare units from California and Florida returned from overseas deployments that were critical to combatant command success. For the future success of our newest service, it is vital the National Guard's expertise and capabilities continue to be available to the Space Force enterprise.

Readiness requires that our leaders remain focused on the mission and empower our men and women to reach our objectives.

Priority #2: People, Families, and Employers

No one who puts on a uniform serves alone. This is particularly true in the National Guard, where our Guardsmen balance service with civilian careers. We strive to balance the needs of both our drilling and full-time Guardsmen with the demands of the mission, and provide support to the families of our service men and women.

Our Guardsmen come from communities all across the country, bringing with them diverse cultures, experiences, and skills. Our National Guard culture values diversity and inclusion, which are fundamental to organizational readiness and help us reach and maintain the highest standards. We are at our best when we reflect the communities we serve.

To build for the future, we must recruit people with the right skills and experience. That is why focusing on active duty service members who are transitioning to civilian life is a critical piece to our recruitment. We want to ensure we capture the talent and skills of these service members and show them the benefits of continued service to their country. We must recruit the very best men and women, therefore we must also have competitive incentives—such as education benefits. We must share our story, our history, our legacy.

We also have a responsibility to support the Guardsmen in our ranks. We are emphasizing mental health and resilience for our Soldiers and Airmen through the Suicide Prevention and Readiness Initiative, which helps Guard units identify risk factors and effective intervention techniques. Through the Warrior Resilience and Fitness Innovation Incubator, the National Guard is also taking a grassroots approach to find ways to address mental health crises at a local level.

To support our Guard members' families, we provide family readiness programs, employment assistance programs, and ensure that families know where to turn if they need help. Family programs not only benefit service members and their families, but also have a positive effect on a unit's morale and readiness.

Priority #3: Innovation

We have a responsibility to improve the National Guard—to leave it better than we found it, so we can be ready for the challenges of the future. Innovation—whether in business processes, technology, partnerships, or culture—is in our DNA. We must constantly look forward, educating and empowering our Guardsmen to implement innovative measures.

Technology has radically shaped our lives, and it has radically reshaped our national defense. Success no longer goes to the country that develops a new technology first—it goes to the country that adapts its way of fighting fastest. The National Guard continues to be a catalyst for DoD's technological initiatives, including artificial intelligence, robotics, biotechnology, "big data," and advanced computing.

CONCLUSION

The National Guard traces its lineage back 383 years. In that time, we have fought in every American war, responded to our countrymen in need, and developed partnerships that have strengthened our national defense. However, we are just getting started. With the incredible skills and talents of our men and women, we are ready for today and building for the future.

We will undoubtedly face new challenges, but our values, our vision, and our willingness to fight and secure our Nation runs deep. Today and tomorrow, the National Guard is Always Ready, Always There.

Senator SHELBY. General.

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

General LUCKEY. Chairman, thank you as well, and as Joe Lengyel did, I will do the same. I will summarize my remarks. I want to first, if I would, just note that this is my last time before you, sir, in this forum. I think it is also General Lengyel's and I want to thank General Lengyel for the collaboration and cooperation for his service as well.

Senator SHELBY. How many years—

General LUCKEY. For me—this is 43 years old. I am maybe one of the more seasoned Generals in the Army, I don't know, but I just say mature but—

[Laughter.]

General LUCKEY. Chairman, I just want to thank you, I want to thank this entire committee for the support that it has given to the 200,000 soldiers in America's Army Reserve, and civilians for their families and for the employers. I will talk about that briefly here in a second.

Over the last 3 years, three and a half years I have been in command, the support that we have received from you, from this committee to make sure we continue to be able to modernize and ensure the interoperability of America's Army Reserve of the Total Force has been reassuring and significant. As you all know, about 35 percent, maybe a little more than that of our procurement inside the Army Reserves comes out of the degree of funding that this committee and the House provides, and I appreciate, as I have said now, for the last 4 years, the support we have received in that regard.

I will just leave it at this, leaving command of this formation here in a few months, I just, I want to thank you, I want to thank the entire United States Senate for the opportunity to serve in this capacity as the Commander of America's Army Reserve. It has been the honor of a lifetime. I am so proud of this team. What this team has done in terms of driving readiness in an environment where as you well know, chairman, is critical that while we maintain the readiness that gives a relevance to the Army Reserve, we also aren't so ready that we can't keep good and meaningful civilian jobs and healthy, sustaining family lives.

And so for the families out there supporting America's Army Reserve through their soldiers and all those employers that share the

best talent in the world with me as the Commander of this team spread across 20 time zones, I just want to say thanks. Thanks to the Nation. Thanks to all of them for everything they have done to support this team as we built the most capable combat-ready and lethal Federal Reserve Force in the history of the United States of America. I appreciate and look forward to your question, sir.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL CHARLES D. LUCKEY

AMERICA'S ARMY RESERVE:
LEADERSHIP, ENERGY, EXECUTION.

The increasingly complex and volatile global security environment, the changing character of warfare, and the rapid advance of technology continue to demand increased readiness and capability to deter and, if necessary, defeat aggression. As the dedicated Federal reserve of the Army, America's Army Reserve—its units-of-action and individual Soldiers—must be ready to mobilize, deploy, fight and win as an integrated part of the Army team anywhere in the World. More to the point, it must do so quickly.

Over a long history of wars and contingency operations, as well as domestic emergencies, the Soldiers of America's Army Reserve have never failed to answer the Nation's call, evolving from a small corps of medical professionals to what is today a global operational reserve force. Over the past several years, the Army Reserve initiated a major shift in posture—away from a rotational model to a force with sustained levels of readiness and a renewed emphasis on the field craft necessary to deploy, fight and win against peer threats. Today, we continue to build and sustain the most capable, combat-ready and lethal Federal Reserve force in the history of the Nation. It is a large undertaking. As a community-based force with a presence in all 50 States, five U.S. territories and 30 countries, America's Army Reserve spans the globe with over 200,000 Soldiers and Civilian employees and 2,000+ units in twenty different time zones. It comprises nearly 20 percent of the Army's organized units and over a quarter of its mobilization base-expansion capacity. As a unique set of enabling capabilities, the Army Reserve provides half of the Army's maneuver support and sustainment formations, including medical, fuel distribution, civil affairs, logistics, and transportation units. Put simply, America's Army Reserve supports U.S. national security interests by providing key and essential capabilities that the Total Army and the Joint Force need to dominate on the battlefield during the opening days of conflict. Nested within the Army's priorities of Readiness, Modernization and Reform, our supporting lines-of-effort are to:

- Build and sustain an increasingly capable, combat-ready and lethal force ready to deploy, fight and win.
- Continue to garner and sustain the support of our Soldiers' Employers and Families as they work to maintain balance in their lives.
- Anticipate change as we shape and scope the Future Force, and leverage our unique and pervasive connections with the Nation's private sector.

The challenges of building and fielding such an array of ready and lethal capabilities from the ranks of a largely part-time team is no small task. However, the diversity and efficiency of the force is also its strength. Leveraging a dispersed and dynamic phalanx of Soldiers and leaders with civilian-acquired or retained skills from over 140 different career fields, America's Army Reserve brings the brains and brawn of the Nation to bear for the Army and the Joint Warfighter—when needed.

This effort requires a balance of pragmatism, operational drive and focus, and a strategic perspective on the tough business of driving deep and abiding cultural change. Shifting our orientation from predictable, rotational and episodic readiness and employment, to large-scale and short-notice combat operations against a peer threat demands a dramatic change in our mindset and perspective. At its core, only inspired leadership at echelon—combined with boundless energy and a pervasive commitment to embrace and deliver the warrior ethos within the context of existential warfare—will harden this team's resolve and hone the decisive edge. This is the work that we are about.

PEOPLE FIRST

Our dynamic requirement remains straightforward, but tough: This team needs to be ready enough to be relevant, but not so ready that our Soldiers cannot main-

tain good, meaningful civilian jobs and healthy, sustaining family lives. This challenge is exacerbated by the simple fact that we must recruit and retain our ranks where Soldiers live and work, and anticipate emerging demographics by moving force structure to not only where talent resides today, but where it will be tomorrow. This process demands agility, synchronization and integrated planning. It also relies, without exception, upon the enduring support of thousands of Employers across America as well as our Soldiers' Families.

Put simply, this part-time force would not be possible without the support of civilian Employers around the globe. They are our essential partners in National Security—sharing the best talent in the World—as they continue the commitment and sacrifice which allows Soldiers to serve the Nation while maintaining rewarding civilian employment. America owes those employers, who are willing to trade a short-term inconvenience or disruption to the “bottom line” in exchange for a more secure common future, a deep appreciation for sharing their workplace talent with America's Army Reserve.

As with employers, nothing would be possible for an all-volunteer force unless our Families continued to stay on the team. There is no doubt that the Army depends on its Families to support its Soldiers and to share them with us. This is doubly true in the Reserve Component where many weekends and training days are consumed in what would otherwise likely be “family time” for our Active Component brothers and sisters. Accordingly, the Army Reserve relies heavily on our Families, and the communities that support them, as we partner with a broad range of organizations and employers who support our military families.

To that end, America's Army Reserve is pressing hard to leverage new technologies and opportunities to better communicate with our entire Army Reserve family. We are now fielding a new “smart phone friendly” application that enables our Families to self-organize and provide mutual support where they live and work at the zip code level without regard to their Soldier's specific unit-of-assignment or chain-of-command. This Double Eagle mobile application (app) is also designed to help leaders maintain contact with Soldiers during the periods between battle assemblies, as well as conjure supporting resources for Soldiers and family members who may be in crisis. As a command insight tool, the app creates a broadly expanded level of access and connectivity, propagating the penetration-at-echelon of timely and relevant information and key aspects of commander's intent. Across our dispersed battle-space, it will increase our Soldiers' bond as a team while offering their Families similar opportunities as a critical partner in this undertaking. Finally, working in close coordination with U.S. Army Recruiting Command, the app will be optimized to support the Total Army in identifying potential recruits for the team by leveraging the entire end-strength of America's Army Reserve as real-time recruiters, living and working across America and scouting talent for the Nation.

BUILDING THE MOST CAPABLE, COMBAT-READY AND LETHAL FEDERAL RESERVE FORCE IN THE HISTORY OF THE NATION

In preparing to meet the challenges of this new and evolving threat paradigm, your Army Reserve is training, organizing and posturing itself to be able to respond on short notice to identify early-deploying formations, aggregate additional capabilities and move quickly to accomplish post-mobilization training tasks in order to meet the Warfighter's time-sensitive requirements. This construct, Ready Force X (RFX), is the way in which we focus energy, optimize processes and prioritize resourcing to deliver capabilities at the speed of relevance for a major war. Early-deploying RFX units and capabilities need to be able to move quickly—in some cases in days or weeks—in order to support the Joint Force in any significant conflict or demonstration of national resolve. We do not call this “fight tonight” readiness; we call it “fight fast” capability. From a cultural perspective, RFX requires each Soldier, at the individual level, to embrace the ethos of personal readiness. While many aspects of collective readiness at the unit level can be tuned-up quickly upon mobilization, the key individual Soldier requirements of physical fitness, medical readiness, tactical discipline, professional education, and fieldcraft proficiency must be “baked in” to the entire force. Put simply, at a profound level, we are all in RFX.

As noted above, this focus on fighting fast, and in opposition to a peer adversary, is a stark and challenging departure from the progressive and rotational (or cyclic) readiness models that have evolved over the past nineteen years of sustained operations, primarily in the CENTCOM theater of operations. Not only does it drive all aspects of our training to build increasingly high levels of both individual and collective readiness, but it enables us to prioritize equipping and modernization of certain formations or capabilities with a sustained level of focus over a period of years. This is because the lead capability sets and formations inside the RFX architecture do

not “rotate” arbitrarily from 1 year to the next. This key attribute—the ability to plan and sustain a coherent training, equipping and resourcing strategy across a number of years for the bulk of America’s Army Reserve—will deliver ever greater capability and lethality as we move into the future.

As with the other Components of the Army, your Army Reserve pushes to stress Soldiers and units with relevant scenarios that emulate the full-spectrum, all-domain, aspects of the next fight, while simultaneously acknowledging that we continue to deploy the force into the current one. By orchestrating, rationalizing and synchronizing strenuous training exercises and activities at a wide variety of training platforms and venues across North America, and around the globe, your Army Reserve has elevated its priority on combat-readiness and fieldcraft to an unprecedented level. Working closely with the other Components of the Army and, in many cases, with close partners and allies from around the World, America’s Army Reserve continues to build and expand upon opportunities to train the way we will fight: together. Whether it be our expanded and, essentially, year-round Cold Steel gunnery operation—now well into its fourth year—or an expansion of Combat Support Training Exercises (CSTXs), routine and embedded rotations at the Army’s Combat Training Centers, or ever closer collaboration with our teammates in the Army National Guard at such training venues as Northern Strike or Golden Coyote, we continue to explore expanded options to build readiness for tomorrow.

The Army Reserve is always looking to the future, and developing the capabilities and sustained readiness necessary to deter, and if deterrence fails, win the next fight. To that end, we have already received and deployed an initial tranche of 60 Joint Light Tactical Vehicles (JLTVs), which we will use as training and familiarization platforms, setting the conditions for fielding-at-scale in the years ahead. As the leading edge of Army Reserve modernization, these initial JLTVs will support the Army Reserve Training Strategy and accelerate Army interoperability; both in training and on the battlefield.

DEFENSE SUPPORT TO CIVIL AUTHORITIES ALWAYS PRESENT. ALWAYS READY.

With Soldiers, facilities and capabilities in more than a thousand communities across the Nation, America’s Army Reserve is well-postured to respond quickly when disaster strikes and

our fellow Americans are in their time of greatest need. Our key responsive capabilities include search and rescue units, aviation assets, route clearance engineers, medical units, water and fuel distribution operations, water purification and communications support; many of these forces have been well-tested over the recent past. While we fully acknowledge that our first responsibility is to leverage our unique capabilities to support the Army in winning the Nation’s wars, we also embrace our opportunity and mandate to respond to need, on no-notice, in the Homeland. As America’s Army Reserve demonstrated recently in its response to Hurricanes Harvey, Irma, Maria, Florence and Dorian, and in ongoing support operations in response to the recent earth- quakes in Puerto Rico, we cede this responsibility to no one.

The Army Reserve has been able to invest in the capacity and depth to be well-postured to move quickly and effectively to support our fellow citizens when they need our support. This is a huge benefit to the Nation, and one that informs our focus as we look to the future.

While recognizing the Federal Emergency Management Agency is the lead Federal agency for disaster response in the Homeland, America’s Army Reserve is enhancing the immediate response authority of our Army Reserve Regional Commands to more effectively command and control units to execute emergency response operations in support of the American people. As an example, and to that end, we have reorganized, empowered and equipped our 1st Mission Support Command, headquartered at Fort Buchanan, Puerto Rico, to be the “go-to command” to generate and integrate your Army Reserve’s immediate response operations in the Caribbean when disaster response is needed. We will continue to shape, develop and scale this capability as we move forward, ensuring that we position our units and their equipment to become ever more responsive and operationally effective, whenever and wherever needed.

SHAPE AND GROW THE FUTURE FORCE: MODERNIZE AND TRANSFORM

From its inception in 1908, leveraging the huge capacity and existing technical capability of medical professionals in the Nation’s private sector, America’s Army Reserve has always brought depth in critical technologies to the Army for a massive

discount to the taxpayers. Our times are no different. Drawing now upon its diverse and dispersed professionals working in a variety of leading edge technologies across the Country, your Army Reserve will tap into the finest brains in business, industry and academia to act as a screening force for the Army and an additive to National Security. This role is in our cultural DNA.

For the past 2 years, your Army Reserve has been on a path of transforming its structure and procedures to seize the “digital key terrain.” This journey presses on as our 2-star Innovation Command—still headquartered in Houston, Texas and now in Direct Support of Army Futures Command in Austin—assesses and develops emerging outposts in technology hubs across the country, focusing on the harnessing of skills and talent acquired or retained in the commercial sector. The command serves as a link for operational innovation and the development of concepts and capabilities to enhance the readiness of the future force by capitalizing on extensive “civilian acquired or retained” knowledge, skills, abilities, and experience. As a screening force for the Army, we are uniquely positioned to support the Army in staying on pace with rapidly emerging trends or opportunities in the private sector, while also providing a potential pool of on-demand talent for Army Futures Command. This process is already well underway.

As it pertains to cyberspace operations, we remain steadily on glide path to establishing Cyber Protection Teams at key locations around the country, such as Camp Parks, CA (Bay Area), Adelphi, MD (DC), San Antonio, TX, Fort Devens, MA (Boston), East Point, GA (Atlanta), and Coraopolis, PA (Pittsburgh). Moreover, the Army Reserve Cyber Operations Group (ARCOG), with five Cyber Protection Centers and ten Cyber Protection Teams, provided direct support to Army Cyber Command (ARCYBER), and general support to other government agencies including DHS, NSA, FBI and DIA. Army Reserve Cyber Soldiers bring unique skills and experience to the force from their civilian occupations, drawn from over 40 corporate, financial and academic institutions. The cyber talent within the Army Reserve delivers capability, improves cyber readiness, and increases our network defense capability. To identify and cultivate cyber talent, the Army Reserve created the National Cyber Private Public Partnership in 2015. This program places Soldiers in critical Army Reserve cyber formation and provides enhanced opportunities to pursue civilian careers in the field.

As for reform, America’s Army Reserve is committed to achieving the Secretary of the Army’s intent of increasing both the effectiveness as well as the efficiency of the Total Army. As the Principal Official of this Component of the Army as well as the Commanding General, U.S. Army Reserve Command, I have directed my team to consolidate supporting staff operations, re- shape headquarters and drive to an integrated Army Reserve Staff that is optimized to support each independent set of responsibilities as a holistic effort. This rigorous analysis and scrutiny predates the publication of the Department of the Army Reform Initiative memorandum and is advancing on pace. Over time, this initiative will enable us to strike the right balance between staffing headquarters, providing full time support to units in the field, and cascading appropriate authorities “down echelon”. We will continue to assess and evaluate the size, consolidation and function of headquarters as we press into the future, and we will adjust with agility and speed.

CONCLUSION

We remain grateful to the Congress for passing the fiscal year 2020 defense appropriations bill. The need for consistent, predictable, and timely funding is critical to Army Reserve readiness and modernization requirements. As a result of it, your Army Reserve will continue to meet the challenges of the time. In these dynamic and challenging times, we will stay steady in the saddle as we build the most capable, combat-ready, and lethal Federal Reserve in the history of the Nation.

Senator SHELBY. Thank you. General Scobee.

STATEMENT OF LIEUTENANT GENERAL RICHARD W. SCOBEE, CHIEF, AIR FORCE RESERVE

General SCOBEE. Chairman Shelby, I will also keep my comments brief and I will submit my oral statement for the record.

Senator SHELBY. Without objection, so ordered.

General SCOBEE. Thank you. Thank you for inviting me to report on the status of America’s Air Force Reserve Command and discuss our 2021 fiscal budget request. I am joined today by my teammate,

Command Chief of the Air Force Reserve, Command Chief Master Sergeant Tim White.

The Air Force Reserve were an essential component of the Total Force and we provide that experience and critical capabilities for our National Defense. We are predominantly a part-time Force, however, provide full-time capability to the joint Force. And our personnel are interoperable and interchangeable with everything that we do in the Air Force. The National Defense Strategy has directed us to be ready and prepared for tomorrow's battle space and that is what we are going to do.

Our Airmen are the foundation of those efforts, and it is essential that we provide not only excellent support to our Airmen, but also to their families and that is what we are getting after. During the last year, we had some lines of effort we were doing and we have made significant progress, especially in our readiness and reforming our organization. That has gone very well for us. But our ability to support that Joint Force has really been enhanced by our modernization initiatives, and we have replaced a lot of the obsolete equipment that we have had. Our National Guard and Reserve equipment appropriations have provided essential funding for our modernization efforts, and we thank you for the past year's appropriations.

The Air Force Reserves' full-time manpower has improved over the last year but is still insufficient, so the Command Chief and I are going to continue to work on that. Part of the things that have gone right for us is the conversion of our Air Reserve Technicians to Active Guard Reserve billets and the Congressional approval of direct hiring authority, where we have almost hired, I think it is 970 additional Airman over the past year because of that authority that you have given us, and we appreciate that. Last year, Congress also authorized our Air Reserve Technicians to receive medical coverage through TRICARE Reserve Select. Thank you very much for that. That health plan is both going to help us with retention, but it is really going to keep us from breaking healthcare coverage for our Airmen as they deploy that are technicians.

My ask this year is that was approved for 2030, and as we go forward, I am going to try to bring that back as much as we can in order to get that benefit to all of our Airmen. We are in good shape in the Air Force Reserve Command, and we appreciate Congress's help with all the enhanced capabilities that we have seen. We are focused on critical, emerging, and evolving threats, but I am confident with Congress's continued backing, we can overcome these obstacles.

Our recent successes are testament to what you have done in Congress. Your backing of key legislation has been what has us, and also having the on time appropriations for 2019 budget directly reflected in our readiness improvements. I want to thank you for the opportunity to appear before you today and your support as we go forward in the Air Force Reserve. We are prepared to defend this great Nation, and I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL RICHARD W. SCOBEE

As an integral component of the Total Force, the Air Force Reserve provides experienced manpower and critical capabilities for our National Defense. Our Citizen Airmen are interchangeable, interoperable, and integrated across the Total Force. We execute the full spectrum of Department of the Air Force missions, while providing daily operations at a fraction of the cost of a standing force.

Total Force operations require Total Force readiness. The Air Force Reserve must be structured, trained, and equipped for the future fight. Operational success in tomorrow's battlespace will require an agile, modern force. We must be prepared to provide ready forces for joint operations, defend our homeland, counter violent extremist organizations and rogue nations, and deter aggression through nuclear and conventional readiness.

Because of the hard work and support of Congress, we have begun to reverse the negative effects of over a decade of operating under continuing resolutions. In the last 2 years, we made significant and steady advancements in readiness. This would not have been possible without the distribution of additional readiness funds in fiscal year 2018 and the on time allocation of the fiscal year 2019 budget. The approval of our fiscal year 2020 budget request enables us to continue building readiness and capabilities. In addition to providing vital support through appropriations, the Congressional backing of key legislation and statutory changes aided our ability to further our readiness gains.

With the assistance of Congress, we have improved both individual and unit level readiness across the Air Force Reserve. Our nuclear deterrence forces are mission ready, and we increased our pacing unit readiness. We modernized key weapon systems and lessened critical manpower shortfalls. Through internal reforms and process improvement initiatives, we increased our organizational effectiveness and enhanced our ability to provide excellent care for our Citizen Airmen and their families.

Although our readiness has increased, we still face challenges. Our full time manpower remains below the level required to train and maintain our force. Many of our aircraft need critical system upgrades to enhance our ability to provide relevant warfighting capacity to the Total Force in order to enable joint all-domain operations. Weapon system sustainment is essential for the continued operation of legacy platforms. We have a backlog in infrastructure and facilities requirements, and we need resources, equipment, and tools to optimize our training. Our fiscal year 2021 budget request targets the most critical of these deficiencies to further improve Air Force Reserve readiness.

In recent years, our potential adversaries have studied our vulnerabilities and employed technological advances to exploit them, thereby altering the nature of warfare and expanding conflict into new domains. The changing battlespace has given rise to new operational missions and generated a need for advanced capabilities. To ensure we are prepared for future conflict, the Air Force Reserve increased our space manpower in the fiscal year 2021 budget, and we are enhancing our cyber defense capabilities. Our fiscal year 2021 budget request postures our force to meet future operational requirements, prioritize modernization, enhance critical capabilities, and align our operational assets with emerging and evolving missions.

Because we are involved in every Air Force mission set, nearly every Active Component initiative impacts the Air Force Reserve. In order to remain relevant contributors to joint operations, we must maintain interoperability as a Total Force. We optimize our operational capability when we maintain parity with our Active Component counterparts. The concurrent fielding, recapitalization, and divestment of airframes, systems, and equipment is essential to our ability to more effectively integrate within the Total Force. Associations between geographically co-located Active and Reserve component units greatly enhances this integration, providing multiple benefits to the Total Force and the American taxpayer.

Our readiness, operational capabilities, and success as an organization all depend on our Reserve Citizen Airmen. They are both the heart of our organization and its foundation. Our Reservists are incredibly talented. Their diversity and high level of experience multiplies our operational capabilities, and their dedication enables us to execute our mission. It is therefore incumbent upon us to develop our Airmen as individuals, technical experts, and leaders, ensuring they have the resources and support they require. We are absolutely committed to providing excellent care to our Citizen Airmen and their families.

Our fiscal year 2021 budget request of \$5.8 billion builds on our recent readiness gains and supports our continuing efforts to implement the National Defense Strategy. The Air Force Reserve is a cost effective force, and will continue its good stewardship of American taxpayers' dollars. We will use the requested funds to invest

in the capabilities, weapon systems, and training required to generate combat power today and tomorrow. With continued Congressional support, we will further our internal improvement efforts, provide excellent care to our Reserve Citizen Airmen and their families, and remain a ready force prepared to defend this great Nation.

THE AIR FORCE RESERVE IN THE TOTAL FORCE

The Air Force Reserve is a predominantly part time force which, when mobilized, provides full time support to the Joint Force. In addition to our daily contributions to global operations, we provide rapid surge capability and strategic depth for national defense. We now participate in every Active Component mission, operating as part of an integrated Total Force across nearly all Air Force core functional areas and weapon systems.

On average, over 6,000 Reserve Citizen Airmen contribute to world-wide operations every day. Typically, about two thirds of those Airmen are volunteers. Our personnel support all combatant commands and are deployed to every geographic area of responsibility. Last year, our Reservists provided nearly two million days of support to the Active Component and the Joint Force. This includes participating in the first F-35 combat deployment, during which a Reserve pilot dropped the first ordnance from an F-35 in combat.

In addition to supporting global military operations, the Air Force Reserve partners with and supports multiple Federal and civil organizations and institutions. We routinely participate in humanitarian aid and disaster relief efforts. We also support global scientific research programs and education and technology initiatives.

In 2019, the Air Force Reserve participated in approximately 60 joint and multinational exercises, increasing Joint Force integration and strengthening relationships with allies and partner nations. Additionally, over 1,000 personnel conducted Innovative Readiness Training. Airmen within the civil engineering, medical, communications, and force support and sustainment skillsets are given the opportunity to enhance their deployment readiness by providing critical services to communities in the United States. Last year, we helped Americans in eight States, contributing over \$11 million in value to local communities.

Approximately 80 percent of Air Force Reserve members serve part time. In addition to their military training and experience, our part time force brings a wealth of knowledge and expertise from their civilian careers to their military service. This strengthens our capabilities, enables the integration of civil sector best practices, and facilitates beneficial partnerships with industry and other institutions. Many of our members have civilian careers similar to their military jobs, which enables Citizen Airmen to bring scope and depth to their military positions. This is particularly advantageous for emerging and evolving missions, such as cyber and space, and we actively recruit personnel with civilian experience into these career fields.

The Air Force Reserve provides the Total Force with a method to retain talent, by providing a continuity of service option for Active Component members who would otherwise separate. The Department of the Air Force understands the importance of retaining experience and talent, and seeks to leverage the value, which the Reserve Component brings to the Total Force. In addition to using Total Force partnerships to place newly trained members in units with highly experienced personnel, the Air Force is currently exploring flexible service options designed to allow members to easily transition between components of the Total Force. The Air Force Reserve fully supports these efforts, which will benefit our Airmen, our readiness, and our national defense.

Total Force Integration is exemplified by associations between geographically co-located Active Component and Reserve units. In this construct, equipment resources are officially assigned only to the lead unit, but are shared between the lead and associate unit. Associations further enhance our interoperability and give the Active Component access to the experience resident in the more seasoned Reserve force. This ensures parity in equipment and training, while providing cost savings and readiness benefits to both components.

Currently, there are 78 associations between the Reserve and the Active Component. Most of these are classic associations, in which the Active Component is the lead organization. Active associations, in which the Reserve is the lead unit, comprise a little more than 10 percent of current associations. The Reserve and the Active Component have associations in nearly every major mission set, and many training units, including every undergraduate pilot training wing, pilot instructor training, and major aircraft formal training units. We are also the lead component for the B-52 and C-5 Formal Training Units.

IMPLEMENTING THE NATIONAL DEFENSE STRATEGY

After nearly two decades of counter-terrorism operations, great power competition has re-emerged. The return of peer and near-peer competitors to the world stage in an age of unprecedented global economic interdependence combined with the proliferation of swiftly advancing technology has created a unique and complex environment. This necessitates a rapid shift in military operational focus and capabilities. The United States must be able to combat adversaries across the spectrum of conflict and operate simultaneously in all warfighting domains. The 2018 National Defense Strategy provides the framework to ensure we can compete, deter, and win in tomorrow's battlespace, and we are diligently working to meet that intent.

Our efforts align under those of the Department of the Air Force and support the Total Force's mandate to provide ready forces for national defense. In order to operate seamlessly in a combat environment, we must have the capability to connect with the Joint Force. The Total Force must be capable of conducting robust nuclear deterrence, homeland defense, and counter-extremism operations. Meeting this mandate in the future operational environment will require the Total Force to dominate space, generate combat power, and conduct logistics under attack. As the Airmen who execute the mission represent the most important element in this and every undertaking, the Department of the Air Force is simultaneously focused on developing and caring for our people and their families.

Air Force Reserve Strategic Priorities

In order to restore readiness rapidly and prepare for the future fight, the Air Force Reserve established three priorities. The first, prioritizing strategic depth and accelerating readiness, focuses on the requirement to prepare for future operational requirements while maintaining present-day readiness and sustaining our present level of support to the Joint Force. The second, developing resilient leaders, serves two purposes. The intents of this priority are to enhance the physical, mental and emotional fitness of all Reserve Citizen Airmen and to develop mission-focused leaders who can operate independently. Our final priority, reform the organization, aims to increase efficiency and effectiveness through internal process improvements and innovation.

The Air Force Reserve strategic priorities were developed based on the challenges outlined in the National Defense Strategy and are aligned with Secretary of Defense, Secretary of the Air Force, and Air Chief of Staff directives. We made significant gains in 2019, increasing overall readiness, implementing new leadership development programs, and improving our internal operations. We are in the process of expanding and accelerating these efforts, to further enhance our mission readiness and our ability to support our Citizen Airmen and their families.

Air Force Reserve Future Force Framework

To align Air Force Reserve capabilities and force structure with the National Defense Strategy and to posture our force to execute tomorrow's missions, we developed the Air Force Reserve Future Force Framework. This will enable us to deliberately organize, train, and equip our force to meet present directives and develop operational capabilities for the future fight. This framework directs mission optimization through assessing capabilities to determine which mission sets are best suited for the Air Force Reserve and through the alignment and improvement of policy, planning and programming efforts. The framework also provides for tailored and prioritized training, which synchronizes efforts and capitalizes on technology to optimize unit training assemblies by enabling the completion of ancillary requirements through virtual methods. Finally, the Air Force Reserve will continue to leverage civilian sector strengths by capitalizing on member expertise and knowledge, developing industry partnerships, and tailoring recruitment efforts.

FISCAL YEAR 2021 BUDGET REQUEST OVERVIEW

The American people fund our readiness, therefore, we must be good stewards of taxpayer dollars. We take great care to ensure we only request the appropriations we require, and we continually seek to conserve fiscal resources through cost savings and cost avoidance efforts.

We cannot effectively manage our appropriations without the timely allocation of funds. With a predictable budget, we can deliberately plan our spending, thereby maximizing our readiness return. On time allocations allow us to execute our programmed Reserve Personnel Appropriations (RPA) and flying hour funds. Systematic infrastructure upgrades and weapon system sustainment require predictable budgets for optimal cost effectiveness and timely implementation. Our recent readiness gains, which were favorably impacted by the on time allocation of our fiscal

year 2019 budget, demonstrate the criticality of predictable budgets to national defense.

Our fiscal year 2021 budget request of \$5.8 billion is designed to further our ongoing efforts to align the Air Force Reserve with the National Defense Strategy and Air Force priorities, enhance readiness, and posture our force to meet future threats. We are requesting \$2.2 billion in RPA, which funds Reserve military pay for all statuses, formal schools, training, and individual readiness requirements. Furthermore, our fiscal year 2021 budget request includes \$3.4 billion for the Operations and Maintenance (O&M) appropriation, which funds our flying hour program, operational readiness and mobilization requirements, equipment maintenance, and the salaries of our civil service personnel, including civilian pay and benefits for our Air Reserve Technician (ART) Force.

In fiscal year 2019, we executed 99.5 percent and 98.6 percent of our RPA and O&M funding, respectively, and we are on track to fully execute our 2020 appropriations. Our fiscal year 2021 budget request includes an RPA increase of \$193.6 million, approximately 60 percent of which is driven by higher AGR authorizations. Our fiscal year 2021 also includes an O&M increase of \$123 million, which includes funding for over 81,000 peacetime flying hours and depot maintenance, Federal Aviation Administration mandated upgrades, and contractor logistic support for nearly 320 aircraft.

Maintaining and modernizing our infrastructure and facilities is critical to readiness, force protection, and ensuring a safe work environment for our Airmen. These efforts are funded through Military Construction (MILCON) appropriations, which provide for new facilities and major infrastructure projects, and with the Facility Sustainment, Repair, and Modernization (FSRM) funds included in our O&M appropriation. FSRM funds appropriations are used to repair and modernize existing facilities and to extend the service life of existing infrastructure.

In fiscal year 2019, we were appropriated funds for seven MILCON projects, totaling \$115 million, and awarded \$142 million in FSRM funding for 194 projects. We have three authorized fiscal year 2020 MILCON projects, and we have distributed over \$76 million in FSRM funds so far this year. Our FSRM investments include \$35 million for airfield pavement repairs. Our fiscal year 2021 budget request includes \$23.1 million in total MILCON appropriations, which will fund the construction of a new F-35 simulator facility at Naval Air Station Joint Reserve Base Fort Worth, Texas for \$14.2 million, provide \$5.6 million for Air Force Reserve-wide minor construction requirements and \$3.2 million for Planning and Design funds of future MILCON projects. These funds, along with our requested \$103 million in FSRM appropriations will assist in reducing our \$890 million MILCON and \$1.5 billion FSRM requirements backlogs, providing modern, efficient, and safe facilities for our Reserve Citizen Airmen.

GENERATING COMBAT POWER TODAY AND TOMORROW

The Air Force Reserve provides daily operational support to the Joint Force, while maintaining a strategic force for sustained operations during major conflict. We provide surge capacity and rapid response capabilities, enabling the Joint Force to quickly adapt to operations tempo increases and unforeseen events, such as national disasters and contingencies. We also fill Active Component manning shortfalls and provide augmentation to meet short term manpower requirements.

Our ability to meet current taskings and to supply strategic manpower are predicated on our readiness. As an operational reserve, we must maintain our readiness to support present-day missions while we align our capabilities to meet the intent of the National Defense Strategy and prepare for future requirements. Over the past 2 years, we increased readiness across the enterprise, improving both individual and unit readiness.

The Air Force Reserve must be able to decisively employ both traditional and emerging capabilities. In order to enhance our ability to compete, deter, and win in any environment, we remain focused on key mission sets and actively expand our capabilities in the space and cyber realms. As warfighting domains become increasingly integrated, we must be prepared to conduct joint all-domain operations, which will allow us to create decisive, asymmetrical advantages in the future fight.

Pacing Squadrons

In 2018, the Air Force identified operational squadrons that would be required at the start of a peer conflict. Several of these pacing squadrons are Air Force Reserve units, and we also support Active Component pacing squadrons through associations. Over the past year, we concentrated our resources and efforts on these units, improving their readiness. We will continue to prioritize our pacing squadrons to ensure they meet all requirements within the specified timelines.

Nuclear Deterrence Operations

Nuclear capability is a foundational element of our national defense, and the Air Force Reserve shares in the nuclear mission. Our Nuclear Deterrence Operations assets include nuclear strike, air refueling, and command, control, and communications capabilities. In fiscal year 2019, we evaluated these units during four assessments and through participation in an enterprise-wide Nuclear Execution Force exercise. Our nuclear forces remain mission ready.

Ready forces require modern equipment and capabilities. To further increase our capabilities in this critical mission, our fiscal year 2021 budget request includes funding to equip six of our seven nuclear command, control, and communications capable command posts with the new primary strategic communication system, the Global Aircrew Strategic Network Terminal. This system will replace the legacy terminal, which is based on 1990s technology.

Air Superiority

In order to defeat a peer or near-peer adversary, we must be able to generate combat power in contested environments. Last year we prioritized the readiness of our fifth-generation fighter squadrons and focused on providing realistic training to our F-22 and F-35 pilots. Our fiscal year 2021 budget request increases the training funds for these airframes. This will enable us to expand fifth-generation fighter pilot production and to provide fully-qualified fighter aircrew with more frequent and higher value training.

The Air Force Reserve has Classic Associations in several F-35 units. We execute F-35 combat operations in our association at Hill AFB, Utah. Additional associations execute F-35 formal training at Luke AFB, Arizona and Eglin AFB, Florida, and operational test and weapons instructor course missions at Nellis AFB, Nevada. The Air Force Reserve's first unit-equipped F-35 wing will execute combat operations and be part of an Active Association. The Department of the Air Force plans to increase F-35 aircrew authorizations and our fiscal year 2021 budget request supports this effort by adding Reserve manpower at the F-35 Formal Training Unit to support greater Total Force student throughput.

Aerial Refueling

The Air Force Reserve air refueling fleet in fiscal year 2021 consists of seven unit equipped wings and four associate wings. In January 2019, the first two KC-46s arrived at McConnell Air Force Base (AFB), Kansas. These aircraft were delivered to a classically associated Active and Reserve wing and are being flown by Total Force crews. In addition to one operational squadron, the Air Force Reserve has several trained instructors who support the KC-46 Formal Training Unit. The Air Force Reserve's first unit-equipped KC-46 wing, located at Seymour Johnson AFB, North Carolina, began conversion in 2019. The first KC-46 is projected to arrive in June with the expectation that all twelve aircraft will be delivered by December 2020.

At present, we have eight wings which operate the KC-135. Six of these wings are unit-equipped, and three are tasked with an alert mission. We are focused on the readiness of our KC-135 force, with the goals of improving mission capable rates, increasing aircrew and maintenance manpower, and providing better training for our aircrew and maintenance personnel. The first Air Force Reserve aircraft will begin datalink modification with "Real Time Information in the Cockpit" (RTIC) in late summer. This modification increases the communications and information capabilities of the aircraft increasing its support capacity in a fast paced contested environment.

The Air Force Reserve has two wings who associate with the Active Component to fly and maintain the KC-10. The Air Force Reserve remains committed to this aircraft and mission as long as it remains a part of the air refueling force. As the inventory is reduced, the Air Force Reserve will work with the Department of the Air Force to convert those units and their manpower to the determined follow-on missions.

Airlift

The Air Force Reserve enables combat delivery through our strategic and tactical airlift fleets. In order to effectuate the C-5 formal training requirements, the Air Force Reserve C-5 crew ratios were adjusted to focus on balancing training capacity and resources for the Active and Reserve Component while maintaining combat readiness. The C-130H fleet was upgraded for compliance in accordance with the Aircraft Modification Program Increment 1 (AMP 1) and has begun to install new propulsion upgrades. The C-17 fleet continues to provide operational and strategic depth to the Global Reach enterprise.

Personnel Recovery

The Air Force Reserve has one wing dedicated to the no-fail mission of personnel recovery. We operate three search and rescue platforms, and our fiscal year 2021 budget request includes funds to update mission planning capability for this high demand asset. The request also supports modernization requirements for our Guardian Angel and HC-130 aircraft.

Dominating Space

The establishment of the United States Space Force (USSF) in December 2019 underscored the importance of space to our national security. The Air Force is a major contributor to space operations. In the last year, our personnel executed approximately 26 percent of daily space missions. We added 70 space manpower authorizations in fiscal year 2020. In addition, the Air Force Reserve has already taken steps to provide focused support to the Space Force for the near term. Our space units are aligned with and will be able to integrate effectively with USSF forces for the foreseeable future.

Cyber Defense

Digital technology permeates nearly every aspect of modern life. This technology is both pervasive and inexpensive, making the cyber realm easily accessible. The increasing integration of cyber capabilities enhances our ability to generate combat power, yet exposes us to new threats.

Therefore, the Air Force Reserve is building and expanding our foundational capabilities to conduct operations in the information environment, by evolving our cyber mission portfolio and re-purposing our cyber force to better defend against future threats.

The Air Force Reserve is home to the only Total Force wing that operates all six defensive cyber weapon systems. We provide support directly to Air Forces Cyber, Sixteenth Air Force, and United States Cyber Command. We are implementing the Cyber Squadron Initiative and standing up Mission Defense Teams on all nine Air Force Reserve host installations, as well as Naval Air Station Joint Reserve Base Fort Worth, Texas where we are the lead Air Force unit. Our fiscal year 2021 budget request provides additional manpower to stand up cyber flights at all our unit-equipped locations.

We are in the process of transitioning our cyber personnel from information technology support to mission assurance and defensive cyber operations. Along with our Active Component counterparts, we are replacing our internal communications network with contractor delivered information services. The shift to Enterprise Information Technology as a service will allow us to leverage modern systems and practices from civilian industry for our internal networking needs, while enabling our personnel to focus on cyber operations and defense.

The Air Force Reserve is also developing and implementing new programs to expand accessibility and better utilize data. Our goal is to shift from stove-piped service information technology systems to cloud platforms. As part of this effort, we will transition to an operating-system agnostic framework. We are extending mobile-based capabilities and implementing alternative platforms to enable increased user accessibility. These efforts allow users to connect securely to Air Force networks through virtual desktop applications, enabling access from any device and any location. We are also working with the Air Force Chief Data Office to create a mature Shared Data Environment, which will serve as a single source for information.

Intelligence, Surveillance and Reconnaissance (ISR)

The Air Force Reserve ISR enterprise is uniquely designed to provide strategic depth and operational surge capacity in traditional and emerging mission sets. Tailoring of current and future missions is necessary to ensure our ISR forces are readily available for mission execution. We will develop capabilities in areas that support the Joint Force while ensuring its current mission sets are relevant to multi-domain operations and major power competition. Investments in the operational use of public access information, increase presence in battlespace characterization, and support to key capabilities such as nuclear, space, and cyber operations that are necessary to ensure we are postured to meet the needs of Joint Forces.

The Air Force Reserve continues to provide approximately 500 experienced pilots, sensor operators and intelligence Airmen to support Remotely Piloted Aircraft (RPA) operations at five associations with our counterparts in Air Combat Command and Air Force Special Operations Command. We will maintain our contribution of both steady state and surge capacity to MQ-9 combat lines, as the Total Force RPA enterprise reorganizes to a leaner and more lethal force. As the Active Component restructures RQ-4 operations with divestment of a portion of the fleet, we will invest

our associated manpower, focusing on readiness in missions supporting the National Defense Strategy.

Command and Control (C2)

The Air Force is preparing for the future fight by fielding new concepts and capabilities which enable Joint All-Domain Command and Control (JADC2), the Department of Defense's top modernization priority, which is critical to executing joint all-domain operations. JADC2 is a system that uses data, machine learning and state-of-the-art software to seamlessly link "sensors to shooters" across all domains—air, land, sea, cyber and space. The Air Force Reserve's current C2 program will maintain status quo until the development of JADC2 and the Advanced Battle Management System priority.

As part of the Air Force's strategic initiative to strengthen joint leaders and teams, Ninth Air Force will now provide the Department of Defense (DoD) with an air-centric capability to task during crisis operations and be offered as part of the dynamic force employment model to meet the National Defense Strategy for more integrated and multi-domain operations. Our fiscal year 2021 budget programs Air Force Reserve manpower to associate in the stand-up of the service-retained, Joint Task Force (JTF)-capable organization (9 AF, JTF Headquarters at Shaw AFB, South Carolina).

MANNING A READY FORCE

Adequate manpower is vital to readiness. Our fiscal year 2021 budget request increases our authorized end strength from 70,100 to 70,300, adding 200 AGR authorizations to increase our full time manpower and enable our readiness.

In recent years, the Air Force Reserve has encountered multiple manning challenges. For several years, our overall manpower has hovered slightly below end strength targets. While we do have part time manning shortfalls in some locations and in certain critical career fields, our total assigned part time personnel is near the total authorized. Although there have been improvements in the past year, our full time manning remains below the authorized level.

Our full time personnel continue to do excellent work by increasing our readiness while maintaining a high operational tempo. However, because we lack sufficient manpower, our full time force is overtasked. We place too many requirements on too few Airmen. We owe it to them to reduce some of the burden.

Our full time force is a mix of ARTs and AGRs. Between 2013 and 2018, our ART manning levels dropped from 80 to 74 percent, largely due to the highly competitive civilian job market. This decrease in manpower was further exacerbated by the civil service hiring process, which prolonged vacancies and caused us to lose candidates.

Ensuring our full time personnel are fairly compensated for their work is essential to recruiting and retaining talented individuals. Therefore, we implemented several initiatives to boost our full time manpower. These efforts are producing results. At the start of fiscal year 2019, our full time manning level was approximately 75 percent. By the end of the first quarter of fiscal year 2020, our full time manpower increased to around 80 percent of authorized.

The increase in our full time manning levels is due, in part, to the conversion of a percentage of our ART billets to AGR authorizations. As a result, AGR manpower and retention rates are higher than that of the ART force, with a comparatively faster hiring process; thus AGR vacancies are of shorter duration. The ART to AGR conversion initiative is a multi-year effort, which began in fiscal year 2018. In fiscal year 2019, we executed over 453 conversions, and we have already completed nearly 71 percent of the over 362 conversions planned for fiscal year 2020. Our fiscal year 2021 budget request provides for the conversion of an additional 625 ART authorizations to AGR billets, largely in maintenance and force support specialties.

Our ART manning and overall full time manpower also benefited from Direct Hiring Authority. This authority, which Congress granted, streamlines the civil service hiring process for certain critical career fields, drastically decreasing hiring timelines. Direct Hiring Authority provided particular benefit to our full time maintenance force. This authority allowed us to hire over 600 maintainers between March and October of 2019, increasing full time maintenance manpower to approximately 80 percent. Around 75 percent of the individuals hired were new to civil service. Direct Hiring Authority enabled us to decrease our ART maintainer vacancies to their lowest level in nearly 4 years.

Extending this authority to additional career fields, such as pilots, would likely produce similar results. At present our overall pilot manning is approximately 85 percent of authorized levels, with full time manpower at nearly 75 percent of authorized. Overall, pilot manpower has remained steady over the last year. We are exploring new options to increase both full time and part time pilot manning, in-

cluding updating pay grade determination criteria for ART aircrew members and offering additional recruitment and retention bonuses.

In addition, the Air Force Reserve took steps to improve retention in both our full time and part time force. Reducing attrition preserves readiness and provides cost savings by decreasing training requirements. We are presently targeting retention through bonuses and special salary rates, which offer a marked return on investment. A single \$15,000 retention bonus results in a cost avoidance of roughly \$45,000 in training funds and prevents an approximately three year readiness gap, which occurs while a replacement is trained.

We are focusing our retention efforts on Airmen with six to 10 years total service, which is the group with the highest attrition rate. In addition to expanding existing programs, we are seeking new methods of increasing retention and engaging wing leaders in these efforts. We also reduced barriers to recruiting, including decreasing hiring timelines, eliminating mileage restrictions, and removing unnecessary interview requirements.

Our full time to part time force mix is based on pre-Gulf War force structure and operational tempo. In order to effectively accomplish our mission, train our force, and maintain readiness, we must increase the percentage of full time manpower in relation to our end strength. Presently, full time uniformed military members constitute approximately 20 percent of Air Force Reserve authorizations. Based on current requirements, we need to increase this type of full time support which is essential to maintaining readiness.

MODERNIZING AND IMPROVING THE AIR FORCE RESERVE

Tomorrow's operational environment will notably evolve when compared to how we conduct operations today. The return of great power competition, combined with the rapid advancement and widespread availability of digital technology, drives the need to transform our forces so they can generate combat power effectively to win, despite contested environments established by our potential adversaries. This requires fielding new warfighting concepts and capabilities and modernizing existing platforms to meet future threats.

We implemented multiple readiness initiatives, including bolstering training, removing unnecessary requirements, and instituting internal reforms to streamline our operations and enhance support to our Reserve Citizen Airmen. We are prepared to meet both current and future requirements, and we must carry our present momentum forward into the coming years, to further optimize our force.

Maintaining Operational Parity With the Active Component

In order to effectively support the Active Component and connect with the Joint Force, the Air Force Reserve must modernize simultaneously as the Air Force upgrades legacy platforms, adding capabilities required for the future fight. Our operational capabilities are tied to our ability to integrate into the Total Force, therefore we must maintain parity with the Active Component whenever possible.

The concurrent fielding of new airframes, aircraft upgrades, and other equipment is critical to sustaining and improving this operational parity. The Air Force Reserve can only provide strategic depth and operational support to the Joint Force in mission areas where our personnel are trained on the required weapon systems, and we are most effective when we can operate interchangeably with our Active Component counterparts. Concurrent fielding enables our personnel to train on the same systems employed by the Active Component, facilitating interoperability within the Total Force. This maximizes the Air Force Reserve's ability to support operational missions and enhances our integration with the Active Component, assuring we are capable of providing the Total Force with the warfighting capability necessary to achieve decisive victory against future threats and in all domains.

In addition to concurrent fielding, the Reserve must recapitalize and divest weapon systems in conjunction with the Active Component. This prevents problems which arise when the Reserve Component continues to operate a legacy system that is no longer used by our active counterparts. In this situation, the Reserve becomes responsible for all aspects associated with that particular platform, such as standardization and evaluations and safety. Furthermore, once the Active Component divests a weapon system, the Reserve is unable to hire qualified Active Component aircrew separatess for that specific airframe, increasing training costs and reducing readiness.

Weapon System Modernization and Sustainment

While addition of new platforms such as the F-35, KC-46, B-21, and F-15EX will enhance our capabilities, both the Active Component and the Reserve will continue to rely on many of the proven platforms currently in our inventory. This neces-

sitates aircraft modernization and system upgrades, which will provide the capabilities needed for the future fight and ensure survivability if operating in a contested environment.

Key modernizations are required to keep our legacy fleet relevant in the prioritized missions outlined in the NDS. Necessary A-10 enhancements include the installation of upgraded mission computers, Helmet-Mounted Targeting, Anti-Jam Global Positioning System equipment, and missile warning systems. Our B-52 fleet requires upgrades to radar and defensive systems and the install of advanced data link equipment, and our fiscal year 2021 budget request includes funding to install Advanced Extremely High Frequency communications capability on this aircraft. Our F-16s require active electronically scanned array (AESA) radars to more effectively support homeland defense and other priority NDS missions.

After decades of operating in a permissive environment, we must be prepared to conduct logistics under attack. The C-5 and C-17 are both vulnerable to radar guided missile threats which would be mitigated by the installation of a layered defense and awareness suite. Currently, the Radar Warning System upgrades for both aircraft are unfunded. We are presently installing the Mobility Air Forces datalink system in our C-5 fleet and to equip our KC-135 aircraft with the Real-Time in Cockpit situational awareness system. Our KC-135 fleet is also scheduled to begin Large Aircraft Infrared Countermeasures modifications in June 2020, and the installation of additional threat awareness and self-defense systems would provide further protection for this aircraft.

In addition to modernization, many of our airframes require upgrades, repairs, and component replacements in order to maintain airworthiness and extend service life. These weapon system sustainment actions are critical to both our mission capability and aircraft availability rates. Maintaining a mission capable aircraft fleet is essential to meeting operational taskings and training our personnel. Lack of weapon system sustainment funding can ground aircraft, hampering our ability to support global operations and degrading our readiness.

Years of continuing resolutions, lack of flexible funding, and an aging fleet have increased weapon system sustainment requirements. Historically, the Air Force Reserve has had approximately 75 percent of our share of these requirements funded. We obligated over \$500 million for weapon system sustainment in fiscal year 2019. Our fiscal year 2020 appropriations are approximately \$759 million. We've been authorized \$345 million to date, of which 80.6 percent has been obligated. We are also on track to obligate our entire fiscal year 2020 authorization, as we're currently at 36.6 percent obligated.

Our fiscal year 2021 budget requests \$703 million in weapon system sustainment funds, which will provide needed upgrades to multiple Air Force Reserve platforms. Our current sustainment requirements include measures to extend the B-52's service life by an additional thirty years and to replace this platform's engines with new, more fuel-efficient powerplants. Our A-10 fleet requires wing replacements and our C-130H aircraft need avionics and propulsion upgrades.

Internal Improvements

Reforming our organization through internal improvements and increasing our operational efficiency continues to be one of our major focus areas. Our intent is to increase our overall readiness and enhance our ability to support our Reserve Citizen Airmen by streamlining our internal processes and eliminating requirements, policies, and programs which either detract from or do not contribute to our readiness or provide support to our personnel.

In fiscal year 2019, we completed a major reform of our internal medical process, and took action to fix hindrances that needed to be remedied, including a policy which placed unnecessary participation restrictions on individuals with medical profiles.

We are currently accelerating and expanding our internal reform efforts. We identified additional areas within our organization that require enhancement and are working to improve the most critical of these. One of several of these initiatives is the holistic reform of our manpower and personnel programs and processes. We are also identifying processes which create problems for our Airmen, such as pay and benefits issues.

As part of this enterprise-wide initiative, the Air Force Reserve's Force Generation Center is presently improving our mobilization and deployment processes through automation and system upgrades. This will expedite orders approval, enabling Airmen to receive benefits earlier in the process and reducing gaps in support. These improvements will alleviate problems caused by our lengthy current process, helping our personnel, their family members, and their civilian employers' better plan and prepare for deployments.

In addition to our own internal efforts, we participate in Department of the Air Force development and reform initiatives, including the Air Force War Fighting Integration Capability team. We also support and will benefit from the Department of the Air Force's ongoing predictive maintenance efforts and are working to acquire additive manufacturing capability. To date, four Air Force Reserve wings purchased equipment required to manufacture parts in house, which are currently being used for training and familiarization. These two initiatives will decrease aircraft repair time, ultimately improving mission capable and aircraft availability rates.

Exercise Planning

Operating in contested airspace requires both modernized aircraft and trained aircrew. We must ensure all Reserve Citizen Airmen receive realistic training and are fully capable of employing the systems which will be required in the future operating environment.

We are building Integrated Mission Planning Cells into our operational support squadrons. This will provide a standardized, transparent, and equitable exercise planning process for our units. The addition of dedicated mission planners will allow our wings to match resources and requirements with training opportunities, enabling deliberate and properly prioritized use of our centrally managed training funds.

These mission planners will be fully integrated into all phases of the exercise planning process, which will ensure learning objectives and training requirements are met. Training for joint all-domain and contested environment operations will require scheduled access to secure networks, as well as software and hardware management. Therefore, our operational support squadrons will employ dedicated datalink managers. This will ensure our aircrew are proficient on the newest systems and receive critical high-end readiness training.

PROVIDING EXCELLENT CARE TO AIRMEN AND FAMILIES

Our Airmen are our greatest asset. They are ultimately responsible for maintaining our readiness, aligning our organization to meet future requirements, and executing our operational missions. Their success depends on our support. The Air Force Reserve is absolutely committed to providing excellent care to both our Airmen and their families. This mandates a holistic approach, and we continually seek ways to better support our personnel and enable their personal and professional success. We currently have numerous personnel support initiatives, including reducing the administrative burden on our Airmen, improving education and training, growing our resiliency programs, and providing our Airmen and their families with access to needed resources. Our ultimate goals are to improve the quality of life for our personnel and to foster an environment where people want to stay and serve.

Suicide Prevention

Recently, the Air Force Reserve has experienced an alarming spike in member suicides. Our rates are not going in the desired direction. Losing even one Airman to suicide is a horrible tragedy, with every life having its own deeply personal story.

In response to this heartbreaking trend, we expanded upon our existing support programs and are adding new leadership tools to assist with suicide prevention and intervention. Suicide is a complex interaction of factors; while there is no one "fix," we are committed to addressing suicide comprehensively. We are conducting thorough analyses of potential common socio-demographic factors, such as age, race, relationships status, and financial security, among individuals who die by suicide, in order to develop algorithmic methods and integrated databases to identify at-risk Airmen.

Although the Air Force has found no direct link between deployments and member suicide, all personnel receive mental health screenings before, during, and after deployment and as part of their annual health assessment. These screenings assess suicide risk along with other behavioral and mental health issues. We conduct Suicide Analysis Boards, modeled after safety investigation boards, to identify the causes and contributing factors behind member suicides.

Our intent is to create protective policies and programs which will reverse this trend and bring our suicide rate to the only acceptable number: zero.

Personal Resiliency

The personal wellness of our Airmen and their families is incredibly important. The Air Force Reserve has multiple on base entities which provide support and resources to our personnel. We employ dedicated Sexual Assault Response Coordinators in all wings and Violence Prevention Integrators on all nine Air Force Reserve host installations and at Fort Worth Naval Air Station Joint Reserve Base, where

we are the lead Air Force wing. Furthermore, we embedded full-time Religious Support Teams within our units.

Last summer, we initiated a mental health and suicide prevention outreach and awareness campaign. We also directed all our units to conduct a resiliency tactical pause, which will be an ongoing effort to enhance connectedness among our personnel. Many of our wings and our members took an active role in these efforts, increasing their effectiveness and impact.

In addition, the Air Force Reserve promotes and provides mental health resources as part of the Yellow Ribbon Reintegration program. This initiative supports Reservists and their family members through pre- and post-deployment events. This program has seen an overwhelming success, with over 97 percent of attendees finding the events beneficial.

SUMMARY

Over the past 2 years, the Air Force Reserve made significant gains in readiness. We enhanced our mission capabilities, bolstered our full time manning levels, and increased our organizational efficiencies. We carefully constructed our fiscal year 2021 budget request to accelerate these efforts. This request will facilitate further modernization of our weapon systems, better posture our force to meet emerging and evolving mission requirements, and boost our ability to support our Airmen and their families. We will continue our diligent efforts to meet the intent of the National Defense Strategy, increase our interoperability within the Total Force, and further our integration within the Joint Force.

Our recent readiness gains would not have been possible without your support. The approval of our fiscal year 2019 and 2020 budget requests enabled us to improve our readiness while maintaining robust support to global operations. Recent legislative actions, such as Direct Hiring Authority, removed barriers to success and improved the quality of life for our Citizen Airmen. The future operational environment will require a capable, modern, and combat-ready force. With your continued support, we are confident the Air Force Reserve will remain prepared to fly, fight, and win across the operational spectrum of air, space, and cyberspace.

Senator SHELBY. Vice Admiral Luke McCollum.

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

Admiral MCCOLLUM. Good morning, sir, and Vice Chairman. Thanks for the opportunity to be here and I will state for the record, I will also submit the record. And in the spirit of brevity, I will just to get down to the point. One, thank you very much for your support. Our men and women deeply appreciate your conscious effort to deliver readiness and operational capability to the men and women of the United States Navy Reserve.

And on behalf of the CNO (Chief of Naval Operations), being able to talk about it and advocate is a great honor. Also in that honor, behind me, is my wife Liana who represents families and how they providing enduring support for their deployed loved ones. Also behind me is my Force Master Chief of the Navy Reserve Chris Coates, who has been just a fantastic advocate for the men and women as we travel the world and understand what the issues are and we come back to advocate.

In this budget, primarily three things that we are very proud and solicit your support on, and that one is predictability. Our Reserve Force is at their best when they are predictable with their employer, predictable with their military boss, and their families as it comes together. Second, as part of the larger Navy HR (Human Resources) transformation in the pay and personnel, we will deliver to our men and women an integrated pay and personnel system, and this budget pays for that.

As far as equipment is concerned, for the record my submission of the National Guard Equipment Report prioritizes aviation re-

capitalization. And finally, the appreciation for child care is in the budget as well as our men and women own unusual hours when they go and drill on weekends, the advocacy for that.

But just in closing, it has been an honor to travel and see the outstanding work our men and women do, how they combine their military skills, their civilian skills to deliver wherever our Nation asks them to go. And I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL LUKE M. MCCOLLUM

Chairman Shelby, Vice Chairman Durbin, distinguished members of the Committee, it is my distinct pleasure to report to you today on the unparalleled talent and capabilities provided by the United States Navy Reserve. Today, the Ready Reserve Force consists of 59,641 Selected Reserve Sailors (including 10,153 Full Time Support members) 43,754 Individual Ready Reserve members and 422 civilians. This Ready Reserve Force of over 100,000 deliver strategic depth and operational capability to the Navy and Marine Corps team and the Joint Force in times of peace and war. The Navy Reserve prides itself on being a ready, agile force that provides valuable, vital support to the Navy and the Nation.

Your continued support of key enablers of the Navy Reserve is very much appreciated. Predictable Reserve Personnel Navy (RPN) funding is critical for the success of the Navy Reserve. Keeping this account funded at President's Budget (PB) enables the Reserve Component to execute its missions to the level of performance and professionalism expected of an integrated force multiplier.

In the past, the Navy Reserve focused on providing Individual Augmentees (IAs) to backstop the Joint Force effort to counter violent extremists. Great Power Competition requirements dictate that the Navy Reserve will pivot from an IA model to a unit-centric model capable of rapidly deploying trained and ready forces. A comprehensive review is underway to ensure that force structure, resourcing, manning and mobilization processes are aligned with the National Defense Strategy (NDS) to meet the Great Power Competition.

NAVY RESERVE FORCE

Commander, Navy Reserve Forces Command (CNRFC)

CNRFC operates six regional headquarters and 123 Navy Operational Support Centers (NOSCs), located in all 50 States, Puerto Rico, and Guam. NOSCs are the readiness generation centers of the Navy Reserve that provide administrative, training and readiness support to Reservists. Additionally, NOSCs are the face of the Navy in many parts of America where access to naval units is minimal compared to fleet concentration areas such as San Diego and Norfolk. The NOSC is a vital resource to the Navy that enables access to industry, academia and associations that support the Navy while also completing a vital recruitment mission. NOSCs also provide valuable support to veteran Sailors and fulfill the solemn duty of paying final tribute to Service members who have faithfully defended the Nation by providing funeral honors. Their strategic value to the Navy Reserve cannot be overstated due to the crucial role they play in supporting Reserve Sailors, Veterans and their families.

Commander, Naval Air Forces Reserve (CNAFR)

CNAFR is composed of one Naval Air Facility, two Joint Reserve Bases one air logistics scheduling agency and three air wings. Fleet Logistics Support Wing and Tactical Support Wing both reside at Naval Air Station-Joint Reserve Base Fort Worth, while Maritime Support Wing is headquartered at Naval Air Station North Island, CA. The three air wings consist of 21 squadrons with 167 aircraft assigned. In addition to these standalone commands, the Navy Reserve operates 26 Squadron Augment Units and four fleet support units which directly support various AC Navy squadrons around the country including the Navy's newest, carrier-based platforms, the CMV-22B Osprey and F-35C Lightning. The valued skill sets of over 8,000 aviation professionals in the Navy Reserve are critical to aviation readiness and safety. An added benefit to the Total Force is that many of these highly skilled professionals perform a similar role in a civilian capacity, bolstering the Navy's strength through their vast knowledge and experience.

A key component of the Navy's ability to operate forward is proficient and well-trained Naval Aviators. During a time when pilot production is a high priority, Reserve Component Aviators provide CNATRA critical support in all phases of Navy,

Marine Corps and Coast Guard undergraduate flight training. In 2019, skilled instructors within the CNATRA Reserve Component Command continued to provide 20 percent of the total student production across five Training Air Wings, contributing more than 53,000 flight hours and almost 27,000 student events.

Commander, Naval Information Force Reserve (CNIFR)

CNIFR, based in Fort Worth, TX, is the executive agent for nine Joint Reserve Intelligence Centers (JRICs) located throughout the country. In partnership with the Defense Intelligence Agency Joint Reserve Intelligence Program, these facilities provide fully capable intelligence and cyber warfare centers enabling wartime readiness through training and operations, and real-time intelligence support to Combatant Commands, Combat Support Agencies, the intelligence community, and Navy fleets. There are a total of 28 JRICs located across the country, providing members of the Navy Reserve a “train as you fight” environment utilizing the same systems and tactics, techniques and procedures as the parent commands. For the last 17 years, Reserve Component Information Warfare (IW) Sailors have provided approximately 80 percent of the total IW Individual Augmentation manpower, and continues to source 551 recurring IW mobilization requirements. This has been a critical mission in the fight against violent extremists requiring an enormous commitment by Reserve Sailors. Additionally, the Navy Reserve is poised to support space operations. Today, the Reserve Space Cadre contains approximately 125 qualified officers focused on space operations and acquisition, enhanced warfighting capabilities, and integration of space knowledge into fleet operations.

Navy Expeditionary Combat Command (NECC)

Headquartered at Joint Expeditionary Base Little Creek-Fort Story, Virginia, NECC is comprised of Coastal Riverine and Naval Construction Forces; Explosive Ordnance Disposal, Diving and Salvage Units; and expeditionary units providing logistics capabilities. Currently, NECC is manned with more than 8,000 Sailors, 50 percent of which are Reserve Component Sailors working alongside their Active Component counterparts in the Navy and Joint Force to provide invaluable expertise based on prior service experiences. NECC Forces execute full spectrum military operations to shape the battlefield environment, provide humanitarian assistance and disaster relief, and conduct major combat operations.

PERSONNEL

Civilian Skills

The specialized skillsets that Navy Reserve Sailors possess make it an indispensable force multiplier that is leveraged on a daily basis in support of Navy and Marine Corps missions. In order to capitalize on the individual expertise of Reserve Sailors, the Navy Reserve has embarked on an initiative to enroll Selected Reservists in a Reserve Civilian Skills Database. To date, over 12,000 Selected Reservists have voluntarily reported their unique civilian skills and certifications. Capturing these skills enables the Navy to leverage the maturity and diversity of Reserve Sailors. Recent examples include Data Science, Science and Technology Researchers and Additive Manufacturing.

The Navy Reserve is also an integrated force provider that extends the unique skillsets of Reserve Sailors to provide medical and religious services to the Marine Corps, which has proven to be a combat capable and cost effective model.

Mobilization

On any given day, roughly 20 percent of the Selected Reserve Component is operational, delivering critical support to our forces around the globe. The Navy continues to mobilize thousands of Reservists to fill un-serviced requirements of the Combatant Commanders. In 2019, Reserve Sailors provided nearly three million man-days of support to Navy missions worldwide, to include nearly 3,000 individual mobilizations. Since 2001, 65,349 Navy Reserve Sailors have executed more than 87,000 mobilizations. These Sailors support Combatant Commands around the globe, and add to the broad and diverse set of operational support missions the Navy Reserve executes on a daily basis, including, but not limited to, Expeditionary Warfare, Naval Air Warfare, Naval Special Warfare, Fleet Air Logistics, Cyber Warfare, Unmanned Aerial Vehicles, Strategic Sealift and Shipyard Maintenance. The high utilization of Reserve Sailors to fill gaps in the Joint Force comes at a high readiness cost to operational plans (OPLANS). While mobilized as IAs, Sailors are unavailable to their active commands and are deferred from further mobilizations during their “dwell” period after returning. Cumulatively, this takes a significant toll on the Navy Reserve’s overall OPLAN readiness. As such, the Navy Reserve

continues its effort to comply with current (and past) Chief of Naval Operations' (CNO) guidance of moving away from IAs in order to support OPLAN readiness.

Distributed Mobilization (DM)

The Reserve Component's ability to rapidly mobilize the entire force during a large-scale contingency will be critical to mission success. Meeting the logistic and administrative demands of a large activation requires a process change that is different from the current model which is centered on a single mobilization site. The Navy Reserve is now implementing a Distributed Mobilization model that will leverage multiple existing processing sites to meet mobilization requirements more effectively. Accelerating and expanding mobilization capacity will align the Navy Reserve with the current Total Force modernization effort in support of GPC.

Individual Ready Reserve (IRR) Management

There are approximately 43,754 Sailors that make up the Individual Ready Reserve. As a key component of strategic depth, the IRR consists of trained Sailors who are fulfilling their minimum service requirement in an unpaid status. The Navy Reserve is developing a tiered readiness model that better tracks unique skills to make it easier to quickly employ IRR Sailors where they are needed most. Efforts to further cultivate strategic depth will support a focused engagement plan to deliver robust processes in support of seamless Reserve Component to Active Component transitions and mobilizations.

Reserve Incentive Programs

The Navy Reserve uses special incentive pays and bonuses to recruit and retain Sailors in hard-to-fill specialties while maintaining the right balance of seniority, skills and experience to meet the Navy's mission today and in the future. The Navy Reserve is grateful for the current bonus structure that provided \$31 million in fiscal year 2020 toward Reserve incentive programs to mitigate manning shortfalls in specific skill sets and paygrades. Your continued congressional support of RPN funding in PB21 is necessary to ensure the Navy Reserve continues to recruit, onboard, train, qualify, promote and retain the RIGHT Reserve Sailors to fill critical war-fighting capability gaps.

Personnel and Pay Transformation

There are many examples of Reserve Sailors experiencing delayed or inaccurate pay as a result of outdated and ineffective systems. This directly impacts the readiness of the force and puts unnecessary stress on Reserve Sailors and families. As part of MyNavy HR Transformation, the development of Navy Personnel & Pay (NP2) will provide a modern, cloud-based, Commercial-Off-The-Shelf solution that combines personnel and pay functions into one consolidated and seamless system that improves user interface and maximizes Sailor self-service across the Active and Reserve Components. The initial NP2 capability, will allow seamless transition of Navy Reserve Sailors to active duty without delays in establishing pay accounts, which is key to AC/RC permeability and the ability to smoothly perform mobilizations within the timelines established by Combatant Commanders. This is an urgent need and is a topic on the minds of Navy Reserve Sailors. The Navy Reserve encourages full support of the PB21 request for NP2, which will enable the RC to leverage modern technology to meet the expectations of a millennial workforce, promote seamless AC/RC permeability, and address Reserve Sailor pay concerns.

EQUIPMENT

Reserve Maritime Capabilities: P-3 to P-8

For the third year in a row, the P-8A is the top equipment priority of the Navy Reserve. Currently the RC operates the P-3C in Jacksonville, FL at Patrol Squadron 62 (VP-62) and in Whidbey Island, Washington at VP-69. These squadrons provide strategic depth for the AC Maritime Patrol Reconnaissance Force through the planned P-3C sundown in 2023. The replacement aircraft to the P-3C, the P-8A Poseidon, a militarized version of Boeing's 737 jetliner, provides broad area, full spectrum, anti-submarine warfare, armed anti-surface warfare, and networked maritime Intelligence Surveillance and Reconnaissance capabilities. Last year, congressional support of CNO's unfunded priorities list provided P-8As for the Navy Reserve, which will facilitate the transition of VP-62 at Naval Air Station Jacksonville in fiscal year 23.

Navy Logistics: C-130 and C-40

Since World War II, the Navy has relied on aviation combat logistics to enable the forward leaning and expeditionary posture exclusive to naval operations. Oper-

ated entirely by the Navy Reserve, Navy Unique Fleet Essential Airlift (NUFEA) is made up of 25 C/KC-130T and 17 C-40A aircraft and remains the Navy's only source of organic intra-theater air logistics. Last year, fleet logistics (VR) flew 22,707 flight hours and transported 111,625 passengers and 22.2 million pounds of cargo in support of Navy and Department of Defense (DoD). This was done at a cost avoidance of nearly \$1.0B per year compared to alternative means of transportation.

The C/KC-130T Hercules is a medium lift aircraft used for cargo and personnel transport with an ability to operate from unprepared airfields. It is the Navy's only transport aircraft capable of moving oversized cargo (fully-intact F-35 engines, AMRAAM and Harpoon missiles, submarine masts, etc.). Currently there are five Reserve C/KC-130 squadrons with 25 aircraft. The Navy Reserve will continue to upgrade these legacy airframes via the ongoing Avionics Obsolescence Upgrade program, NP2000 propellers, and engine performance improvements. Until recapitalization is possible, efforts will focus on sustainment and readiness, which are critical to preserving the Navy Unique Fleet Essential Airlift requirement. Ultimately, a transition from the aging C/KC-130T to the C-130J is necessary to ensure interoperability and capitalize on the existing supply chain for these more modern aircraft.

The Navy C-40A Clipper provides the Fleet with on-demand, medium cargo airlift capability to rapidly support ongoing naval operations as a critical intra-theater logistics connector. Six squadrons with 17 aircraft provide transportation of items critical to forward-deployed naval operations, to include vital parts and personnel, and unique support for Naval Special Warfare, often at short notice, around the clock. The Navy Reserve successfully completed the transition from the C-9B Skytrains to the C-40A Clipper last year when VR-51 on Oahu, Hawaii, received its final two aircraft. These aircraft provide greater airlift capacity in the INDO-PACOM area of responsibility and are a critical asset in Great Power Competition.

Attack Fighter Aircraft

Within the next decade, most of the Navy Reserve's adversary aircraft will reach the end of their service life. In fiscal year 2019, Active Component F/A-18 E/F Super Hornets flew 18,000 hours of adversary support and added costly flight hours on inventory-limited fleet aircraft. Increasing Navy Reserve capacity and capability to support Navy adversary requirements will improve warfighting strike fighter service life.

The Navy Reserve operates legacy F/A-18C in two squadrons, VFA-204 in New Orleans and VFC-12 in Oceana, Virginia. These aircraft are some of the oldest in operation and are not interoperable with AC squadrons who are operating F/A-18E Super Hornets and the F-35C Joint Strike Fighter. The Navy's current Master Aviation Plan shows an RC transition from the F/A-18C to the F/A-18E in 2024-2025. Recapitalizing these jets will help maintain a strategic reserve and a more robust, threat-representative adversary capability. Continued focus on this transition is necessary to enhance lethality and preserve the operational and strategic value of these Reserve squadrons.

RESILIENCY AND QUALITY OF LIFE

The Navy and the Nation asks a great deal from Reserve sailors and their families; and, therefore, remains committed to providing the best support before, during and after their service. Unlike their active duty counterparts, Navy Reserve Sailors find themselves in the unique position of having to balance their civilian jobs, military obligations and families. Predictability is critical in enabling Reserve Sailors to achieve this balance. The Navy Reserve is focused on delivering programs that improve resiliency and quality of life for Sailors and families.

Suicide Prevention

The Navy Reserve is committed to building command climates that increase awareness and support the mental health of Sailors. The Navy Reserve is actively engaged in Cross Functional Teams charged with suicide prevention efforts and to assist with the implementation of the Defense Strategy on Suicide Prevention. The way ahead is focused on resilience-building tools such as a commander's mitigation dashboard, which will be used along with the numerous resources provided by the 21st Century Sailor Office.

Psychological Health Outreach Program (PHOP)

The Psychological Health Outreach Program was established in 2008 to ensure that Reserve Sailors and their family members have full access to appropriate psychological healthcare services to increase resilience and facilitate recovery. PHOP currently has 29 locations within the continental United States, one in Puerto Rico

and one in Hawaii. PHOP covers a broad range of topics to include psychological health assessment, surveillance, resilience education as well as legal, financial and medical training. In 2019, PHOP trained and educated 33,000 Reserve Sailors and supported 8,128 service member referrals.

Yellow Ribbon Reintegration Initiative Program (YRRP)

The Yellow Ribbon Reintegration Program is a Department of Defense-wide effort to promote the well-being of National Guard and Reserve members, their families and their communities, by connecting them with resources throughout the deployment cycle. The theme for fiscal year-20 events is “Families, Our Home Front Warriors”. It will focus on providing more flexible program policy decisions and additional advertising campaigns will be implemented to increase attendance at Navy Returning Warrior Workshops (RWW). The RWWs use presentations and group sessions to provide insight into how Sailors and family members can be successful in reintegration with family, friends and careers following deployments. The Navy Reserve will continue to support Sailors and their families throughout all facets of their service.

INFORMATION TECHNOLOGY

Cloud Computing, Mobility Innovations and Digital Capabilities

Navy Reserve strategy for Enterprise information technology (IT) provides worldwide access to critical Navy and IT business systems for approximately 60,000 geographically dispersed Selected Reservists. The IT strategy improves efficiency and lethality through three core technological advances: Cloud Computing, Mobility Innovations and Digital Capabilities. Emphasis on access and mobility made it possible for RC Sailors to use their personal devices to access secure, encrypted email via the Ready-2-Serve (R2S) mobile website application. The ability to have remote access is essential for Reserve Sailors who are geographically dispersed and lack permanent location to access to Navy computer systems. IT initiatives have enabled business practice modernization that better aligns to fleet and warfighting by sustaining communications and IT capabilities across the Navy Reserve Force.

OPERATIONAL MAINTENANCE SUPPORT

Shipbuilding and Surge Maintenance

The Engineering Duty Officer and Naval Sea Systems Command Reserve Component (EDO/NAVSEA RC) is a fully integrated, mission ready force of 472 Officers and 2,011 Enlisted Sailors spread across 91 units. This responsive and transformative engineering force provides leadership and advanced skillsets that support the delivery of ships and systems on-time and on-cost for the United States Navy. In fiscal year 2019, the EDO/NAVSEA RC contributed an unprecedented 68,066 days of operational support (12,000 days more than fiscal year 2018) and 2,553 days of Engineering Duty Officer Qualification training. Today, there are more than 100 EDO/NAVSEA Sailors on active duty supporting Navy shipbuilding and surge maintenance operations around the world.

Last year, SURGEMAIN executed 17,064 days of in support of all four Navy shipyards [Norfolk Naval Shipyard, Pearl Harbor Naval Shipyard, Portsmouth Naval Shipyard and Puget Sound Naval Shipyard]. EDO/NAVSEA Sailors continue to fill critical roles supporting technical efforts in advance of the construction of *COLUMBIA*-class submarines, trouble shooting and system testing the USS *GERALD R. FORD* (CVN-78) and as part of the Shipyard Infrastructure Optimization Plan. Additionally, the NAVSEA SURGEMAIN Reserve Force team ‘surged’ over 30 Sailors to USS *DWIGHT D. EISENHOWER* (CVN-69) resulting in the delivery of another carrier on-time from a maintenance availability at Norfolk Naval Shipyard.

Navy Reserve Activity Infrastructure

The average age of Reserve facilities is 43 years and over 20 percent are designated substandard. A lack of sufficient sustainment, restoration and modernization funding has a compound effect on infrastructure over time and, in turn, has a profound impact on the readiness of the Reserve Force. Both Operations and Maintenance Navy Reserve (OMNR) funding and Military Construction (MILCON) funding is critical to support Reserve structures that enable the readiness of Reserve Sailors. Your continued support of Reserve infrastructure funding through consistent investments in Reserve MILCON and OMNR will greatly improve infrastructure readiness.

CONCLUSION

The Navy Reserve remains a committed, resilient force delivering strategic depth and unique capabilities to the Joint Force. As such, Reserve Sailors stand ready to answer the Nation's call by filling vital, strategic roles to ensure the Total Force can meet the challenges of the Great Power Competition. Looking ahead, it is clear that modernization will be vital for seamless integration of the Navy Reserve Force with the Total Force of the future.

Serving the men and women of the United States Navy Reserve Force has been the honor of my lifetime. As I travelled and met the Sailors of the Navy Reserve Force, I personally witnessed the commitment to the mission and to each other as they serve tirelessly wherever the Nation asked them to go. I am truly humbled by their service and that of their families. Thank you for your steadfast support of Navy Reserve Sailors, their families, and their employers. Your continued support is essential to preserve the lethality of the Reserve Force and to ensure the Navy Reserve operates seamlessly as part of the Total Force.

Senator SHELBY. Thank you. Next, we have Lieutenant General David Bellon, Commander of the Marine Corps Forces Reserve. General.

STATEMENT OF LIEUTENANT GENERAL DAVID G. BELLON, COMMANDER, MARINE CORPS FORCES RESERVE

General BELLON. Chairman Shelby, Ranking Member Durbin, and distinguished members of the subcommittee, I also will submit my opening statement for the record and summarize.

Senator SHELBY. Without objection, it is so ordered.

General BELLON. Sir, on behalf of the Commandant of the Marine Corps, it is a great pleasure to be here today. I want to thank you and the subcommittee for all the resources you provide, and I think if I had anything to impart for my opening statement it would be this, that your Marine Corps Reserve is in exceptional shape.

Right now we are at 99 percent of our requirement for staffing, and of that Force, 25 percent function every drill weekend and every annual training and respond to crisis. They are not under contract, and by that I mean they have actually served through their original contract and they would like to continue to serve every month voluntarily. That reflects the leadership of your Marine Corps Reserves. Thank officers, enlisted staff, and CNO non-commissioned officers.

In the past year, we had a 20 percent increase of deployed Forces from your Reserve. So typically we amount for about 5 percent of the Marine Corps budget and this year we represented 11 percent of the total Marine Forces forward-deployed. So in this era of fiscal austerity, it is my way of communicating to you that we try to be very good shepherds of the resources you provide and deliver the combat power you need.

In the coming years, obviously, there is going to be a significant evolution of the Marine Corps Reserve as part of the Total Force, and we go about that with a happy heart. It is threat informed and we are conscious of the budget, and we are very mindful of the resources you continue to provide us and we are thankful.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL DAVID G. BELLON

Chairman Shelby, Ranking Member Durbin, and distinguished members of the Subcommittee, it is my privilege to appear before you and provide an overview on the current state of the Marine Corps Reserve.

The United States Marine Corps Reserve stands ready to augment, reinforce, and sustain the Active Component by providing forces for employment across the full spectrum of crisis and global engagement. Over the last year, we have been engaged around the world in theater security cooperation activities and operations, serving side-by-side with our Active Component, and have made tremendous contributions in support of every geographic Combatant Commander. While the Marine Corps Reserve is supporting current service and Combatant Command requirements, we are also participating in the service's efforts to redesign our force and our warfighting capabilities to deter against pacing threats as prescribed by the National Defense Strategy.

I am 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.

A TOTAL FORCE

As an integral part of the Total Force, the Marine Corps Reserve plays a key role in providing that national security force in readiness. Over the past year, the Marine Corps Reserve supported Combatant Commanders by providing forces focused on combat operations, crisis prevention, crisis response, and theater security cooperation. Global deployments, along with

participation in Service, Joint, and multi-national exercises, develop the depth of experience of the Reserve Force, ensuring the Marine Corps Reserve is relevant, ready, and responsive to meet Combatant Commanders' requirements.

On average in 2019, the Marine Corps Reserve provided approximately 11 percent of the Total Force's forward deployed forces for approximately 5 percent of the Marine Corps' budget. In 2019, 2,624 Reserve Marines mobilized supporting 45 operational requirements in each of the six geographic Combatant Commands. This is approximately a 19 percent increase in personnel deployed and 22 percent increase in operational requirements compared to 2018. Likewise, 9,944 Reservists participated in 43 training exercises, supporting requirements in 21 countries across the globe. The Marine Corps Reserve filled 59 percent of the total service individual augment requirements. We continue to meet the increased demand for use as an operational reserve, though this has begun to challenge readiness to meet strategic requirements.

In 2020, the Marine Corps Reserve will continue to support the Combatant Commanders by mobilizing in excess of 800 Reservists supporting approximately 27 formations. Over the course of 2020, more than 8,000 Marines will support theater-specific exercises, security cooperation events, and "standing" operations across every Combatant Command. These operations and exercises greatly increase the Reserve Component's interoperability with the Active Component, Joint Forces, our allies, and coalition partners.

The Marine Corps Reserve continues to provide daily support to Combatant Commanders in a wide range of roles that include multi-national exercises, such as Dynamic Front 20 in Latvia, New Horizons 20 in South America, and Maple Resolve 20 in Canada. I anticipate the Marine Corps Reserve will continue to deploy across the globe and to integrate with the Active Component in support of high-priority Combatant Commander requirements for the foreseeable future. In 2019, 23 of the 45 formations activated were deployed to the CENTCOM AOR and in 2020, the Marine Corps Reserve will activate an additional eight Reserve formations that will deploy to the CENTCOM AOR. In 2020, the Marine Corps Reserve has also continued to deploy reconnaissance, assault amphibian, and combat engineer units to the Indo-Pacific Area of Responsibility in support of III Marine Expeditionary Force's requirements in Okinawa, Japan.

In addition, the Marine Corps Reserve has recently increased its participation in the Department of Defense's Innovative Readiness Training (IRT) program. This program provides military training opportunity, exclusive to the United States and its territories, which delivers joint training opportunities to increase deployment readiness. Simultaneously, IRT provides key services (healthcare, construction, transportation, and cybersecurity) with lasting benefits for our American communities. The IRT program has allowed our units to increase deployment readiness by training to mission essential tasks, while also training with their counterparts from different services and making tangible, meaningful impacts in their communities. Utilizing \$1 million from the Marine Corps and \$780,000 from the Office of the Sec-

retary of Defense (OSD), the Marine Corps Reserve supported 7 exercises, a 50 percent increase from 2018. Examples include diverse construction-training that supported the Girl Scouts at Camp Paumalu, Hawaii; relocating the Village of Newtok, Alaska; and repairing a remote airfield in California. With your continued support of these efforts, we look to expand to 12 exercises that will include construction, medical, and cybersecurity efforts.

In addition to participating in operational requirements across the globe, the Marine Corps Reserve supports the Total Force by dutifully executing the sensitive and crucial mission of providing casualty assistance to the families of our fallen Marines. There is no responsibility that we treat with higher regard than the solemn mission of providing casualty assistance. 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 (CY) 2019, our Inspector-Instructor and Reserve Site Support staffs performed 95 percent of the casualty calls performed by the Marine Corps.

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 so families receive all benefits they are entitled. In many cases, our CACOs provide a long-lasting bridge between the Marine Corps and the grieving family.

Additionally, the Marine Corps Reserve units and personnel provide significant support in the form of military funeral honors for our veterans. The Marine Corps Reserve performed 20,416 military funeral honors which represented 93 percent of all funeral honors rendered by the Marine Corps during 2019. As with casualty assistance, we place enormous emphasis on providing timely, compassionate, and professionally executed military funeral honors. Although this comes with a cost to readiness, some Marine Corps Reserve units are executing in excess of 500 funerals per year.

Finally, the Marine Corps Reserve functions as the greatest link between the Marine Corps and communities across the Nation. We are the face of the Marine Corps to the majority of the American public. With Reserve units located across the country, the Marine Corps Reserve is uniquely positioned to interact with the American public and communicate the Marine Corps story to our fellow citizens; most of whom have little or no contact with the Marine Corps. Last year, Marine Corps Reserve personnel and units conducted more than 500 local and regional public engagement and community relations events across the country.

PERSONNEL

Marines, Sailors, and our civilian Marines are the foundation of all that we do. The resources we dedicate to sustaining and developing this foundation directly contributes to the success of our institution. The vast majority of the Marine Corps Selected Reserve's authorized end strength of 38,500 falls under the Marine Corps 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 1,641 Active and Reserve component Sailors who serve critical roles in the operational, medical, dental, and spiritual readiness of our Reserve Force. The success of the Marine Corps Reserve would not be possible without continued support from the U.S. Navy.

In addition to the Marines and Sailors of the Selected Reserve, the Marine Corps Reserve administratively controls approximately 61,000 Marines who serve in the Individual Ready Reserve (IRR). The Marine Corps Reserve continues to monitor the mobilization viability of these IRR Marines through the use of muster events at multiple locations across the country. These muster events allow the Marine Corps Reserve to ensure these IRR Marines meet the requirements for mobilization. These events also provide the opportunity to address administrative issues, conduct mental health and post-deployment assessments, to review Reserve obligations and new opportunities, and to meet with Marine Corps recruiters. During the past year the Marine Corps Reserve conducted 25 muster events and met 5,667 IRR Marines. In addition to the musters, the Marine Corps Reserve contacted and screened 48,883 Marines telephonically.

The Marine Corps Reserve strives to retain the very best Marines capable of fulfilling our leadership and operational needs. 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.

Recruiting, retaining, and properly aligning high quality Marines is essential to the Marine Corps' ability to answer the call as the Nation's Force in Readiness. Monetary incentive programs have proven to be critical enablers for the Marine Corps Reserve's high levels of affiliation, retention, and alignment. While incentives such as occupational specialty retraining and targeted bonus payments directly support retention, the authorization for inactive duty travel reimbursement of up to \$500 of actual costs for Marines who are required travel in excess of 150 miles from their residence to their drill center has proven to be particularly beneficial in ensuring that each Marine is assigned to an appropriate billet and filling a valid requirement. In fiscal year 2019, your support of incentive programs enabled us to maintain our end strength at 99.7 percent of total authorization, while ensuring over 87 percent of our Marines were serving in billets commensurate with their rank and Military Occupational Specialty. Going forward, I ask for your continued support of these incentives as they are vital to our ability to retain and most advantageously utilize the Corps' most precious asset—the individual Marine.

EQUIPMENT

Reserve Component units remain highly interoperable with their Active Component counterparts due to the Marine Corps' Total Force approach to equipment fielding and management. Reserve Component Forces are manned, trained, and equipped to standards that facilitate the seamless integrated employment of forces to meet Combatant Commander requirements. Our reserve units and personnel continue to be in high demand, with a similar number of exercises, missions, and operations scheduled this year, as executed last fiscal year.

This high operational tempo places a stress on our ability to maintain our equipment and replenish our deficiencies, however. Most disconcerting is our individual combat equipment deficiencies, specifically ballistic protection and load-bearing equipment. In the event of a large-scale wartime mobilization, to include any sizable call-up of the Individual Ready Reserve, individual combat equipment deficiencies may become a strategic risk to mission.

With regard to maintenance readiness, the Marine Corps Reserve has mitigated risk for many years in two ways. First, risk is mitigated by refining units' Training Allowances, which is that portion of a unit's full Table of Equipment located at Reserve Training Centers. Our goal is to balance the amount of equipment necessary to conduct training with the amount of equipment that can be maintained within personnel, facility, and fiscal constraints. Second, risk is mitigated by leveraging Overseas Contingency Operations (OCO) dollars to buy mobile maintenance support teams that augment the limited organic maintenance capacity. Congressional support for the Marine Corps Reserve fiscal year 2021 President's budget request within the National Defense Authorization Act, to include OCO, is paramount to our continued success in sustaining our equipment and maintenance readiness.

Upcoming fielding of the Joint Light Tactical Vehicle (JLTV) and Amphibious Combat Vehicle (ACV) will provide the Reserve Component with the latest generation of combat equipment. Additionally, fielding of programs such as the Ground/Air Task Oriented Radar (G/ATOR) and the Ground Weapons Locating Radar (GWLR) will enhance our ability to fight and win on the modern battlefield. The top procurement priority of the Marine Corps Reserve is the KC-130J Super Hercules. The Marine Corps Reserve has been fielded 11 of 28 aircraft and will not be fully fielded until 2024. This extended fielding timeline forces the Reserve Component to simultaneously operate the KC-130J and the legacy KC-130T aircraft until 1st Quarter, fiscal year 2022.

These two aircraft have vastly different logistics, maintenance, and aircrew requirements, resulting in an increased outlay of resources to maintain the readiness of the Reserve Component KC-130 Squadrons.

TRAINING

Each year and typically in the summer, the Marine Corps Reserve participates in a number of training exercises both within the United States and overseas to improve combat readiness and enhance our ability rapidly activate and integrate with the Active Component. The service-level Integrated Training Exercise (ITX) is con-

ducted aboard Marine Corps Air-Ground Combat Center, Twentynine Palms, California. ITX improves combat readiness, efficiency in Total Force integration, and enables more rapid activation response times at the battalion and squadron level.

The exercise consists of two infantry battalions conducting live-fire and maneuver exercises, along with other elements of the Marine Air-Ground Task Force. This is one of the few opportunities that Reserve ground, aviation, and logistics combat elements, under the command of a regimental headquarters, are able to come together and synchronize all warfighting actions to operate as a Marine Air-Ground Task Force under live fire and maneuver conditions.

The Reserves also took part in a CMC directed Force on Force (FoF) MAGTF Warfighting Exercise (MWX), the first of its kind, designed to challenge the MAGTF against a peer adversary in a free-play environment. Serving as a part of the Adversary Force (ADFOR) with Higher Command responsibilities, the Division employed a Scout Platoon from 4th Tanks that participated in Unit Level Training, Collective Training and MWS.

Additionally in 2019 and in concert with Canadian Allies, Reserve Marines and Sailors participated in Sentinel Edge Vigilant Shield and conducted Expeditionary Advanced Base Operations (EABO) from Home Training Center (HTC) to Forward Operating Base (FOB) Cold Lake, AB to generate and sustain sorties. The exercise demonstrated Long Range Insertion of MV- 22s, employment of HIMARS Rapid Infiltration and expeditionary operations with fixed and rotary wing integration.

To preserve fiscal and materiel resources, the Marine Corps Reserve uses training simulators wherever and whenever possible. Reserve units employ Indoor Simulated Marksmanship Trainers (ISMTs) to maintain combat marksmanship skills and to maximize the use of their most precious resource, time. The ISMTs enable onsite training and eliminate long distance travel to remote DoD areas. Additionally, units capitalize on non-traditional training methods such as online training to mitigate the limitation of 38 training days per fiscal year to complete mission essential tasks and all required DoD and Service annual training requirements.

Expanding the use of simulators and online training enhances readiness and enables the Reserve Component to maximize limited training time during drill weekends.

FACILITIES

The Marine Corps Reserve occupies facilities in 47 States, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 27 owned and 131 tenant Reserve Training Centers, three family housing sites, one permanent barracks, and one General Officer Quarters. Although some sites are located on major DoD installations, most are situated within civilian communities, ranging from neighborhoods to industrial and commercial districts. We continue to improve the maintenance and security of our facilities to ensure the safety of our Marines and Sailors and to provide an effective training and mobilization location.

Fifty-seven percent of the facilities budget supports the sustainment and maintenance of existing infrastructure and day-to-day operating costs. We have improved the overall readiness of our facilities inventory through the Facilities Sustainment, Restoration and Modernization (FSRM) support program and maximized the impact of our budget through divestiture and demolition of excess footprint.

The Marine Corps' Military Construction, Navy Reserve (MCNR) program focuses on providing construction for new and enduring capabilities, as well as recapitalization of our aging facilities. The construction provided by the annual authorization and appropriation of MCNR funding is an important factor in advancing our facilities support mission as we optimize our force laydown throughout the Nation. Continued support for our MCNR request is essential as we divest of failing infrastructure and modernize capabilities.

Of most critical importance is the safety of our Marines and Sailors. We have ongoing efforts to improve overall force protection at all of our sites by working with our service partners and the National Guard for joint occupied facilities. Numerous protection assessments and security engineering reports have been conducted at our facilities to assist and develop designs to mitigate protection concerns, specifically physical security. These assessments identify requirements and serve to prioritize enhancements to improve facility security for our Marines and Sailors.

The combined effects of our targeted consolidation, FSRM, and MCNR programs have steadily reduced the number of inadequate or substandard Reserve Training Centers and enabled better support to the Force. As our infrastructure ages, however, our operating costs have steadily increased. In addition, service level efforts to modernize our force and its infrastructure have also increased costs. Continued support to our annual funding request for our facilities program will enable us to

improve the overall physical infrastructure that reinforces the operational readiness of our units.

HEALTH SERVICES

The Marine Corps Reserve Health Service Support (HSS) ensures the health and wellness of the Reserve Marines and Sailors remains at the forefront. We continue to improve medical readiness through a robust Individual Medical Readiness (IMR) Program within the Marine Corps Reserve and by accurate monitoring, identification, and supervision of the unit-level actions necessary to attain readiness goals. Additionally, our Health Services personnel participate in Force Readiness Assistance & Assessment Program (FRAAP) inspections and audits which provide oversight at the unit level and the ability to monitor policy adherence and readiness.

The Reserve Health Readiness Program (RHRP) greatly increased overall medical and dental readiness throughout the Force. This program provides support using contracted civilian medical and dental providers to work with units that do not have organic medical or dental support personnel or are not supported by a military treatment facility. During fiscal year 2019, the RHRP performed 17,769 Periodic Health Assessments (PHAs), 205 Post-Deployment Health Re-Assessments (PDHRAs), 172 Pre-Deployment Health Assessment (PreDHA) Events, 260 Audiological examinations, and 366 Dental Events.

Between deployments, our Health Services priority is to work toward achieving the DoD's goal of a 90 percent medically ready force. During fiscal year 2019, our individual medical and dental readiness rates were 77.6 percent and 86 percent, respectively. The Marine Corps Reserve units rely heavily on RHRP to maintain our medical and dental readiness. Continued support of this program is imperative for maintaining readiness.

BEHAVIORAL HEALTH

In addition to RHRP, the Marine Corps Reserve has implemented a robust behavioral health program, which includes Combat Operational Stress Control, Suicide Prevention, Substance Abuse Prevention and Family Advocacy programs. Operational Stress Control and Readiness (OSCAR) training continues to be conducted at all levels and is provided during pre-deployment training to service members deploying for more than 90 days and all commands in garrison. This training provides the requisite knowledge, skills, and tools needed to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible. Each of these tools support the commander in building unit strength, resilience, and readiness as well as keeping Marines in the fight.

The Navy Bureau of Medicine and Surgery (BUMED) 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. The PHOP addresses both post-deployment behavioral health concerns and crisis-related interventions by providing our Marines and Sailors access to local resources through a network of contracted behavioral health programs. These programs are critical to maintaining a resilient force by providing a pathway for Marines, Sailors, and families to seek behavioral health assistance.

Signs of operational and combat stress may manifest long after a service member returns home from deployment. This delayed onset of symptoms presents unique challenges to Reserve Marines who may be detached from vital medical care and the daily support network inherent in active duty Marine Corps units. Encouraging Marines to recognize and communicate mental health issues is a pervasive challenge facing our commanders. We address the stigma associated with mental healthcare through key programs, such as the Yellow Ribbon Reintegration Program (YRRP) and OSCAR. Further, we market all of our behavioral health initiatives and programs through our Marine Corps Reserve portal website and during key Marine Corps forums throughout the year. Your continued support of our behavioral health programs is greatly appreciated.

The Marine Corps Reserve Drug Demand Reduction Program (DDRP) continues to focus on reducing illegal drug use and prescription drug misuse within the Reserve community. The Marine Corps Reserve relies profoundly on its drug-testing program, which acts as a powerful deterrent against drug use. Each Reserve unit conducts monthly drug testing to screen our Reserve Marines for drugs as well as breathalyzer testing to screen for alcohol use while in a duty status.

The DDRP staff provides quarterly and on demand education and awareness training on the dangers of misusing and abusing prescription drugs as well as infor-

mation 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.

We recognize that the factors contributing to suicide are numerous and complex. Risk factors can include depression, family history of suicide, and substance abuse. Common precipitating stressors include relationship challenges and legal, financial, and disciplinary problems. Typical warning signs may include talking about suicide and expressing hopelessness. We mitigate these factors using a multi-dimensional and multi-level approach. Small unit leadership is encouraged to foster a sense of belonging for Marines. Commanders employ responsible messaging to discourage suicide related behavior and conduct Force Preservation Councils to identify risk factors and stressors in order to provide a course of action to mitigate destructive behavior. Once a possible behavioral health issue has been identified, the command implements intervention and reintegration strategies to lower risks, encourage Marines to ask for help when needed, and restrict access to lethal means (firearms, etc.) for those at risk for suicide. In keeping with "Protect what you've earned" messaging, Marines are taught coping skills. A culture shift is taking place to show that it is a sign of strength to seek/ask for help early, when problems are most manageable. Finally, all Marines are taught to recognize suicide warning signs, to get help for their fellow Marines, and that we never leave a fellow Marine behind.

The PDHRA program specifically focuses on identifying issues that emerge after our Marines and Sailors have returned home from deployment. The PHOP secures behavioral health screenings, psychological treatment referrals, and provides essential follow-up treatment to ensure our service members' behavioral health needs are met.

Similarly, Care Management Teams focus on support through the Department of Veterans Affairs Transition Care Management Program. Our Marines are assigned a Care Manager who oversees the referrals and follow-on care of the Reserve Marine's individual healthcare needs.

Marine Intercept Program (MIP) is an evidence-informed targeted intervention for service members who have had an identified suicide ideation or suicide attempt. MIP includes a series of telephonic voluntary caring contacts in which a counselor reaches out to the Marine and assesses them for risk, encourages the use of a safety plan, and identifies and addresses any barriers to services. The MIP counselors then incorporate these caring contacts into the counseling process. These services are also provided to our Reserve Marines through the PHOP.

Our Marines have proven their strength in enduring unique issues, such as frequent moves, deployments, and separations from loved ones. To help with these struggles, our Marines, Sailors, and family members are able to access behavioral health programs at Marine Corps installations through Marine Corps Community Service (MCCS) while on active-duty orders. The Marine Corps DSTRESS Line is another resource available to all Reserve Marines and family members regardless of duty status. DSTRESS is a 24/7/365, Marine-specific anonymous crisis call and support center that provides phone, chat, and video-teleconferencing for non-medical, short-term, solution-focused counseling. Additionally, we continue to be supportive of Military OneSource, which provides confidential, non-medical counseling, resources, and support to service members and their families anywhere in the world.

SEXUAL ASSAULT PREVENTION & RESPONSE

Sexual assault remains a complex and challenging matter that is often interrelated with other readiness challenges, behavioral health issues, and destructive behaviors. For the Marine Corps Reserve, addressing the continuum of destructive behaviors and fostering a culture of dignity and respect are top priorities toward the goal of reducing and ultimately eliminating sexual assault within our ranks. To accomplish this goal, we execute a Sexual Assault Prevention and Response Program (SAPR) with seven full-time employees who provide supportive services across our geographically-dispersed force. In addition to the Force-level Sexual Assault Response Coordinator (SARC), each Major Subordinate Command within the Marine Corps Reserve has a SARC who serves as a Special Staff Officer to their Commanding General and manages their SAPR Program from our headquarters in New Orleans. Together with the SARCs, two professional civilian victim advocates provide support to our Marines, Sailors and their families by traveling to provide in-person advocacy services, training, and unit-specific program guidance as needed. The Marine Corps Reserve continues to work diligently to improve our victim response, outreach, and prevention.

Our SAPR staff trains up to 160 Victim Advocates each year at our headquarters in New Orleans. After completing our 40-hour training course, these potential Victim Advocates submit an application for credentialing through the DoD's Sexual Assault Advocate Certification Program. Once credentialed, the advocates are officially appointed by their commanders to serve at their respective Reserve Training Centers. In total, the Marine Corps Reserve maintains an active roster of more than 250 Victim Advocates across the country.

Our SAPR personnel respond to Marines, Sailors, and adult dependents who request support services related to a report of sexual assault. Our SARCs and SAPR Victim Advocates screen for potential safety issues and develop individualized safety plans as needed. They offer advocacy services and referrals and maintain a data base of nationwide resources for victims of sexual assault who may not reside on or near a military installation.

The Marine Corps Reserve maintains a Sexual Assault Support Line that is manned by the professional SAPR staff 24 hours a day, 7 days a week. The Marine Corps Reserve also actively publicizes the DoD Safe Helpline which is an additional resource that offers crisis support services for members of the DoD community. The DoD Safe Helpline is available 24/7 worldwide with "click.call.text" user options and can be used anonymously for confidential support.

Our prevention strategy is holistic and integrated with other programs that work toward the eradication effort, such as the Equal Opportunity Program, Deployment Resiliency, Safety, Spiritual Readiness Initiatives, and Behavioral Health. The Marine Corps Reserve continues to set the example of discipline and respect by supporting a zero-tolerance policy related to assault and a retaliation-free command climate. Leaders at every level are encouraged to actively engage with our Marines and Sailors to learn what can be done to further support a positive environment that is free from attitudes and behaviors that are incompatible with our core values. All Marines and Sailors receive SAPR training every year to ensure widespread knowledge about our program to include prevention and response.

QUALITY OF LIFE

The Marine Corps Reserve remains dedicated to ensuring an appropriate balance and effective performance of our quality of life programs, which are designed to help all Marines, Sailors and their families, whether they are deployed or on the home front. Our force is dispersed throughout the country and away from traditional brick and mortar support resources available at our major bases and stations. Taking care of our Marines and their families is a key component to overall readiness and combat effectiveness. In addition to personnel, equipment, training, and facilities, we focus on other important aspects of readiness, such as family strength, education, professional development, financial health, transition assistance, and behavioral health. Our Deployment Readiness Coordinators, along with MCCS, help ensure our families get the support they need before, during and after our Marines deploy. MCCS and our Deployment Readiness Coordinators provide a vital link to ensure support reaches those who need it.

The Marine Corps Reserve tracks the submission of medical service treatment records to ensure Reserve Component Marines receive timely access to Department of Veterans' Affairs healthcare services. Working across all 158 sites, we aggressively target our performance for submission timeliness to ensure our Marines are able to submit timely disability benefit claims.

Marine and Family Readiness Programs remain flexible, constantly adjusting to meet the needs of our geographically dispersed Marines and their families. A resilient force is primarily achieved by providing robust, relevant, and standardized training to our commanders, Family Readiness Command Teams, Marines, and their families. Our Marine Corps Family Team Building (MCFTB) program enhances readiness and maintains resiliency through proactive, non-clinical, preventative education, professional training, and community building support to service members and their families throughout mission, life, and career events. MCFTB training events are delivered both, in person, and through interactive webinars, at our 158 sites. During fiscal year 2019, the Marine Corps Reserve conducted 162 training events at which 10,422 Marines and family members received valuable information to prepare for and thrive during deployments and to achieve a positive post-deployment reintegration experience.

A key component to our quality of life and resiliency is the religious ministry support provided by 222 Religious Ministry Team (RMT) members. As Uniformed Members, RMTs support Marines and their families across the full spectrum of military life including combat and humanitarian engagements. Currently, 125 RMT personnel are embedded in 46 Marine Corps Reserve units and 97 are integrated in

Navy Reserve religious support units that directly support Active Component Marine Corps units. This support includes developing the Commandant's spiritual readiness initiatives, providing divine services across the spectrum of faith communities, advising on spiritual and ethical matters, and delivering pastoral care in a safe, confidential environment. Chaplain support is provided in numerous Funeral Honor Details for our Marines, Sailors, and families. The Chaplains provide spiritual guidance at the service and follow on care as needed, providing a source of healing for family members.

One signature program is the Chaplain Religious Enrichment Development Operations (CREDO) program. The CREDO program provides transformational workshops: the Marriage Enrichment Retreat (MER), the Personal Resiliency Retreat (PRR), and the Applied Suicide Intervention Skills Training (ASIST) class. The MER and PRR equip Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resilience. The PRRs help Marines and Sailors set personal goals, make good decisions, deal with stress, and live lives with greater purpose and satisfaction. During fiscal year 2019, fourteen MERs and one PRR were conducted with 665 participants. In response to suicidal events, the CREDO Program has been offering ASIST training. ASIST trains individuals on how to intervene in suicidal ideations and keep individuals safe until they can receive follow on care. 118 personnel have been trained at 8 ASIST classes since March 2019, providing commands with resources to offer positive outcomes in unit readiness.

The Marine Corps emphasizes the importance of readiness for Marines and family members in many areas of life. Personal and Professional Development programs continue to provide training and educational resources to our Marines, Sailors, and their families in a variety of areas. One key program that assists commands, Marines, and family members with readiness is the Command Financial Specialist Program (CFS). The CFS provides assistance on a wide array of financial issues to include budgeting, savings, investing, insurance, Survivor Benefit Program (SBP), Veteran benefits, retirement, and financial counseling to all members of our dispersed forces.

Our Transition Readiness Program emphasizes a proactive approach that enables Marines to formulate effective post-transition entrepreneurship, employment, and educational goals. A virtual transition readiness seminar remains available for Reserve Marines and Sailors that are unable to travel to attend an installation-based transition course. The Marine for Life Network links our Marines to employment, education, and community resources in their home town areas to support their overall life goals. Tutor.com offers our children access to 24/7 no-cost, live tutoring services for K-12 students. Our Marines are provided with remote access to language courses through Mango Languages. This program supports over 70 languages to include English as a Second Language (ESL). Peterson's Online Academic Skills Course helps Marines build math and verbal skills to excel on the job, pass an exam, and advance in their career or continued education.

Our Semper Fit program continues to be fully engaged in partnering with our bases and stations to provide fitness education activities that promote physical and mental readiness, develop healthy positive self-esteem, and develop healthy lifestyles. The High Intensity Tactical Training (HITT) program focuses on physical resiliency, combat readiness, and injury prevention and provides hands-on, science-based strength and conditioning courses and online physical fitness tools to include instruction on injury prevention, nutrition, and weight management. Our Marines' and Sailors' quality of life is also enhanced through team building 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 is an invaluable part of our resiliency efforts. Since its inception in 2010, we have held more than 900 training events for more than 49,000 Marines, Sailors, and family members. In fiscal year 2019, we conducted 19 events with 2304 participants.

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 remain a steadfast advocate for flexible Family Programs and Services that evolve and adapt to the changing needs of our Marines, Sailors, and their families. The combined effect of these programs and services are 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). The Marine Corps Reserve ensures Reserve Marines' unique challenges are addressed through a WWR Liaison Officer 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 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 WWII Reservists and families often living long distances from military installations. WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy. District Injured Support Coordinators dispersed throughout the country also coordinate with Reserve units to ensure we keep faith with all Marines.

The Marine Corps 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 Reserve is manned, trained and equipped to provide individual Marines and units to the Active Component as part of the Total Force. We are forward deployed supporting Combatant Commanders' requirements, participating in multiple exercises at our training centers and around the world, and often the face of the Marine Corps to our local communities. Along with our Active Component, we are focused on force design, readiness and manpower to maintain and enhance our ability to increase the capacity of the Service's ability to deter against pacing threats. Given a worthy mission and a clear signal that their individual contributions are valued by the service, your Reserve Marine will continue to answer their "irrational call to service." With your continued support, we will remain ready to augment, reinforce and sustain the Active Component. *Semper Fidelis!*

Senator SHELBY. Thank you. I will start it off. The fiscal year 2021 budget request continues investments that support the National Defense Strategy, allowing us to be preeminent in the world. Could you describe to us—I direct this to you General Lengyel.

CONTRIBUTIONS OF THE NATIONAL GUARD AND RESERVE IN THE CYBERSPACE DOMAIN

Can you describe the contributions of our Guard and Reserve components to these critical war-fighting areas, particularly the cyberspace domain and what are the biggest threats that we face there, and how are our Guard and Reserve Forces uniquely, if they are, postured to respond to some of those threats. General.

General LENGYEL. Chairman, thank you for the question. Obviously, you know, the National Defense Strategy has postured and positioned us to address peer adversaries in the future. So addressing threats such as growing the Force, investing in the Force, modernizing the Force, and growing capabilities that allow us to address fighting an adversary of China or Russia in the future, as well as continuing to deal with threats such as Iran and North Korea and violent extremists as we go forward.

The operational Force that we all represent here of the Reserve component, and in my case the National Guard, is a completely different and unique part of our Department of Defense compared to what it was even 15, 20 years ago. As I talk to you today, there are 16,000 members of the National Guard just in CENTCOM (United States Central Command), and we are in every mission set and every combat zone and every combat mission set, to include space and to include cyber, that the Department of Defense is doing.

And in the cyber realm in particular, the National Guard has grown cyber capability to support the Department of Defense, which is also in many cases now being used in the State, in a domestic operations sense, but we have more than 4,000 members of the Guard now in the cyber mission set. We have 23 cyber protection teams as part of the Cyber Mission Force. And every State, territory, and the District of Columbia has a cyber-capability that can now be used to address the continuous threat that we see day in and day out.

And I think that, you know, as we speak today, we have some States using their cyber capabilities in a domestic sense, either dealing with ransomware or adversarial attacks on our Nation's communities, or even protecting some of our election systems around the country.

So the investments made by this committee to help us buy the equipment that we need, not just in the cyber realm but new equipment such as the C-130Js. The NGREA (National Guard and Reserve Equipment Account) investments that we have made that allow us to modernize our Force, allow us to make our equipment more lethal, allow us to buy things for us in the National Guard in particular, and allow us to do not just our Federal mission, but also our mission here in the homeland.

So without the investments made by this committee, the operational Force that we are today would not be possible. Thank you.

SPACE FORCE COMPONENTS IN THE NATIONAL GUARD AND RESERVE

Senator SHELBY. General, you referenced the Space Force a minute ago. While the establishment of the U.S. Space Force did not include a National Guard or Reserve component, do you envision a role down the road for the National Guard in the Space Force?

General LENGYEL. Senator, thank you for the question, and not only do I envision it, but right now as we speak, the National Guard is in the space mission.

Senator SHELBY. Is the imperative in it?

General LENGYEL. We have been in a space mission for 25 years as part of the United States Air Force. What I envision is without the creation of a Space National Guard is that we will begin to diverge from the Space Force as a service. We are very closely aligned with the Air Force in the National Guard. We have the same culture, the same training. We have the ability to program for resources and requirements inside that service. We have the same thing with the Army. We have the same training standards. We have the same discipline, the same service culture between the Army Guard and the United States Army.

And as the Space Force stands up, as units move from the United States Air Force into the Space Force, I believe that it is imperative for readiness, for service culture, for the future of the Space Force and for the future of the National Guard that the National Guard Space Units also become part of the Space Force. And to do that, we have to have a component to move into.

We have to have a Space National Guard component which we currently do not have. So we have been in this mission for 25 years. It seems—it is a zero cost option right now. They are all

bought. They are paid for. There is no proposal to create Space Guards in 54 States and territories right now. It is in seven States and one territory. That is the proposal, and it wouldn't grow other than that required by the U.S. Space Force, the Secretary of the Air Force, and the requirements therein.

So, I do. I see it as a natural fit. It is a natural partner. As the space enterprise grows into the commercial sector, it will need a Reserve component to leverage those talents to be part of the Space Force. So I do feel that way, sir.

Senator SHELBY. Thank you. I have a number of other questions. I will submit them to all of you for the record, without objection, and hope you will answer them forthwith. Thank you.

General LENGYEL. Absolutely, sir.

Senator SHELBY. Senator Durbin.

Senator DURBIN. Thanks, Mr. Chairman. Let me specifically recognize General Lengyel and General Luckey and Vice Admiral McCollum. As I understand, this we may be your last time testifying before the committee. Thank you all for your service to our country and especially to those who are wrapping up many years of contributions to our National Security.

I am going to disclose something which is kind of a secret. It is not classified. It is not top secret. It is a budget secret and here is the budget secret. Presidents have come to know that when it comes to the men and women who serve in the Guard and Reserve there is a special affection and attachment to them by members of Congress.

My colleague here, Senator Leahy, co-chaired the Guard Reserve Caucus for many years and he typifies the feeling we all have about what you do. Not to take anything away from the other branches of the service of the active military, but the Guard Reserve are near and dear to us. Now, the secret is this. Presidents can ask for less money for the Guard Reserve because they know full well that Congress is going to step up and put more money in whatever year because we believe in your mission. We believe in what you do. We feel a special, personal attachment to you.

EFFECTS OF THE DEPARTMENT OF DEFENSE'S WALL REPROGRAMMING

And so what does the President decide to do to build his wall, he decides to cut out the money that Congress added for the Guard Reserve, up to \$2 billion worth from the men and women who are sitting here today and those they represent. The net result of that, of course, is that there is less money for equipment, accounts, and training, and other things that are important. And you say to yourself, well, wait a minute, if that wall is so darn important for our National Security that is the President making that decision. That might be a decent argument were it not for the fact the President has over \$9 billion in unspent funds he has taken out of the military already to put in his wall account that he hasn't spent yet.

And now he comes and asks us for \$3.8 billion more out of appropriated funds for our military, \$2 billion out of the Guard Reserve to build up the balance in his unspent funds for his wall. I think that is entirely upside down and wrong and have a bill to restore those funds. And I hope that my friends on the other side of the aisle will stand up for the Guard Reserve and for the money that

we have already appropriated for our National Defense which the President wants to put into the wall account that is unspent to build up a double-digit balance in this wall account for the November election. That is what this comes down to.

Now, I have disclosed the secret. It is no longer a secret. The fact is we believe in you. We believe in what you do, in the men and women who sacrifice their personal and family lives to serve our country. So I just ask you in the time remaining, 2 minutes remaining, if you could take 15 or 20 seconds and tell me what the President's reprogramming of these funds you believe, what aspect of it is the most difficult and challenging for each of you. Why don't you start, Admiral McCollum?

Admiral MCCOLLUM. Sir, we typically use this account to provide intermediate upgrades such as avionics upgrades, modular inputs to our aircraft for tactical communications capability for our small builds, and for supply and logistics water fuel systems.

Senator DURBIN. So if the money is not there, what happens?

Admiral MCCOLLUM. It is kind of like taking your car to a garage. You can take it—you will take it less often to the garage to get those upgrades, and we will defer some of our upgrades in hopes that we can pick that up in the future.

Senator DURBIN. General Bellon?

General BELLON. Senator, as you probably know—thank you for the question first of all. As you probably know, the Marine Corps represents about 1 percent of the NGREA budget. So my ability to meet my task to support an augment of the active component, while it is affected, it is not tremendously impacted.

However, I know the subcommittee is curious about how we might make better use of NGREA when it returns, and from the Marine Corps' perspective, what we really need in the Reserve Force is the ability, the flexibility to use that money that you bestow on us on behalf of the taxpayers to buy individual combat and clothing equipment. And by that, I mean the literal body armor that our Marines and sailors when they go—

Senator DURBIN. So, upgrading avionics protective equipment for the men and women who might face combat, General Lengyel?

General LENGYEL. Sir, this money is a critical source that keeps our platforms lethal, capable, and more survivable. No question about it. So because we lost this money this year there will be delayed upgrades to our systems. We are taking \$790 million out of the upgrade system for the National Guard equipment in the Army and Air National Guard. We will lose the ability to put radar warning receivers to let crews know when they are being attacked by other planes. These will slip to the right.

Senator DURBIN. General Luckey.

General LUCKEY. Senator, as I said in my opening remarks, as you know, I have appreciated for the last 4 years the largesse of this committee in providing NGREA funds for the America's Army Reserve. It has grown, from my perspective, to about 35 percent, 37 percent of the procurement dollars that the Army Reserve has on an annual basis to acquire.

Senator DURBIN. So what will this budget decision mean to you?

General LUCKEY. So again, I would say the same thing my colleagues have. It slips out, it extends if you roll, the purchasing and the fielding of systems for command and control for——

Senator DURBIN. Assistance that you asked for and believed that are needed?

General LUCKEY. Yes, sir.

Senator DURBIN. General Scobee.

General SCOBEE. Vice Chairman, thank you. And thank you for your comments. I would say this, the reason that you have put me in this job is to make sure that I produce combat power for America and I don't ask for anything I don't need. The money that we have put into this we absolutely need to do the upgrades that we talked about and my job is to make sure I articulate that risk.

So the risk to our systems right now is, what I am trying to solve is capability gaps across combat airplanes, mobility systems, our personnel recovery systems, and special operations weapons.

Senator DURBIN. I hate to cut you short but listen to what we are sacrificing to build up the balance in an account of unspent funds for the wall. Listen to this. Does this make any sense at all? Thank you, Mr. Chairman.

Senator SHELBY. Senator Hoeven.

REAPER MISSION PERFORMANCE

Senator HOEVEN. Thank you, Mr. Chairman. Thanks to all of you for being here. And thanks for what you do. We truly appreciate it. General Lengyel, I see Air Force in the 2021 budget is not asking for funding for more Reapers. And of course, we fly the Reaper in our Guard mission in North Dakota and other Guard units fly Reaper as well, as active duty Forces and reserves. What is your sense of where that leaves you in terms of the Guard performing its Reaper missions without additional procurement at this point?

General LENGYEL. So Senator Hoeven, I would say that I am not aware of additional Reaper requirements for our National Guard units. We are a big part of the Air Force Reaper Mission, as you well know. Continued modernization and upgrades of those systems are very important——

Senator HOEVEN. Is there are particular upgrades that you want to mention at this point in regards to an operations facility in Fargo by any chance that——

General LENGYEL. Obviously, we are looking to not interrupt the operations, the very important operations going on in Fargo as they do military construction to make sure that there is no break and operations of the Reaper mission going on in Fargo.

Senator HOEVEN. And I want to thank you for putting that number one on your unfunded priority list. I deeply appreciate that. That is an important mission and that would enable that Reaper unit to continue that mission without interruptions.

General LENGYEL. Yes, sir.

MONTGOMERY GI PARITY ACT

Senator HOEVEN. That is very important and I want to thank you for your commitment to it. For all of you, and starting with you General Lengyel, I have introduced a bill along with Senator Leahy and Senator Boozeman. It is the Montgomery GI Parity Act, and

I want to thank Senator Leahy for that and making the bill bipartisan. It is very important.

I also want to commend you for standing up an education program for Air Guard similar to the Army education program. I think there is 14 units that are initially in it, but obviously that needs to be Air Guard wide on the same basis we have for Army Guard, but in a broader sense Guard and for Reservists. They need to be able to use both their Federal tuition assistance and the GI Bill education benefit together. Active duty Forces do it. It is a wonderful thing. It is very important. And it is critically important in the Guard where we get these fantastic young people that use that education better.

That is how we get these really smart, capable young people in, for example, intelligence group targeting unit. Again, that is another unit we have in North Dakota. But we don't want to get those smart guys and gals without those education benefits.

So this legislation would provide that Guard Reserves can use both Federal tuition assistance and GI Bill education benefits at the same time, same way as active duty. And, do you support the legislation and will you so state on the record? Also, I feel that the DOD (Department of Defense) could implement this administratively as well. So, please tell me about your thoughts on that important legislation and I am going to ask the others the same question.

General LENGYEL. Senator, I fully support simultaneous use of Federal tuition assistance with the Montgomery GI bill. It is important that one of the greatest retention tools and frankly recruiting tools we have in the Guard is our access to additional ways that people can expand their education.

And simultaneous use. It is still a bargain for the Department of Defense and the government to have simultaneous use when you compare the cost with our active-duty counterparts. It is like five times more expensive if you are an active duty who can use both. So I thank you very much for pushing that legislation. Absolutely support it.

Senator HOEVEN. Thank you. These young guys are telling me, they come into the Guard for that reason. They get in the Guard, they get their education, and they find out it is a great organization and they stay—that is what they are telling me because of those educational benefits.

General LENGYEL. Absolutely correct, sir. Thank you very much.

Senator HOEVEN. I would like to thank you, General. And General Scobee maybe starting with you, I would like to get the sense from the Reservists.

General SCOBEE. Senator, thank you very much. Absolutely support the legislation as well, and I couldn't have said it better than General Lengyel, it is really one of those benefits that whether our Airmen are coming from other components or other services into the Reserves component, it is what they are looking for, and there is nothing better than having a well-educated and trained Airmen in your command. It makes them great for our workforce and it also makes them fantastic as service members in the United States Air Force.

Senator HOEVEN. Thank you.

General LUCKEY. Senator, I am always in favor of anything that is going to facilitate and enable our soldiers to get the quality education that they need to remain effective members of this team. So I support you in that regard. The other thing I would say is, you know, I am very aware of the fact that in many cases, there is a little bit of—there is a difference sometimes between what the States are willing to provide in addition to Federal benefits and then of course the incentives that are provided by the Federal Government.

So I will just tell you candidly and one of the things I continue to do as I engage in the States, with the leadership in the various States in the country, I encourage State legislatures and Governors to look at again parity between how they treat Army Reserve soldiers in their States and the way they treat their Guardsmen. And I acknowledge the difference between the components, but I am always looking for places to do better for my soldiers. Thank you, sir.

Senator HOEVEN. Thank you.

General BELLON. Senator, thank you for the question. I do think that the benefits are important, but maybe I will reframe the opportunity from a Marine Corps perspective. These young men and women joined the Marine Corps to be challenged. They come in—they want to do hard things, and I think it is on us, our moral obligation as the leadership to develop them.

We are in a ruthless competition for talent and when these young people come in and answer their call to service and demonstrate this capacity, this is a critical tool for us to develop and then retain that talent for future service to help defend the Nation.

Senator HOEVEN. Thank you, General. Admiral.

Admiral MCCOLLUM. Senator, thank you. I think anybody in the HR business, talent management would tell you if you can provide measurements and tools to increase accession and retention is a win.

And then, we in the military, if we can do those things with any program or policy such as the one you have outlined, tie that to the National Defense objective to fight and win then the Nation, and in our case the Navy, wins.

Senator HOEVEN. Thank you, Mr. Chairman.

Senator SHELBY. Senator Tester.

Senator TESTER. Thank you, Mr. Chairman. It is great to have all of you here. I just want to recognize a few folks that this is their last time to testify in front of this committee, General Luckey, General Lengyel, and Admiral McCollum. You know, I am not good enough at math to add up all the years you guys have had in service, but I just want to say thank you very much for your service to this country and thank you for being here today.

C-130 RECAPITALIZATION PLANS

General Lengyel, I am concerned with the lack of clarity about the details of recapitalization plan for our Nation's aging C-130H fleet. We have talked about this before but so to keep things moving, and I will ask you to do this because they are not those tough questions, if you could just answer yes or no, it would be great. Would you agree that the C-130s perform vital missions on behalf of our Nation's security?

General LENGYEL. Yes, sir.

Senator TESTER. That is true today. Will it be true in the future?

General LENGYEL. Yes, sir.

Senator TESTER. As we visited yesterday, you told me that the Air Mobility Command believes that the Air Force requires 300 C-130s to adequately address the military's tactical airlift needs. Is that correct?

General LENGYEL. Sir, I told you that the mobility capability requirements study, which was done last year, says we need 300 C-130s.

Senator TESTER. And the Air Force is planning to reduce the C-130 inventory to 255 within 5 years. Is that correct?

General LENGYEL. That is correct.

Senator TESTER. As part of that reduction, the Air Guard will go from 13 squadrons with C-130 missions to 9, correct?

General LENGYEL. There will be four Air National Guard squadrons that changed missions to some platform. It could be a different kind of C-130 but doing a different mission. But without a doubt, yes, there will be changes.

Senator TESTER. So I have talked to you yesterday. You know why I am nervous. There are no longer any H models active in the active Air Force. They are all in the Guard. The 120th airlift wing in Great Falls, Montana is flying the oldest aircraft of the entire inventory planes built during the Gerald Ford Administration.

I have got some old equipment on my farm. None quite that old though, I will tell you that. This summer, it is my understanding that there will be an Air Force basing decisions that will determine which three Guard squadrons will receive the C-130Js, is that correct?

General LENGYEL. Yes, sir.

Senator TESTER. So that will bring good news for three Guards squadrons, but in my opinion, and this is my opinion, the flying missions of all those other squadrons will all be in jeopardy. Can Congress—well, let me put it this way. Congress can continue to step up to the plate and secure funding for new J-models, but it doesn't get us far if the Administration is going to take those funds, going to raid those funds to put it into an ineffective border wall.

So why—we only have a finite amount of funding for a finite amount of aircraft. So is it fair to say that this recent programming will delay the procurement of more J-models?

EFFECTS OF THE DEPARTMENT OF DEFENSE WALL REPROGRAMMING ON C-130 RECAPITALIZATION PLANS

General LENGYEL. I think that is a possibility. Yes, sir. Unless you give it back to us in some other future year.

Senator TESTER. That is right. But if the money is gone, unless we restore it, it is going to delay this procurement. Okay, this will force the Air Guard to sustain the H-models even longer, relying on aircraft that will require more and more maintenance and become less and less safe and effective.

To make things worse, the President is raiding over \$1 billion from an account that is being used by the 120th in Great Falls to modernize the C-130Hs. I believe Senator Durbin talked about

that in his questioning. What does a draining of the National Guard equipment account do to C-130s in a State like Montana, in Montana, and talk about what the immediate and longer impacts are.

General LENGYEL. Yes, sir. I mean as you know, the National Guard Reserve Equipment Account is a critical source of funding for us to modernize our platforms. And we frequently have to use that money because platforms that the active component no longer has falls below the cut line when they want to have—when they make tough financial decisions on what they are going to do with their funding to upgrade platforms.

So things like threat warning systems, things like avionics upgrades, things like cockpit situational awareness programs, things like displays that allow us to find and to pick threats on the ground, those things will be delayed on implementing into our aircraft and the aircraft will be affected including those in the 120th in Montana. That is a near-term threat.

The longer term issue is it is just unknowable. It is depending on how much NGREA we continue to get into the future. The applicability—availability of those funds for us to use as they were intended in the NGREA so, that is the near term threat.

Senator TESTER. Well, I want to thank you for that. I want to thank you for leadership. I will tell you this incredibly frustrating for me. This isn't on you. We have a Commander-in-Chief, you are in the chain of command, I get it, you do what you are ordered to do, but I am going to tell you, when we talk about building the wall and I talk about how silly it is.

It has been \$25 million a mile, and they say, well, there is technology on top of it. Well, let's put the technology in place and then we are going to fund it not with the Mexicans folks, not with the taxpayers from Mexico, but by raiding funds that are necessary to keep this country safe. Congress needs to stand up. You need the equipment you need to do your job. Thank you for being here, but more importantly thank you for your wife for being here.

General LENGYEL. Thank you, sir. I am glad she is here too.

Senator SHELBY. Thank you, Senator Tester. Senator Boozman.

Senator BOOZMAN. Thank you, Mr. Chairman, and thank all of you all for being here and all of you represent in your hard work. It really is an honor to work with you. I would like to ask you a little bit about, the 2018 National Defense Strategy describes our need to build a more lethal Force by restoring readiness. This requires the military to be the right size and mix to meet future objectives. Beginning with you at Admiral McCollum, do you believe you have the appropriate level of full time support and the proper flexibility and authority of meet the National Defense Strategy?

And then tell me also, one of the things that I am hearing as I visit with you all and visit with my Guard Reserve is things like employer fatigue. You know, that really is—with the op tempos that you are doing. Do we have flexibility even in those regards to try and make the Force—these are the underpinnings, you know. These are the little things that we have to do right.

FORCE READINESS AND EMPLOYER FATIGUE

Starting with you, Admiral McCollum is a favorite son of Arkansas. We are so proud of him and he and his family are pillars of his community, and we do appreciate you representing us in such a great way.

Admiral MCCOLLUM. I thank you, Senator, for those comments and certainly for the question. And as the Navy and our Nation look at the National Defense Strategy, and as a fighting Force, what are the great enablers? For the Reserve Force, predictability I would say is one of the great enablers. Predictable with a part-time—sailors predictable with their families, with their civilian employer, and their military.

That predictability comes—is reinforced through enablers such as predictable funding and appropriations that deliver on time. The National Security strategy that you have actually outlined, warfighting readiness and lethality. The Navy's focus in this budget is lethality and readiness, Navy Reserve readiness. As we look into components, one is personal readiness, and the other one is readiness associated with a service member's job that they do.

This committee has been very gracious in providing the funding as we deliver capability, but I will have to tell you that the demand signal that the Navy and our Nation places on its Reserve Forces is ever increasing as we look at our near, peer competitors. And what it requires for that readiness, and great capability raises that training requirement. So continued dialogue with this committee and support thereof was very beneficial.

Senator BOOZMAN. Thank you. General Bellon.

General BELLON. Senator, thank you for the question. I think, to give you a pointed answer, full-time support. The Marine Corps, I think, is the only service to use the paradigm that we use which is we actually use active component and strength, and we place those down in our tactical units in the Reserves. And we rotate those active unit Marines through the Reserve Forces in order to ensure readiness, training, and the most current understanding of the threat.

So that works very well for us. To answer your question about fatigue, from the Reserve Force itself and anywhere you travel, the Commandant travels, where I travel, the young Marines and sailors always ask the same question, when can they go? That is why they join, but however, it is a different perspective from the employers. And I think you know, we have gotten very comfortable in our generation of being thanked for our service and feeling as though our service is valued, but that has got to extend to employers and families and those—that network that makes our service possible. So we are very conscious of that as well, Senator.

Senator BOOZMAN. General.

General LENGYEL. Sir, in a short answer for full-time support, on the Air Guard we have about the right mixture, on the Army Guard we do not. For 4 years I have tried to increase the level of full time support inside the Army National Guard and I have been patently unsuccessful. We are manned at 63 percent of what the Army says we need for this new operational Force that we are.

Keep in mind we are in a continuous rotation, always deploying, and the levels of full time support is just not able to maintain the readiness. So I would tell you that we need improvement there. We need improvement in readiness. We have—in order to train the Force, we need places to train them. Some of our facilities are so old we don't have enough MILCON (Military Construction) or FSRM (Facilities, Sustainment, Restoration and Modernization) to sometimes keep the places available to train the Forces so that we have Forces ready to go, on demand when we can.

And, you know, continuous things that we are doing to attract and retain it. We are in the midst of duty status reform, which is helping, but things such as specialty pay and allowing people who will choose to continue serving, those kinds of things are very helpful to us and will be in the future.

Senator BOOZMAN. Good. I am going to get cut off here. I am going to get gaveled, so I will talk to you in person. I don't want the chairman getting down on me.

General LENGYEL. Okay. I don't want him getting on me either, Senator.

Senator BOOZMAN. Right.

Senator SHELBY. Thank you, Senator Boozman. Senator Leahy.

Senator LEAHY. Thank you very much, and thank you for yours and Senator Durbin's comments about my co-chairmanship of the Guard Caucus. You know, that—when Kit Bond and Wendell Ford ran it and they asked me to take Wendell Ford's position and Lindsey Graham, Kit Bond's, all the way through we were told, keep it nonpartisan. And that is why on Guard matters we have usually had, I think chairman, we have had usually 85, 95 votes in the Senate. You sometimes can't get that many to say the sun rises in the East so that is what we have tried to do and you worked very much with us.

I might say, General Bellon, what you were saying about equipment for the Reserves. When our youngest son was called up for Desert Storm in the Reserves, I was glad to think that he was going to get first-rate equipment because they—of course the war got over so quickly he didn't get in danger, but he's good. Caring aside, he was going to be the first in the point of a three person team, and you know what that means, and that is why you have to be equipped.

And General Lengyel, I appreciate all the times you and I have talked, as I have an all of you, discussed these so many times. I will just add before we have to go to vote, I worry about this money being taken for the wall, these funds, you know. The Guard has to respond on domestic emergencies. I saw how important that was in my State of Vermont in a hurricane.

But every one of us could talk about a hurricane. Imagine, down in Tennessee right now, I am sure the Guard is out there. It is an easy question. Are you going to be more or less prepared to respond to domestic emergencies if \$1.9 billion is taken out of your coffers for this wall?

EFFECTS OF THE DEPARTMENT OF DEFENSE'S WALL REPROGRAMMING
ON DOMESTIC EMERGENCIES

General LENGYEL. I would say over the next 3 years, we will be less equipped to do our domestic operations missions than we otherwise would have been.

Senator LEAHY. Thank you. I know you and I have discussed this and those discussions have been private, but as your staff knows and the concern we have that money being gone is not a Democratic or Republican concern, it is every one of us in our own States. We pray they will never be a natural disaster, but we know it is not impossible.

And we know that the Adjutant General's phone is going to be one of the first things to ring and then your phones are going to ring saying, well, can you back us up? Don't the Guard Reserves routinely have to turn down request for equipment each year because the amount provided by Congress is still not enough to meet those needs across country?

General LENGYEL. Yes, sir. We have lots of things that we say we need that we can't afford to buy.

Senator LEAHY. You all agree with that? Does anybody disagree with that?

[No response.]

Senator LEAHY. I don't see any hands going up. Thank you. And because we do have a vote on—what might you have purchased with that money if it had not been diverted?

General LENGYEL. So I will focus my comments on the domestic portfolio. There is lots of things that we buy for the critical due things with that fund. We buy buckets that fit on helicopters that put out fires. We buy hoists that allow our helicopters to be modified to rescue people. We buy command and control systems that are specifically designed for our chemical, biological, radiological enterprise, the CBRNE enterprise.

We buy equipment for things that only the National Guard does such as the crowd civil disturbance operations. Relevant today is things such as personal protective equipment that these folks might use for COVID-19 response if a State were to use their National Guard in that sort of a sense. So these are the types of things that our only source of revenue is to buy things for our homeland mission, Senator. Thanks.

Senator LEAHY. Thank you. And I would like to thank General Bellon, and that if another Lance Corporal Leahy gets called—not me but my son Mark gets called up, that the equipment is there for them. But I would say the same to the Navy and to all of you because it is necessary. We have a vote on, Mr. Chairman. I am going to stop there. I am just proud of you and I think I can speak for Lindsey Graham and all the members of the Guard Caucus. We are on your side.

Senator SHELBY. Thank you. Senator Baldwin.

Senator BALDWIN. Thank you, Mr. Chairman. General Luckey, first let me thank you for continuing to improve the operational capability of the total Army. Your job isn't easy in an environment where insufficient and inconsistent funding makes it difficult for the Reserves to support the Joint Force.

At this hearing last year, you referenced how crucial the National Guard and Reserve Equipment Account, NGREA, appropriation was to making sure Army Reserve units could modernize as fast as the active component. As you are aware and has been discussed already, DOD has decided to divert \$1.3 billion in fiscal year 2020 in National Guard and Reserve equipment funding to help pay for construction of the President's border wall.

My question for all panel members is, have you identified specific requirements that will be impacted because of this reprogramming?

SPECIFIC IMPACTS OF THE DEPARTMENT OF DEFENSE'S WALL
REPROGRAMMING

General LUCKEY. So to the extent that you called me out by name Senator, let me start. So the answer is, yes. Thank you for the question. As I said in my opening remarks, this is—as you all know, for the last 4 years, I have thanked and appreciated the support we have received from both the Senate and the House as it pertains to this particular source of I will just say procurement capability for the Army Reserve.

And as I said here earlier this morning, represents about 35 to 38 percent of the procurement dollars that I have received over the last couple of years. And that is frankly a larger—that is a significant increase percentage wise than what has been over the last 10 years. So it has become, I will just say, increasingly impactful and that is why I have expressed here year after year my sincere appreciation for the support that you have given us in that regard.

As I think I noted earlier this morning, I have sort of bend this into terms of capability sort of like General Lengyel. I look at different aspects of this particular ability to procure capability, and I acknowledge that, you know, we are basically talking right now about a 1-year sort of delay in some things, but to the extent that you are asking me, what are some of the bins of things that we would have been procured with it with a 2020, with the funds for this coming year, I would say command and control systems, some aspects of the medical readiness elements of the Army Reserve.

The command and control system being key because that is really how we get to interoperability from a communications perspective on a battlefield. As you well know inside our RFX (Ready Force X) contract we are looking at putting about 38,000 soldiers in America's Army Reserve into combat and in a very lethal environment in less than 90 days. So the criticality of being able to be interoperable is key for us in terms of our relevance and combat.

And I would just say, I would key on a those aspects. There are some other things. There is the ability to distribute petroleum products and all kinds of things to the battle phase, but I would just say bending it, those are some of the key things I am concerned about. Thank you.

General SCOBEE. Senator Baldwin, I would say we fall into that same category and if I could bend it this way, it is capabilities that will have to be slipped and not necessarily any of the readiness issues that we have. But I will tell you, it will be in some self-protection systems that we have for A-10s and F-16s all the way to B-52s that we have at Barksdale where we have some debriefing capabilities that we really need for our aircrews.

It will also be in some self-protection for our pararescue folks that are flying helicopters in harm's way. But it will be in those capabilities. Some of the money that we have, because it is a 3 year money, we will be able to bring forward for the very critical systems, but some of those we will have to delay and continue to fund those in future years' dollars. Thank you.

General BELLON. Thank you, Senator. As I commented earlier, we account for about 1 percent of the NGREA budget. However, to put this into context of Senator Leahy's comments, if we had the flexibility to spend our portion of the NGREA budget on things like individual combat equipment, we could close our Delta within 3 years.

Admiral MCCOLLUM. Senator, thank you. One of the important things that the Navy ask of its Navy Reserve is to be interoperable and that is skill wise on an individual level but also when our equipment operates side-by-side the active component. We use NGREA to provide the necessary upgrades to allow us to be interoperable. So at a broad picture, those are some impacts.

General LENGYEL. And ma'am, we get over half of the money. Half of that \$1.3 billion comes to the Guard and we will lose avionics upgrades, system survivability upgrades. That is the tactical lethality piece, the domestic operations portfolio, bridging equipment, CBRNE communications equipment, all delayed or deferred provided you give us the money again next year.

ADDITIONAL COMMITTEE QUESTIONS

Senator SHELBY. Senator Baldwin, thank you. We, as I told you at the outset, we are pushed now for time for our vote, Senator Baldwin. I hope we will make sure we get there, you know. In the meantime, I want to thank all of you for your assistance to the committee, for your dedication to your jobs.

And the other Senators, there are other committees going on, will probably have additional questions for the record and we would request all of you to respond to those.

[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 SUSAN M. COLLINS

Question. The Air Force budget proposal seeks to retire thirteen KC-135 tankers from the Active Duty and Reserve fleet. Do you have any concerns that these retirements, which come amid delays in the new KC-46 tanker program, will put pressure on Guard refueling units to carry the burden of addressing any gaps in capacity?

Answer. The National Guard Bureau is cognizant of the potential aerial refueling capacity gap created due to a combination of KC-46 delivery delays, mission capability gaps and the fiscal year 2021 budget proposal to accelerate KC-135 retirements from the Total Force fleet between fiscal year 2021-2025. The accelerated retirement of 13 KC-135s in fiscal year 2021 increases risk to steady State requirements in the near-term until they are replaced by operational KC-46s in the mid-term. The Service is considering options on how to address the associated capacity gap. These options include increasing taskings on remaining operational aircraft, reducing operational taskings from Transportation Command and the Combatant Commands, or increasing efficiency utilizing operational aircraft already in service.

Question. The Maine National Guard's 101st Air Refueling Wing and the City of Bangor maintain an exemplary partnership supporting over 1,000 transient flights

annually given its strategic location. Although the city successfully shoulders part of this mission, I have concerns that sometimes the Maine Air National Guard does not receive the appropriate recognition of the workload and manning required to continue supporting this important mission. How can the National Guard ensure these sorts of shared missions receive the recognition needed within the Guard to make sure they are provided adequate manning?

Answer. Full-Time manpower requirements are derived from a Manpower Study utilizing the Logistics Composite Model. The unit can request an updated evaluation from the National Guard Bureau at any time. The Air National Guard continuously evaluates the national security environment and must periodically move force structure and resources to meet emerging requirements. The fiscal year 2020 and fiscal year 2021 President's Budgets (PB) restructured Tanker Task Force manpower at the 101st ARW by divesting the maintenance and mission support functions. To meet the readiness requirements of the National Defense Strategy, the positions were repurposed to aircraft maintenance in order to increase the Full-Time ratio and improve readiness through increased mission capability rates.

Question. The Maine National Guard has been a long-time partner of Montenegro through the Guard's State Partnership Program and in fiscal year 2019, they conducted over 30 SPP engagements. This has been a vital partnership which was essential to assisting Montenegro access into NATO in 2017. Montenegro also recently agreed to purchase 67 Joint Light Tactical Vehicles from the United States, the largest acquisition of military equipment in that country's history, and the Maine National Guard plans to support the Montenegrins' vehicle tactical training, maintenance, and sustainment planning. With the reduction in the Department's stated needs in the budget request for the European Deterrence Initiative, do you believe the State Partnership Program takes on additional importance with respect to assuring our Eastern European allies and countering Russia in the region?

Answer. The State Partnership Program is an important tool at the Combatant Commander's disposal to help counter Russian malign influence, and this is a great example of the value of the program. Montenegro finalized a \$36 million Foreign Military Sales (FMS) deal in 2019 for the purchase of 67 Joint Light Tactical Vehicles also known as the JLTV. They are expected to receive the first delivery in 2020. The Maine National Guard is planning at least five State Partnership Program events through fiscal year 2021, specifically to support the Montenegrins' operation and maintenance of the JLTV. State Partnership Program events were added during this fiscal year in support of both the Country Team and Combatant Command's security cooperation goals. This highlights the importance of the enduring nature of State Partnership Program relationships. The Maine National Guard will be there helping Montenegro with their JLTV program long after the initial FMS case is concluded, and its related training is over. By building lasting, mutually beneficial relationships based on trust and shared understanding, the State Partnership Program plays an important role in reassuring our allies and countering the influence of malign actors, not just in Europe, but around the globe.

QUESTIONS SUBMITTED BY SENATOR LISA MURKOWSKI

Question. Can you provide a list of Unfunded Requirements that you were asked to provide to the House Appropriations Committee?

Answer. The NGB's unfunded priority list is in the table below. The National Guard Bureau requests Congress' support for the critical personnel, operation and maintenance, procurement, and military construction funding included in the fiscal year 2021 President's Budget request that will support the National Guard. Funding for these items are the highest priority for the National Guard Bureau, and necessary for the National Guard to support the National Defense Strategy.

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1. ARNG/ANG/NGB-JS UPL Recommendations (not prioritized):

Issue *	Program	Dollar(\$M)	Impacts	Impacts if not funded	APPN	LIN / PE	SAG
1	Military Construction MILCON	\$49M	Restore four deferred MILCON projects.	The deferred projects will create a cascade across the FYDP.	2085	N/A	N/A
2	Military Construction MILCON	\$237M	The top six MILCON UFR nominations from the states.	Impacts readiness and existing backlog.	2085	N/A	N/A
3	Recruiting and Marketing, OMNG	\$30M	Provide additional funding for national and local marketing and advertising campaigns to meet increased ES and a higher accessions mission. Will further expand high school programs and 154 new recruiter storefronts.	The ARNG will have challenges meeting the accession mission which grew from 39,000 in FY19 to 46,500 in FY21. ARNG will be unable to provide necessary resources to support our recruiting enterprise.	2065	N/A	434
4	Recruiter ADOS, NGPA	\$41M	Provide ADOS staffing support to 154 new recruiter storefronts, and ADOS production recruiters	The ARNG will lack staff for storefronts and ADOS production recruiting to achieve increased accession mission.	2060	N/A	1J
5	Restoration & Modernization, OMNG	\$84M	Decrease degradation rate of critical facilities while providing funding for FY21 Army and DARNG FYDP readiness and Soldiers quality of life (Barracks) priorities	Exacerbate backlog, faster degradation of critical facilities and maintenance, impacting readiness and Army modernization objectives deadlines. Also, deferred projects will create a cascade across the FYDP.	2065	N/A	132
6	Office of Complex Investigations (OCI), OMING	\$5.125M	Develop OCI sexual assault investigation capability IAW law and policy to gain approval to build and submit requirements for validation to cover a gap in investigative services for reports of sexual assault in the ARNG	The NG will be in violation of law (Sec 573, NDAA FY13) and policy (DODI 6495.02) by failing to investigate unrestricted reports of sexual assault.	2060 (\$5.0M)	N/A	1N
					2065 (\$0.125M)	N/A	434

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7	HRFICERFP Sustainment within WMD	\$5.9M	AF closure of EMEDS depots (CDSC) and created a shortfall in ANG MEDGRP sustainment funding and depot capacity/functions. ComSupCen had to assume depot capacity/functions without requisite funding.	The inability to perform assigned missions will incur high risk for DOD achieving objective one (1) of the NDS and prevent teams from providing medical triage, decontamination and extraction capabilities (within 6 hours of an incident) to save lives and prevent further loss of critical infrastructure.	3840	N/A	11G
8	Contingency Response Squadron (CRS) Equipment	\$9.0M	Funds CRS Equipment and communications equipment for Puerto Rico Air National Guard (PRANG) unit re-missioned from a C-130H to a CRS mission	The 158 th AW of PRANG requires the equipment to achieve initial operating capability.	3840	N/A	11G
9	JWICS Capability	\$9.0M	Provides equipment to modernize infrastructure, security, and processes, enabling AF ISR to use IT equipment services	Sixty-five (65) locations require upgrades for JWICS capability. Funding is for procurement of equipment for nine (9) locations. No MILCON is needed for these nine locations.	3840 (\$6.0M) 3080 (\$3.0M)	N/A 832070	12D N/A
10	Information Technology Services Management	\$58.5M	Funding includes equipment and installation for voice switch replacement at 38 ANG units. Funds DOD mandate for Cloud First solutions. Provides CISCO network technical education, classified network services, engineering and consulting support.	Systems are critically underfunded and EITaaS is not expected to be funded for the ANG until FY27.	3840 (\$39.5M) 3080 (\$19.0M)	N/A 837300	11Z N/A
11	MILCON	\$129.8M	Funding includes four small arms ranges, two corrosion control hangars, a fuel cell, maintenance facility, operations facility, supply complex and an air support operations facility.	Critical current mission priorities deferred by reduction of MILCON budget that falls short of 2% required for recapitalization. Deferred projects exacerbate ANG ability to meet current mission requirements across the FYDP.	3830	N/A	N/A

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12	C-130H Propulsion	\$194.4M	Funding will upgrade 24 C-130Hs per year.	Upgrades the engine and the propeller improving efficiency, performance, and extends lifespan of the aircraft and engines.	3010	C13000	N/A
13	Active Electronic Scanned Array (AESA) Radar	\$110.4M	Modifies 48 ANG F-16s with Active Electronic Scanned Array (AESA) radar upgrades to support combat mission requirements.	Modification is consistent with the Fighter Roadmap	3010	F01600	N/A
14	MAF Data Link	\$52.0M	Provides funding to install Real-Time Information in the Cockpit (RTIC) providing data link and data transfer capabilities to aircrews on 50 ANG C-130Js and C-17s.	Increases situational awareness, allows C2 agencies the ability to track mission progress, facilitates rapid decision making and more efficiently allows adjustments during mission execution.	3010	C13500	N/A
15	Security Forces Installation Security	\$24.9M	Adds procurement funds to the Security Forces program to install and maintain intrusion detection systems at five ANG standalone installations.	Five ANG standalone installations will not receive adequate intrusion detection systems. Installations with ACAMfighter units are prioritized to get systems first among 34 lacking this requirement.	3080	834130	N/A
16	Security Force Equipment	\$24.0M	Repairs, replaces, and improves anti-terrorism and force protection at ANG installations.	Installations requiring mobile, towable barriers and retrofitted plate carriers, as well as other SF equipment will not be equipped adequately.	3080	834130	N/A
17	Sustainment Restoration and Modernization (SRM) Funding for Demolition	\$20.0M	Funds facility demolition projects at two installations - consolidation/demolition efforts at Willow Grove/Horsesham, Pennsylvania and Otis, Massachusetts.	If not funded, these surplus facilities will continue to be operationally sustained requiring maintenance and sustainment funding.	3840	N/A	11R
18	C-130H Simulator Upgrades	\$16.0M	Funds software upgrades on 11 C-130H full motion weapons system trainers (simulators).	This ensures simulator certification and congruencies between sim trainer and actual aircraft performance. As	3010	C13000	N/A

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			(\$15M) and 10 Multi Mission Crew Trainers (MMCT) (\$1M) with updated EPCS (Electronic Propeller Control Systems), NP-2000 and 3.5 engines performance modeling within these simulator systems.	the C-130H continues to receive fleet-wide modernization efforts, the C-130H simulators also need to be upgraded.			
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* Issues are not listed in a priority order.

- ARNG submission - \$441M
- ANG submission - \$648M
- NGB-JS submission - \$11M

Question. How are you working with the Active Duty component to prioritize the Guard's delivery timelines for equipment and aircraft? Should Congress look at how the Services are prioritizing Guard deliveries?

Answer. The Air National Guard continues to work in concert with Headquarters Air Force and the Major Commands on deliveries of aircraft and equipment with an emphasis of balanced and proportional fielding. Based on the requirements of the current National Defense Strategy and the preponderance of legacy force structure within the Reserve Component, significant adjustments are required in order to ensure relevance and readiness across the Total Force. The components are actively collaborating on those adjustments but a great deal of work remains. This includes programs where proportional fielding is planned but the timeline places the Air Guard towards the end of the fielding schedule. Since prioritization varies across the Components and for each of the major programs, the Service should be allowed to continue to work the progressive efforts that are currently underway; each annual budget position will convey the Services' overall status.

The Army National Guard participates as a full partner in the Army's procurement budget development and submission, from requirements determination through validation and prioritization, including a post-appropriation reconciliation at the component level. The Army prioritizes equipment fielding to units based on prioritization to "first in contact" units—regardless of component. The budget submission includes the plan for future distributions to the Army Guard based on requirements and known employment, and are again staffed and agreed with by the Army National Guard during post-appropriation reconciliation.

Question. If a National Guard Space Force is not created, will there be an impact on operations?

Answer. Most likely, over time. While the National Guard's space mission will continue, they will face growing challenges over the next few years if National Guard space units are not aligned with their active duty counterparts under the United States Space Force (USSF). For example, Air National Guard space units would be managed under a different organizational construct than their active duty counterparts. As a result, funding gaps could occur due to the fact that the programs would no longer have funding lines under the Air Force, therefore could not be funded in the Air National Guard. This would result in issues with equipment and weapon systems. Operational gaps could occur from misalignment of tactics, techniques, procedures, and doctrine.

Additionally, National Guard space units would be managed by an Air Force Major Command that does not manage or operate space missions, so their oversight could run counter to how USSF manages their active duty units, thus increasing operational, funding, and cultural gaps. These issues would require an inordinate amount of oversight and coordination to mitigate these disconnects between the USAF, ANG, NGB and the USSF.

Question. If a National Guard Space Force is created, will there be additional costs?

Answer. National Guard Bureau is aware that CBO assesses an annual cost of \$100 million for a National Guard Space Force, however, the National Guard Bureau assesses that the costs of establishing a Space National Guard would be negligible, due to utilizing existing personnel and facilities with no additional requirements.

Question. What are you doing to improve the quality of life to prevent suicides?

Answer. In 2019, the National Guard expanded its approach to suicide prevention. The Warrior Resilience & Fitness (WRF) Division was established to synchronize Air and Army National Guard well-being, resilience, and suicide prevention efforts across the 54 States, territories, and DC. The goals are to: (1) align, promote, and enhance wellness and prevention best practices; and, (2) provide strategic oversight for outreach, innovation pilots, and data analysis.

Question. What programs have you requested appropriations for to help with these issues?

Answer. For fiscal year 2021, the National Guard requested approximately \$36,200,000 for behavioral health and resiliency training. This includes \$8,400,000 for suicide prevention in personnel and operation and maintenance funding. The National Guard Warrior Resilience & Fitness program has been funded strictly by congressional adds and discretionary funds.

Question. As proven cases of the novel coronavirus increase, a governor may soon call on the National Guard to help with response. Whether the elite chem-bio response teams, a more general medical detachment, or even military police, I am concerned about the men and women who serve as or support first responders being exposed. What gaps currently exist in the equipment or capabilities of the National Guard to prepare or respond to a governor's request for assistance?

Answer. The National Guard Chemical Biological Radiological Nuclear Response force to include the Weapons of Mass Destruction Civil Support Teams are ready to respond at a moment's notice to support the needs of governors and the nation. They are equipped with the latest protective equipment and are adequately resourced for a COVID 19 response. Other general purpose medical, security, and logistic units do not have stockpiles of protective clothing and must rely on the same supply chain their civilian counterparts at the State and Federal levels. There were no fiscal year 2020 NGBEA request for additional protective equipment. As a result of our Nation's COVID 19 response, the National Guard, working with DoD, other Federal and State partners may need to address contingencies supplies.

Question. Are you aware of the medical readiness issues for Reserve and Guard in regards to continuity of care when they go on and off orders?

Answer. Individual medical readiness is hampered when a member comes off orders and there is a delayed onset of a condition related to their service. It is in this situation when the member will go back to try to get the medical issue resolved, but because they are no longer on orders they are not covered. Additionally, members are entitled to the benefit of Tricare prior to deployment to resolve issues. Often, this benefit is not authorized with enough time to process prior to their deployment. The Tricare entitlement is for 6 months prior to deployment, however the authorization is dependent upon a mobilization order which often doesn't come until shortly before the deployment.

Question. What measures are in place to ensure continuity of care?

Answer. Members injured in the Line of Duty (LOD) have up to 1 year to receive medical and dental care. Additionally, the Transition Assistance Management Pro-

gram (TAMP) is available for the continuation of medical care given upon ending a contingency order for 6 months.

Question. What specific programs or equipment will be impaired or jeopardized by the redesignation of NGREA funds, especially for units that rely on this funding to maintain and modernize their vital equipment? Please provide the specific line item for the program and the funding amount redesignated from the program in comparison to its required funding amount.

Answer. According to the Joint Explanatory Statement accompanying the fiscal year 2020 Defense Appropriations Act, Congress's intent for providing NGREA funding is to "allow the reserve components to procure high priority equipment that may be used for combat and domestic response missions." The loss of \$790 million in NGREA funding will limit the ability for the National Guard to accelerate fielding capabilities ahead of the timeframe planned by the Army and Air Force. This delays equipping parity between service components.

The following items will be delayed or deferred without the fiscal year 2020 NGREA funds: avionics upgrades, system survivability upgrades, bridging equipment, CBRN response equipment, and communications equipment. Also on the fiscal year 2020 buy list was equipment for National Guard activities in support of State responses to emergencies or disaster response, such as de-crowd civil disturbances, personal protective equipment that might be used by the National Guard for its COVID-19 response, water buckets for helicopters to fight fires, and search and rescue helicopter hoists. These items are for the National Guard's State response to emergencies or disasters, which are only purchased out of NGREA and are not found in the annual DoD budget request, where the National Guard's Federal mission requirements are requested.

The National Guard does not procure by State, rather it procures capabilities that support many States and air wings within States. The charts below contain the funding and systems planned for the Army and Air National Guard NGREA purchases. The overall impact of the loss of this funding is a delay of up to 12 months for the quantities of these capabilities.

FY20 ANG NGREA DECREMANT IMPACTS		FY20
1	All of the below programs directly affect combat readiness within the next two years.	\$395,000,000
2	The priority for FY18 NGREA is to complete the existing contract actions scheduled for March-June 2020.	
3	The order of priorities for FY19 NGREA are to complete existing programs, extend contracts through FY20 if possible, and cancel contracts if necessary.	\$395,000,000
4	Actions will require close coordination with the Air Force Life Cycle Management Center.	
5	Asterisked and numbered items below represent our top five losses.	Total
Air Superiority/Global Precision Attack (CAF - Combat Air Forces)		\$97,937,280.00
<u>Aircraft critical survivability, electronic warfare, and avionics upgrades will be delayed to include F-16 missile warning system, F-15 Back of Launcher IR countermeasures, A-10 / F-16 digital radar warning receivers, F-16 ALQ-213 countermeasure dispenser set, Brite Cloud active expendable integration, A-10 high resolution displays, F-16 Center Display Unit, F-16 communication management, ALQ-128A electronic warfare/attack capability, and critical targeting pod purchases/upgrades (to include Artificial Intelligence/ Machine Learning algorithm incorporation). Delaying these programs will adversely affect lethality and survivability.</u>		
CAF Helmet Mounted Cueing Systems		\$1,625,000
CAF Communications Suite Upgrades		\$13,510,000
CAF Avionics Upgrades		\$24,856,000
CAF Defensive Systems Upgrades *** Priority #1 ***		\$28,552,280
CAF Advanced Targeting Pods *** Priority #4 ***		\$27,174,000
CAF Combat Operations Enablers		\$2,220,000
Rapid Global Mobility (MAF - Mobility Air Forces)		\$81,889,000
<u>Various aircraft critical survivability, electronic warfare, and avionics upgrades will be delayed or reduced in scope to include C-130H digital radar warning receiver, KC-135 High Value Airbombs Asset efforts, C-130 overhead panel modernization, C-10 High Speed Data, and critical sensor pod purchases/upgrades. Delaying these programs affects not only lethality and survivability, but also significantly degrades ANG aircraft ability to operate within next generation air traffic control environments. Real-Time Information in the Cockpit, tactical data link programs (ongoing and new) for KC-135 / C-17 / C-130J aircraft will likely be suspended or cancelled, causing an inability to operate within combatant command directives for networked operations. ANG aircraft without data link will be significantly less relevant and less survivable in current areas of responsibility.</u>		
MAF Communications and Avionics Suite Upgrades *** Priority #2 ***		\$19,980,000
MAF Defensive Systems Upgrades		\$69,409,000
MAF Podded Sensors		\$2,000,000
MAF Airlift Operations Enablers		\$200,000
Personnel Recovery, Special Operations, and Battlefield Airman		\$24,640,000
<u>Aircraft critical survivability, electronic warfare, and avionics upgrades to include HH-60 helmet mounted display, HH-60 communication system fixes, and Real-Time Information in the Cockpit / tactical data link programs for the HC-130J / EC-130J aircraft will likely be suspended or cancelled. Delaying these programs affects not only lethality and survivability, but will also cause these aircraft an inability to operate within combatant command directives for networked operations.</u>		
HH-60 Communications, Avionics, and Defensive Systems		\$9,250,000
EC/HC-130J Communications, Avionics, and Defensive Systems		\$11,050,000
Guardian Angel/Special Tactics/Tactical Air Control Party Equipment		\$4,340,000
SpaceCyber/C2ISR		\$100,637,500
<u>Space Electronic Warfare new efforts will likely be delayed which will not allow ANG Space Control Squadrons the needed defensive capabilities to survive in a near near environment. Various new cyber programs to include the Advanced Cyber Kit and the Cyber Multi-Domain Network Communications Kit-Intelligence will be suspended as well, therefore delaying ANG Cyber operators the ability to conduct rapid cyber forensics / reverse engineer advanced malware threats. It will also delay ANG personnel recovery, combat search and rescue and tactical airlift unit-level intelligence (ULI) organizations the ability to independently access multi-domain intelligence to provide decision enabling information to the warfighter during contested and degraded operations.</u>		
Space Operations and Training Equipment *** Priority #3 (shared) ***		\$13,540,000
Cyber Operations and Training Equipment *** Priority #5 ***		\$12,960,000
Intel, Information, Imagery, Analysis, & Assessment Equipment *** Priority #3 (shared) ***		\$9,450,000
Command & Control Operations and Training Equipment		\$15,297,500
ISR Communications, Avionics, Defensive Systems, and Operations Enablers Upgrades		\$39,500,000
E-8C Joint Surveillance Targeting Attack Radar System (JSTARS) Communication and Systems		\$10,000,000
Simulation/DMM/Ranges		\$27,064,170
<u>Space Intel Modeling new efforts will be suspended which will delay ANG Space Control Squadrons a signal environment that is offline from real world assets, thereby delaying space control operators the sufficient training and knowledge of mission operations. It will also delay ANG space operators the tools needed to accurately simulate environments based on current intelligence in a distributed training environment.</u>		
Personnel Recovery/Special Operations Simulators		\$1,477,170
Command and Control Simulators (Air Operations Centers / Battle Control Centers)		\$2,600,000
Cyber and Space Simulators		\$11,813,000
Distributed Mission Operations / Live Virtual Constructive Equipment		\$5,674,000
ANG Range & Instrumentation Upgrades		\$5,500,000
Agile Combat Support		\$63,132,060
<u>Various ANG DOMOPS support procurement efforts will be suspended and/or assessed for cancellation, causing an immediate decrease in ANG support capabilities for domestic operations, including automatic fire line detection and civilian alerting functions.</u>		
Logistics Support Equipment		\$22,675,000
Logistics Test Equipment		\$4,475,000
Public Health and Medical Services Equipment		\$7,960,610
Mass Care Support Equipment		\$3,724,640
Civil Engineering and Explosive Ordnance Disposal Equipment		\$6,135,000
Fire Fighting Equipment		\$1,200,000
Emergency Management Equipment		\$450,000
Security Forces Equipment		\$16,512,000

Question. As global threats shift, arctic weather conditions mimic the kind of environment our forces could face in the future.

How are you ensuring that your troops receive Arctic and cold weather training? How does the Guard and Reserve provide Arctic and cold weather training?

Answer. The 109th Airlift Wing, NY, is operationally tasked with polar airlift in both the Arctic and Antarctic. Qualification and proficiency training for this unique capability is accomplished primarily on the Greenland ice cap as well as through participation in USNORTHCOM exercises above the Arctic circle. The 109th also operates a specialized, barren-land Arctic survival school on the Greenland ice cap to support their operations in collaboration with the Survival, Escape, Resistance, and

Evasion (SERE) instructors out of Eielson AFB, AK. Additionally, the 109th operates a Maintenance Recovery Team school for its LC-130H maintainers, training how to troubleshoot and fix aircraft that are stranded on the ice caps.

Question. Are there plans to increase Arctic and Cold weather training for Reserve/Guard?

Answer. The National Guard trains to meet the readiness requirements set forth by the active component in order to meet the National Defense Strategy.

QUESTIONS SUBMITTED BY SENATOR ROY BLUNT

Question. General Lengyel, we talked earlier this week about Rosecrans in St. Joseph, Missouri. The 139th Airlift Wing is a premier C-130 base providing critical security for our national defense. Rosecrans is currently under consideration to host the next Aeromedical Evacuation Squadron. In addition to the skilled personnel already supporting, maintaining, and operating the C-130 fleet, Missouri's nursing and medical schools could provide the Air Force with excellent personnel to support this mission. The St. Joseph and Kansas City metro region produces over 4,000 nurses annually. Qualified medical candidates are being deferred due to limited positions because so many Missourians want to serve. It is easy to see how the Air Force could utilize this additional capacity in the Aeromedical Evacuation Squadron at Rosecrans. Could you talk a little about where that basing decision is in the process? And based on everything we know about how well suited Rosecrans is based on the criteria established by the Air force, could you talk a little about why Rosecrans wouldn't be a top candidate?

Answer. The Air Force continues to work through the Strategic Basing Process to determine where to base the new Air National Guard Aeromedical Evacuation Squadron. Late last year, the Air Force narrowed down the candidate list from 14 units to seven units, of which Rosecrans is one of those seven. The Air Force began conducting the site surveys on those seven locations earlier this month and initially expected to select the preferred and reasonable alternatives in the next few months. That timeline may be delayed based on the current travel restrictions for military personnel in response to the COVID-19. In addition to looking at a unit's ability to recruit nurses and other medical positions from the local area, the basing process also looks at mission, capacity, environmental, and cost criteria to provide a holistic assessment to determine the best location for new missions.

Question. General Lengyel, we also discussed the AVCRAD in Springfield, Missouri, which was established in 1961. It is one of four National Guard rotary wing aviation depot repair facilities. It directly supports 14 States and employs over 300 personnel in Missouri.

Wise resource investments and a business model approach has allowed the AVCRAD to outperform its peers. It uses cutting edge technology to improve quality and save taxpayer dollars. For every \$1 invested in the AVCRAD, the taxpayer saves almost \$2-\$3.

Thanks to your support, \$32 million in military construction funding for a Phase 3A maintenance facility is currently under construction with an expected move-in date in August 2020. The AVCRAD's current undersized facilities drastically slows repair throughput. Slow throughput both decreases national aircraft fleet readiness and requires higher cost repair solutions. Quite frankly, the AVCRAD requires additional space for new equipment and growth.

This could be accomplished with a \$40 million military construction Phase 3B project. The annual AVCRAD cost avoidance would rise from \$212 million to \$281 million with this project. The \$69 million cost avoidance increase would payback in less than a year.

Since the AVCRAD is a regional facility that supports multiple States they are prioritized separately from individual State Adjutant General priorities within the Infrastructure Requirements Plan (IRP) process.

I understand the IRP process allows the Director of the Army National Guard to select up to three regional facility projects to submit for inclusion in the Future Years Defense Plan. However, due to the low level of Army National Guard military construction funding, the Director of the Army National Guard has not consistently selected any regional projects in order to provide all available military construction funds to individual State requirements.

While I am totally sympathetic to tight military construction budgets and individual State needs, I would like to find a way to work with you to move this project forward.

Could you please take a look at that IRP process and see if there is a way to include more regional projects like the AVCRAD in Missouri for funding in future years?

Answer. The Missouri project, Aircraft Maintenance Hangar Facility Phase 3B (PN 290110), will complete the consolidation of all operations under a newly modern facility at the Springfield Airport. It will provide critical maintenance hangar space for aircraft lifecycle maintenance operations. This project is a high priority with regional and national impacts on readiness and maintenance costs.

Funding limitations and decisions to fund other Army National Guard priorities makes it difficult to recapitalize and expand these facilities. The Connecticut AVCRAD provides the same regional and national readiness, and requires an upgrade to their corrosion prevention facility. The National Guard is committed to exploring ways to balance resources between unit level needs and national level requirements. The Army National Guard looks forward to working with Congress to address these issues.

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. In response to questions on the use of funds appropriated under National Guard and Reserve Equipment, you provided a few examples of Guard equipment purchased through the fund. Please elaborate on the types of equipment approved for purchase with fiscal year 2020 funding and its utility to the Federalized or non-Federalized mission. Please also identify what equipment will no longer be purchased given the administration's raid of the fund to support the border wall. For the Air National Guard?

Answer. The most serious impacts for the Guard are to the readiness of our forces for domestic missions. The fiscal year 2020, National Guard and Reserve Equipment Account funds would mitigate modernization gaps or quantity shortfalls in capabilities with Critical Dual Use equipment and select commercial off-the-shelf items required to optimize National Guard domestic response capabilities to support and interface with first responders. A detailed summary of the impacted programs and equipment is below. As the money was reprogrammed for a higher Administration priority, none of the items in the attached list have been procured.

FY20 ANG NGREA DECREMANT IMPACTS		FY20
1	All of the below programs directly affect combat readiness within the next two years.	\$396,000,000
2	The priority for FY18 NGREA is to complete the existing contract actions scheduled for March-June 2020.	
3	The order of priorities for FY19 NGREA are to complete existing programs, extend contracts through FY 20 if possible, and cancel contracts if necessary.	\$396,000,000
4	Actions will require close coordination with the Air Force Life Cycle Management Center.	
5	Asterisked and numbered items below represent our top five losses.	Total
Air Superiority/Global Precision Attack (CAF - Combat Air Forces)		\$97,937,280.00
Aircraft critical survivability, electronic warfare, and avionics upgrades will be delayed to include F-16 missile warning system, F-15 Back of Launcher IR countermeasures, A-10 / F-16 digital radar warning receivers, F-16 ALQ-213 countermeasure dispenser set, Brite Cloud active expendable integration, A-10 high resolution displays, F-16 Center Display Unit, F-16 communication management, ALQ-128A electronic warfare/attack capability, and critical targeting pod purchases/upgrades (to include Artificial Intelligence/ Machine Learning algorithm incorporation). Delaying these programs will adversely affect lethality and survivability.		
CAF Helmet Mounted Cueing Systems		\$1,626,000
CAF Communications Suite Upgrades		\$13,610,000
CAF Avionics Upgrades		\$24,866,000
CAF Defensive Systems Upgrades *** Priority #1 ***		\$28,562,280
CAF Advanced Targeting Pods *** Priority #4 ***		\$27,174,000
CAF Combat Operations Enablers		\$2,220,000
Rapid Global Mobility (MAF - Mobility Air Forces)		\$91,568,000
Various aircraft critical survivability, electronic warfare, and avionics upgrades will be delayed or reduced in scope to include C-130H digital radar warning receiver, KC-135 High Value Airborne Asset efforts, C-130 overhead panel modernization, C-40 High Speed Data, and critical sensor pod purchases/upgrades. Delaying these programs affects not only lethality and survivability, but also significantly degrades ANG aircraft ability to operate within next generation air traffic control environments. Real-Time Information in the Cockpit / tactical data link programs (ongoing and new) for KC-135 / C-17 / C-130J aircraft will likely be suspended or cancelled, causing an inability to operate within combatant command directives for networked operations. ANG aircraft without data link will be significantly less relevant and less survivable in current areas of responsibility.		
MAF Communications and Avionics Suite Upgrades *** Priority #2 ***		\$19,980,000
MAF Defensive Systems Upgrades		\$59,409,000
MAF Podded Sensors		\$2,000,000
MAF Airlift Operations Enablers		\$200,000
Personnel Recovery, Special Operations, and Battlefield Airman		\$24,640,000
Aircraft critical survivability, electronic warfare, and avionics upgrades to include HH-60 helmet mounted display, HH-60 communication system fixes, and Real-Time Information in the Cockpit / tactical data link programs for the HC-130J / EC-130J aircraft will likely be suspended or cancelled. Delaying these programs affects not only lethality and survivability, but will also cause these aircraft an inability to operate within combatant command directives for networked operations.		
HH-60 Communications, Avionics, and Defensive Systems		\$9,250,000
EC-HC-130J Communications, Avionics, and Defensive Systems		\$11,050,000
Guardian Angel/Special Tactics/Tactical Air Control Party Equipment		\$4,340,000
Space/Cyber/C2ISR		\$100,637,500
Space Electronic Warfare new efforts will likely be delayed which will not allow ANG Space Control Squadrons the needed defensive capabilities to survive in a near peer environment. Various new cyber programs to include the Advanced Cyber Kit and the Cyber Multi-Domain Network Communications Kit. Intelligence will be suspended as well, therefore delaying ANG Cyber operators the ability to conduct rapid cyber forensics / reverse engineer advanced malware threats. It will also delay ANG personnel recovery, combat search, and rescue and tactical airlift unit-level intelligence (ULI) organizations the ability to independently access multi-domain intelligence to provide decision enabling information to the warfighter during contested and degraded operations.		
Space Operations and Training Equipment *** Priority #3 (shared) ***		\$13,640,000
Cyber Operations and Training Equipment *** Priority #5 ***		\$12,860,000
Intel, Information, Imagery, Analysis, & Assessment Equipment *** Priority #3 (shared) ***		\$9,450,000
Command & Control Operations and Training Equipment		\$16,297,500
ISR Communications, Avionics, Defensive Systems, and Operations Enablers Upgrades		\$30,500,000
E-8C Joint Surveillance Targeting Attack Radar System (JSTARS) Communication and Systems		\$10,000,000
Simulation/DMORanges		\$27,064,170
Space Intel Modeling new efforts will be suspended which will delay ANG Space Control Squadrons a signal environment that is offline from real world assets, thereby delaying space control operators the sufficient training and knowledge of mission operations. It will also delay ANG space operators the tools needed to accurately simulate environments based on current intelligence in a distributed training environment.		
Personnel Recovery/Special Operations Simulators		\$1,477,170
Command and Control Simulators (Air Operations Centers / Battle Control Centers)		\$2,500,000
Cyber and Space Simulators		\$11,813,000
Distributed Mission Operations / Live Virtual Constructive Equipment		\$5,674,000
ANG Range & Instrumentation Upgrades		\$6,600,000
Agile Combat Support		\$63,132,050
Various ANG DOMOPS support procurement efforts will be suspended and/or assessed for cancellation, causing an immediate decrease in ANG support capabilities for domestic operations, including automatic fire line detection and civilian alerting functions.		
Logistics Support Equipment		\$22,676,000
Logistics Test Equipment		\$4,476,000
Public Health and Medical Services Equipment		\$7,960,610
Mass Care Support Equipment		\$3,724,640
Civil Engineering and Explosive Ordnance Disposal Equipment		\$6,135,000
Fire Fighting Equipment		\$1,200,000
Emergency Management Equipment		\$450,000
Security Forces Equipment		\$16,612,000

Army National Guard		2020 NGREA Buy List \$395,000,000		
Defense Appropriations Act 2020 NGREA		CDU	Qty	Total Cost
Aviation				
Mobile Aircraft Restraint System (UH-60)	Y	2129	\$ 8,000	\$ 12,774,000
External Rescue Hoist System (UH-60M)	Y	49	\$ 407,035	\$ 19,944,700
Milling Machine, 5 Axis	Y	4	\$ 360,000	\$ 1,440,000
Printer, 3D	Y	4	\$ 349,500	\$ 1,398,000
Fire Suppression Water Buckets	Y	40	\$ 98,000	\$ 3,920,000
Reduced Size Extended Range Fuel Roller Systems	Y	28	\$ 46,900	\$ 1,313,200
Attack Helicopter Gunnery Trainer (AH-64D)		10	\$ 75,000	\$ 750,000
Command and Control				
Unified Command Suite		61	\$ 193,000	\$ 11,773,000
Joint Enabling Team Portable Accessibility Kit		3	\$ 289,700	\$ 869,100
Unified Network/Executive Communication Platform	Y	2	\$ 473,400	\$ 946,800
Communications				
High Frequency Radio Communications System	Y	114	\$ 107,100	\$ 12,209,400
Universal Secure Phone		150	\$ 4,300	\$ 645,000
Engineer				
Surveying Instrument	Y	100	\$ 71,100	\$ 7,110,000
Detecting Set, Mine		600	\$ 27,700	\$ 16,620,000
Common Bridge Transporter	Y	85	\$ 448,000	\$ 38,080,000
Tractor Wheeled, Industrial Backhoe	Y	17	\$ 212,800	\$ 3,617,600
Grader, Road Motorized		25	\$ 283,600	\$ 7,090,000
Hydraulic Excavator, Crawler and Wheeled	Y	15	\$ 543,100	\$ 8,146,500
Tractor FL Trucked Low speed-W/Hoist & W/Ripper		57	\$ 302,500	\$ 17,242,500
Force Protection				
Chemical Detector		24	\$ 85,900	\$ 2,061,600
CBRN Response Enterprise Information Management System		12	\$ 225,000	\$ 2,700,000
Radiation Portal		54	\$ 22,300	\$ 1,204,200
Unmanned Aerial Vehicle	Y	73	\$ 19,800	\$ 1,430,800
Robot Radiac Set Replacement		62	\$ 61,300	\$ 3,800,600
Logistics				
Load Handling System: 2000 Gal Water Tank-Rack	Y	90	\$ 132,000	\$ 11,880,000
Modular Fuel System-Tank Rack Module	Y	63	\$ 95,000	\$ 5,985,000
Light Capability Rough Terrain Forklift-5K	Y	50	\$ 75,000	\$ 3,750,000
Telescoping Bucket Truck	Y	14	\$ 212,800	\$ 2,979,200
Truck, Fire Fighting	Y	16	\$ 475,900	\$ 7,614,400
Aqueous Fire Fighting Truck Foam Testing System	Y	25	\$ 40,300	\$ 1,007,500
Snow Removal Equipment-Heavy Duty Rotary		20	\$ 263,900	\$ 5,278,000
Bus (45 Passenger)		12	\$ 389,800	\$ 4,677,600
Loader Scoop Type: Heavy Type II		21	\$ 281,900	\$ 5,919,900
Semi-Trailer Low bed, 40 TON		26	\$ 86,300	\$ 2,243,800
Sandbagging System		6	\$ 27,500	\$ 165,000
Maintenance				
Integrated Family of Test Equipment Next Generation Automatic Test System		13	\$ 414,000	\$ 53,820,000
TMDE Calibration Sets, Secondary Transfer Standards	Y	54	\$ 158,000	\$ 8,532,000
Metal Working and Machine Shop Set Type I	Y	22	\$ 431,000	\$ 9,482,000
Metal Working and Machine Shop Set Type II	Y	22	\$ 370,000	\$ 8,140,000
Security				
TEMPEST Receiver Kit		1	\$ 500,000	\$ 500,000
In Place Monitoring System		1	\$ 257,400	\$ 257,400
Intelligence and Electronic Warfare Tactical Proficiency Trainer		18	\$ 35,000	\$ 630,000
HUMINT Interrogation Pods		1	\$ 902,300	\$ 902,300
Sensitive Compartmented Information Facility IT Sets		7	\$ 500,000	\$ 3,500,000
Stratonomist Radio Network/Broadcast Emitter		5	\$ 246,000	\$ 1,230,000
Training				
Targetry Life Cycle Management - Lifters		970	\$ 5,800	\$ 5,626,000
Targetry Life Cycle Management - Cameras		6	\$ 250,000	\$ 1,500,000
Mission Command Training Support, User Laptop Life Cycle Replacement		360	\$ 3,700	\$ 1,332,000
Mobile Marksmanship Training Simulator		54	\$ 458,000	\$ 24,732,000
Cybertropolis Cyber Range-Hackable Mini-Energy Grid Cyber Environment		1	\$ 7,000,000	\$ 7,000,000
Transportation				
Cold-Weather All Terrain Vehicle	Y	22	\$ 1,113,586	\$ 24,498,900
Heavy Expanded Mobility Cargo Truck Wrecker (RECAP)	Y	30	\$ 491,000	\$ 14,730,000
Total ARNG NGREA				\$ 395,000,000

CDU = Critical Dual Use Equipment (HD/DSCA)

Question. In response to questions on the use of funds appropriated under National Guard and Reserve Equipment, you provided a few examples of Guard equipment purchased through the fund. Please elaborate on the types of equipment approved for purchase with fiscal year 2020 funding and its utility to the Federalized or non-Federalized mission. Please also identify what equipment will no longer be purchased given the administration's raid of the fund to support the border wall. For the Army National Guard?

Answer. The ARNG uses NGREA funding to both accelerate modernization timelines for ARNG units and for unique, State-required equipment used for domestic operations performed by units such as the Weapons of Mass Destruction—Civil Support Teams (WMD—CSTs). The below table shows the items that were approved to be procured using the \$395 million in NGREA appropriations for the ARNG.

Army National Guard		2020 NGREA Buy List \$395,000,000			
Defense Appropriations Act 2020 NGREA		CDU	Qty	Item Cost	Total Cost
Aviation					
Mobile Aircraft Restraint System (UH-60)	Y	2129	\$	6,000	\$ 12,774,000
External Rescue Hoist System (UH-60M)	Y	49	\$	407,035	\$ 19,944,700
Milling Machine, 5 Axis	Y	4	\$	360,000	\$ 1,440,000
Printer, 3D	Y	4	\$	349,500	\$ 1,398,000
Fire Suppression Water Buckets	Y	40	\$	98,000	\$ 3,920,000
Reduced Size Extended Range Fuel Roller Systems	Y	28	\$	46,900	\$ 1,313,200
Attack Helicopter Gunnery Trainer (AH-64D)		10	\$	75,000	\$ 750,000
Command and Control					
Unified Command Suite		61	\$	193,000	\$ 11,773,000
Joint Enabling Team Portable Accessibility Kit		3	\$	289,700	\$ 869,100
Unified Network/Executive Communication Platform	Y	2	\$	473,400	\$ 946,800
Communications					
High Frequency Radio Communications System	Y	114	\$	107,100	\$ 12,209,400
Universal Secure Phone		150	\$	4,300	\$ 645,000
Engineer					
Surveying Instrument	Y	100	\$	71,100	\$ 7,110,000
Detecting Set, Mine		600	\$	27,700	\$ 16,620,000
Common Bridge Transporter	Y	85	\$	448,000	\$ 38,080,000
Tractor Wheeled, Industrial Backhoe	Y	17	\$	212,800	\$ 3,617,600
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Tractor FL Trucked Low speed-W/Hoist & W/Ripper		57	\$	302,500	\$ 17,242,500
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Radiation Portal		54	\$	22,300	\$ 1,204,200
Unmanned Aerial Vehicle	Y	73	\$	19,600	\$ 1,430,800
Robot Radiac Set Replacement		62	\$	61,300	\$ 3,800,600
Logistics					
Load Handling System: 2000 Gal Water Tank-Rack	Y	90	\$	132,000	\$ 11,880,000
Modular Fuel System-Tank Rack Module	Y	63	\$	95,000	\$ 5,985,000
Light Capability Rough Terrain Forklift-5K	Y	50	\$	75,000	\$ 3,750,000
Telescoping Bucket Truck	Y	14	\$	212,800	\$ 2,979,200
Truck, Fire Fighting	Y	16	\$	475,900	\$ 7,614,400
Aqueous Fire Fighting Truck Foam Testing System	Y	25	\$	40,300	\$ 1,007,500
Snow Removal Equipment-Heavy Duty Rotary		20	\$	263,900	\$ 5,278,000
Bus (45 Passenger)		12	\$	389,800	\$ 4,677,600
Loader Scoop Type: Heavy Type II		21	\$	281,900	\$ 5,919,900
Semi-Trailer Low bed: 40 TON		26	\$	86,300	\$ 2,243,800
Sandbagging System		6	\$	27,500	\$ 165,000
Maintenance					
Integrated Family of Test Equipment Next Generation Automatic Test System		13	\$	4,140,000	\$ 53,820,000
TMDE Calibration Sets, Secondary Transfer Standards	Y	54	\$	158,000	\$ 8,532,000
Metal Working and Machine Shop Set Type I	Y	22	\$	431,000	\$ 9,482,000
Metal Working and Machine Shop Set Type II	Y	22	\$	370,000	\$ 8,140,000
Security					
TEMPEST Receiver Kit		1	\$	500,000	\$ 500,000
In Place Monitoring System		1	\$	257,400	\$ 257,400
Intelligence and Electronic Warfare Tactical Proficiency Trainer		18	\$	35,000	\$ 630,000
HUMINT Interrogation Pods		1	\$	902,300	\$ 902,300
Sensitive Compartmented Information Facility IT Sets		7	\$	500,000	\$ 3,500,000
Stratonomist Radio Network/Broadcast Emitter		5	\$	246,000	\$ 1,230,000
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Cybertropolis Cyber Range-Hackable Mini-Energy Grid Cyber Environment		1	\$	7,000,000	\$ 7,000,000
Transportation					
Cold-Weather All Terrain Vehicle	Y	22	\$	1,113,586	\$ 24,498,900
Heavy Expanded Mobility Cargo Truck Wrecker (RECAP)	Y	30	\$	491,000	\$ 14,730,000
Total ARNG NGREA					\$ 395,000,000
CDU = Critical Dual Use Equipment (HD/DSCA)					

CDU = Critical Dual Use Equipment (HD/DSCA)

Question. In response to questions on the use of funds appropriated under National Guard and Reserve Equipment, you provided a few examples of Guard equipment purchased through the fund. Please elaborate on the types of equipment approved for purchase with fiscal year 2020 funding and its utility to the Federalized or non-Federalized mission. Please also identify what equipment will no longer be purchased given the administration's raid of the fund to support the border wall. For joint functions?

Answer. The National Guard planned to use NGREA funding to procure equipment for the National Guard Chemical, Biological, Radiological, and Nuclear Response Enterprise (NG CRE) consisting of the Weapons of Mass Destruction-Civil Support Teams (WMD-CSTs), Homeland Response Forces (HRFs) and Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Response Force Packages (CERFPs). Equipment in these areas would support civil authorities at a domestic incident site, which include use or threatened use of a WMD; terrorist attack or threatened terrorist attack; natural or manmade disasters in the United States that result, or could result, in the catastrophic loss of life or property; by deploying crit-

ical command and control and life-saving capabilities, search and extraction, mass casualty decontamination, and medical stabilization in order to save lives and mitigate human suffering. Specific equipment not being procured for the NG CRE is below.

Chemical Detector to detect unidentified compounds—Non-Traditional Agents (NTAs), such as Novichok use by the Russians in the United Kingdom, and Pharmaceutical based Agents (PBAs), specifically Fentanyl. The current down range Chemical Detector used by the WMD- CSTs does not have the capability to detect low level concentration of NTAs and PBAs. Fiscal year 2020 NGREA funding of \$2.06 million for advanced chemical detection capability was necessary to fill the gap in capability until a Program of Record (POR) within the Chemical, Biological Defense Program can develop and field a man-portable down range capability to the WMD- CSTs to meet this requirement.

NG CBRN Response Enterprise Information Management System (NG CIMS): CIMS provides all NG CRE forces the equipment and software capability to develop and share a common operating picture (COP) with NG CRE forces and with local, State and Federal responders during a domestic CBRN incident. NG CIMS supports the United States Northern Command (USNORTHCOM) COP effort for response in the homeland. Each year, the NGB is required to brief Congress on the status of the NG CIMS program. fiscal year 2020 NGREA funding of \$2.7 million for CIMS would have completed procurement of essential equipment. Radiation Portal to screen civilian victims for radiation contamination for sustaining large population decontamination throughput for a major or catastrophic radiological or nuclear incident. Radiation Portals enable rapid screening of victims prior to entering and exiting the decontamination process. fiscal year 2020 NGREA funding of \$1.2 million for Radiation Portals would have completed the procurement and eliminated the need for time consuming “wandering” of victims, significantly improving the decontamination process and victim throughput.

NG CRE forces would use Unmanned Aerial Vehicle (UAV) with day/night infrared systems to conduct reconnaissance prior to sending soldiers and airmen downrange into a potentially life- threatening environment. UAVs provide the stand-off reconnaissance of collapsed structures, wide area search for casualties, and the location of obstacles, safety hazards and force protection requirements within known or suspected CBRN contaminated areas. fiscal year 2020 NGREA funding of \$1.4 million would have been used to purchase and field UAVs to the HRFs and CERFPs.

The legacy radiation detector (UDR-14) mounted on the National Guard WMD- CST TALON IV CBRN Robot has limited capability and has become obsolete. WMD- CSTs require a capability to detect all radiation hazards to include alpha, beta, gamma, and neutron as well as identify isotopes. Radiation detector integration on the WMD- CST Talon IV Robot is required for the WMD- CST mission of confirming or denying the presence of all types of hazards in a radiation environment. fiscal year 2020 NGREA funding of \$3.8 million would have been used to replace the UDR-14 mounted on the 62 WMD- CST Talon IV Robots.

Question. In response to questions on the use of funds appropriated under National Guard and Reserve Equipment, you provided a few examples of Guard equipment purchased through the fund. Please elaborate on the types of equipment approved for purchase with fiscal year 2020 funding and its utility to the Federalized or non-Federalized mission. Please also identify what equipment will no longer be purchased given the administration's raid of the fund to support the border wall. Specifically for pandemic preparedness and response?

Answer. NGREA funding was necessary to fill equipment gaps for the National Guard Chemical, Biological, Radiological, and Nuclear Response Enterprise (NG CRE) consisting of the Weapons of Mass Destruction-Civil Support Teams (WMD- CSTs), Homeland Response Forces (HRFs) and Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive Response Force Packages (CERFPs). Equipment in these areas would support civil authorities at a domestic incident site, which include use or threatened use of a WMD; terrorist attack or threatened terrorist attack; natural or manmade disasters in the United States that result, or could result, in the catastrophic loss of life or property; by deploying critical command and control and life-saving capabilities, search and extraction, mass casualty decontamination, and medical stabilization in order to save lives and mitigate human suffering. Specific equipment not being procured for the NG CRE is below.

Question. As proven cases of the novel coronavirus increase, a governor may soon call on the National Guard to help with response. Whether the elite chem-bio response teams, a more general medical detachment, or even military police, I am concerned about the men and women who serve as or support first responders being

exposed. If a multi-State response is required, what gaps currently exist in the Guard's equipment or capabilities?

Answer. The National Guard, as the Nation's first military responders, is supporting the governors' request for COVID 19 response support in addition to all other emergency and disaster response needs or requests. Of note, there is currently no National Guard stockpile of personal protective equipment for a pandemic response. All stocks that have been used were bought during the H1N1 response in 2009, or from State medical supplies, and both were of limited quantity. In addition, PPE supplies, associated with a pandemic response, have been bought by OSD and have been distributed to the States. The expectation is all PPE requirements will be provided by the supported State or Federal agency or facility.

Question. Your position on the Joint Chiefs was established to provide the President with the best military advice in service of the Guard, in particular the advice that only you can give related to the Guard in its non-Federalized mission supporting the States.

Has the Coronavirus Task Force requested advice from you or the Bureau on the possible use of the Guard under command of the governors to respond to the current outbreak or prepare for pandemic response?

Answer. The National Guard Bureau (NGB) has General Officer participation in the Department of Defense Coronavirus Task Force and one officer embedded in the team. NGB has daily communication with the Task Force and is providing staff input as the department considers how to support the response. The Secretary of Defense and Chairman of the Joint Chiefs of Staff participated on an "All States Call" between the 54 Adjutants General and the Chief of the National Guard. The Adjutant Generals were clear on their States needing 502(f) assistance from the Secretary of Defense in order to protect the citizens of their States.

Question. Has NORTHCOM requested information for the purpose of planning coordination on the prospective use of Guard units under command of their governors?

Answer. The National Guard Bureau (NGB) and NORTHCOM share information. NGB provides NORTHCOM a daily operations summary of each State's actions. The summary aids NORTHCOM in planning for the future. NGB anticipates an increased coordination requirement if the number of Title 10 forces supporting the response increase. NORTHCOM is coordinating with NGB and the Office of the Secretary of Defense on Policy regarding all State Dual-Status Commander (DSC) requests from the Governors.

QUESTIONS SUBMITTED BY SENATOR TOM UDALL

Question. Can you identify how many National Guard troops are currently at the border?

Answer. As of 23 March 2020 there are 2,523 personnel supporting southwest border effort.

Question. What States are they supporting?

Answer. As of 23 March 2020 California, Arizona, New Mexico, Texas are supporting the southwest border mission.

Question. What is their current mission set or role?

Answer. The National Guard (NG) is providing U.S. Customs & Border Protection (CBP) both ground and aviation support. The NG is assisting CBP with various missions to include: detection and monitoring, involving ground-based mobile and fixed security camera systems as well as aircraft based cameras and sensors. Other ground missions include supporting information analysis; vehicle, equipment, and infrastructure maintenance support; administrative, paralegal, and logistics management support. Aviation support additionally provides light and medium helicopter lift capacity to enhance CBP agent response times.

Question. What is the breakdown by service?

Answer. The breakdown by Service on the border is Army National Guard: 2,329 and Air National Guard: 194

Question. How much money has been diverted from Department of Defense and National Guard budgets to date as a result of the deployments?

Answer. In reference to the fiscal year 2020 Title 32 National Guard support to Southwest Border, the National Guard continues to cash flow the Southwest Border Mission with its appropriated resources. The projected fiscal year 2020 fully burdened cost estimate for this mission is \$319 million and as of 3 June 2020, the National Guard executed a total of \$227 Million (Personnel—\$185 Million and Operations and Maintenance—\$42 Million). As of 11 June 2020, the Army National Guard and Air National Guard are funding the SWB activities using offsets from appropriated funding.

Question. The Department of Defense established new policies for maternity leave as part of the “Force of the Future” initiative in 2016. This new policy authorized 12 weeks fully paid maternity leave after normal pregnancy and childbirth for active duty service members.

However, there was no such change for reserve personnel. In the reserves, if the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement.

Under the current law, reserve component members in reserve training status are required to attend unit training assemblies (weekend drill) in order to receive points towards creditable military service.

If the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement. Would you support a legislative fix for this problem, such as the MOMs Act I introduced this Congress?

Answer. Members of the Reserve Component, serving in a full-time capacity are already entitled to the same parental leave benefits as Active Component members. For our drilling status Guardswomen, I support any action that cares for our families appropriately. Doing so will enable us to recruit and retain the very best men and women.

Question. Do you agree with the Congressional Budget Office that the price would be negligible to make this legislative fix?

Answer. Currently, each member is expected to attend, and get paid for, 12 Unit Training Assembly drill periods. There are approximately 6,500 female Reserve Component members who give birth per year. Paying for 12 IDT periods, such as provided for in this language, for each of these members, would cost approximately \$8.9 million per year (fiscal year 2019 estimate) in lost manpower. That is, members who give birth and may have previously been excused and did not make up the missed IDT periods would now be paid directly for those periods.

Question. I asked last year whether there was a plan in place to ensure New Mexico will be unit equipped with a sustainable and viable mission in the near future. I mentioned that the CV-22 mission was one possible option for the 150th ANG, and last year I led a letter from the New Mexico delegation to Secretary Wilson urging the transfer of HH-60G's to the 150th. What is the current status of getting a flying mission back to New Mexico? Is there any reason why New Mexico, a border State with excellent flying conditions and mountainous terrain perfect for training should be without a flying mission?

Answer. In collaboration with the Air Force, the National Guard Bureau continually evaluates potential unit equipped missions for various units including the 150 Special Operations Wing (SOW). There are currently no validated and funded mission requirements. Any new mission beddowns are determined via the Air Force's Strategic Basing Process. Ongoing evaluations include the AC-130J, MC-130J, CV-22, HH-60G and Armed Overwatch. The 150 SOW's manpower presents a cost-effective option to resourcing future requirements. While having a unit-equipped mission in each State is an ANG Capstone principle it is not a sole determinate in validating and resourcing AF requirements.

Question. When will the New Mexico National Guard receive a flying mission? What is the plan?

Answer. The 150 Special Operations Wing (SOW) is executing the HH-60, HC-130 and CV-22 flying training mission. There is currently no timeline for the 150 SOW to receive a unit-equipped flying mission. In collaboration with the Air Force, the National Guard Bureau continually evaluates potential unit equipped missions for various units including the 150 SOW. Air Force Special Operations Command (AFSOC) led a site visit to the 150 SOW earlier this month to initially determine the feasibility of transferring the AC-130 flight training mission to Kirtland Air Force Base. Other mission requirements such as HH-60s and MC-130s continue to be evaluated for feasibility.

Question. Can you provide a timeline for when the New Mexico National Guard will once again receive a flying mission? If not, when can the delegation expect a timeline for a new mission?

Answer. The 150 Special Operations Wing (SOW) is executing the HH-60, HC-130 and CV-22 flying training mission. There is currently no timeline for the 150 SOW to receive a unit-equipped flying mission. In collaboration with the Air Force, the National Guard Bureau continually evaluates potential unit equipped missions for various units including the 150 SOW. Air Force Special Operations Command (AFSOC) led a site visit to the 150 SOW as of March 2020 to initially determine the feasibility of transferring the AC-130 flight training mission to Kirtland AFB.

Other mission requirements such as HH-60s and MC-130s continue to be evaluated for feasibility.

Question. National Guard and Reserve troops are an essential part of America's national defense strategy. Over the past two decades, they have been used in an operational capacity, constantly serving on domestic and international missions to help protect our country. Despite conducting the same duties as their active duty counterparts, they are not receiving the same credit for their active time. To support our service members in reserve components, changes must be made to reflect the total force mentality. The National Guard's suicide rate has climbed higher than the active duty and Reserve's, according to an annual Pentagon study released September 2019. In response, officials are looking for new ways to help troops feel comfortable coming forward about their issues and getting help they need. The most recent figure is about 30.6 deaths per 100,000 service members, according to the Defense Department Annual Suicide Report for calendar year 2018, well above the Reserve's 22.9 per 100,000 and the active component's 24.8.

What is the guard and reserve doing to address the high suicide rates?

Answer. In 2019, the National Guard (NG) expanded its approach to suicide prevention and established the Warrior Resilience & Fitness (WRF) Division to synchronize Air and Army National Guard well-being, resilience, and suicide prevention efforts across the 54 States, territories, and DC. The goals are to: (1) align, promote, and enhance wellness and prevention best practices; and, (2) provide strategic oversight for outreach, innovation pilots, and data analysis.

Question. What are the current programs and how are they implemented in a part time force?

Answer. The current Army National Guard (ARNG) initiatives include Suicide Prevention Training, Master Resilience Training, Suicide Prevention Proof of Concept, and Unit Risk Inventory.

The ARNG provides a Suicide Prevention Program Manager to each State, territory, and DC to conduct prevention and advanced intervention training for all members. These trainings enable them to recognize the signs of suicide in themselves and others, have the confidence and skills to intervene appropriately, and connect those in need to military and community resources.

Master Resilience Training: ARNG provides one Master Resilience Trainer per company to advise commanders on increasing unit resilience, and to train Soldiers in specific resilience skills on an ongoing basis. Soldiers and Families use these skills at drill, during deployment, and at home in their communities to persevere and thrive through adversity.

ARNG Suicide Prevention Proof of Concept: A Brigade from the South Carolina ARNG is actively participating in the SECARMY's Suicide Prevention Proof of Concept through fiscal year 2021. This proof of concept targets several new trainings to particular ranks and leadership levels, provides commanders with new risk assessment tools, and embeds Performance Experts into each company that will operationalize resilience in their units.

Unit Risk Inventory (URI): The ARNG provides trained personnel who directly assist commanders to evaluate unit risk, to include substance abuse, interpersonal violence, and suicide. These personnel then help the commander develop and implement mitigation strategies that are tailored to their unit.

The current Air National Guard (ANG) initiatives include Leadership Suicide Prevention Talking Points, Suicide Analysis Board (SAB), Prevention Action Group,

Quarterly Leadership Talking Points to assist ANG leadership with ongoing conversations with their members using safe messaging. The intent of these talking points and videos is to spend a few minutes during a regularly scheduled meeting/briefing to discuss suggested topics and engage with their members in a meaningful way, building connections and strengthening relationships. Topics included: Social Media, Time based prevention, Resiliency, Connectedness, etc.

In March 2019, the ANG conducted the first ever ANG SAB, which consisted of an in-depth review of 12 ANG suicide deaths from CY18. The multidisciplinary board developed 11 ANG recommendations aimed at preventing future ANG suicide deaths.

The Preventions Action Group was established to bring together six disciplines (Drug Demand Reduction (DDRP), Sexual Assault Prevention and Response (SAPR), Directors of Psychological Health (DPH), Equal Opportunity (EO), Chaplains, and Suicide Prevention Program (SPP)) to provide synergy towards effective resiliency prevention, education, and outreach.

Question. What actions are you taking to reduce the stigma for getting help?

Answer. The National Guard (NG) is committed to developing and sustaining a culture that values support seeking behaviors for all Service members. As such, we

are building targeted solutions that reduce stigma and increase wellness by reinforcing that seeking help is a strength.

The NG is reducing the stigma of seeking support by increasing access to care and expanding local counseling services through multiple efforts.

Star Behavioral Health Providers Program is a partnership with the Uniformed Service University and Purdue University to develop networks of civilian providers trained in military culture, the deployment cycle, and mental health treatments relevant to the NG. By breaking down barriers between the military and civilian communities, this initiative encourages help seeking behavior, builds trust between Service members and their providers, and allows for open and honest dialogue.

In fiscal year 2019 the Warrior Resilience & Fitness program established a pilot program. One phase of the program is for embedded clinician to engage with Service Members, offer initial support services, and provide referrals as needed during drill weekends. This pilot program is helping to reduce stigma by making community providers readily available and part of the team.

The pilot also provides NG Service members a variety of services including: ID cards, employment advisors, behavioral health specialists, Veterans Affairs advisors, health and wellness coaches, and transitional assistance at a centralized location. This pilot program is helping to change the way Service members view counseling by making it a standard resource available among other common support services.

Several other pilot proposals are under review that would help to shift the culture to one that values support seeking behaviors by providing training aimed to reduce stigma across a broad range of prevention domains, mobile applications to enable easy access to resources and crisis support, and confidential consultation with community providers.

The NG is working with leaders to promote a culture of seeking help early and often. The Air National Guard (ANG) conducted a resilience pause to provide an opportunity for commanders to engage with their Airmen to promote trust and confidence and to gain much needed feedback about how to better support our Airmen. A “playbook” with resources were developed to help guide the discussions and activities around acknowledging that seeking help is a strength.

Question. The current Air National Guard space units will be located in California, Guam, Alaska, Hawaii, Colorado, New York, Ohio and Florida. I would like to get in the record that New Mexico has many assets that can both contribute to the new Space Force and a National Guard mission focused on Space. New Mexico is well suited to support and test multiple space capabilities and acquisitions and request the guard and reserve to look at New Mexico has a future hub for space initiatives. Will you work with the New Mexico National Guard to identify equities that can support the Space Force mission in New Mexico?

Answer. Yes.

Question. The Department of Defense established new policies for maternity leave as part of the “Force of the Future” initiative in 2016. This new policy authorized 12 weeks fully paid maternity leave after normal pregnancy and childbirth for active duty service members.

However, there was no such change for reserve personnel. In the reserves, if the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement.

Under the current law, reserve component members in reserve training status are required to attend unit training assemblies (weekend drill) in order to receive points towards creditable military service.

If the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement. Would you support a legislative fix for this problem, such as the MOMs Act I introduced this Congress?

Answer. We support a legislative change that permits a member of the Reserve Component (RC), who is the primary or secondary caregiver in the case of the birth or adoption of a child, to receive retirement points while on leave in connection with such birth or adoption. This change would align with current Active Component (AC) authorities that allows a primary caregiver up to 12 weeks of total leave associated with a birth or adoption of a child, and up to three weeks of leave for a secondary caregiver. Today, this is not the case for servicemembers of the RC, who are only eligible for the same benefits if on active duty for certain qualified periods. This newly proposed bill offers parity between the AC and RC, providing a parental leave policy that takes care of servicemembers across the Total Force.

Question. Do you agree with the Congressional Budget Office that the price would be negligible to make this legislative fix?

Answer. Yes, we concur that cost would be negligible. As proposed, members who give birth would be entitled to receive 12 points toward retirement (or equivalent of 3 months of missed drill periods), alleviating concerns about missing a good (qualifying) retirement year due to maternity absence and affords the ability to flexibly reschedule drill periods missed during maternity periods for compensation. Supporting information: Flexible rescheduling is already practiced by Navy and introduces no additional new cost. Further, the cost of a retirement point varies by rank and years of service and ranges between \$0.25/month to \$0.90/month. 12 points might equate to \$100/year at age 60 but would not change Retired Pay Accrual actuarial tables for a small target population.

Question. National Guard and Reserve troops are an essential part of America's national defense strategy. Over the past two decades, they have been used in an operational capacity, constantly serving on domestic and international missions to help protect our country. Despite conducting the same duties as their active duty counterparts, they are not receiving the same credit for their active time. To support our service members in reserve components, changes must be made to reflect the total force mentality.

The National Guard's suicide rate has climbed higher than the active duty and the other Reserve Components, according to an annual Pentagon study released September 2019. In response, officials are looking for new ways to help troops feel comfortable coming forward about their issues and getting help they need.

The most recent figure is about 30.6 deaths per 100,000 service members, according to the Defense Department Annual Suicide Report for calendar year 2018, well above the Reserve's 22.9 per 100,000 and the active component's 24.8.

What is the guard and reserve doing to address the high suicide rates?

Answer. To address suicide and other destructive behaviors, the Chief of Naval Operations established the Culture of Excellence, a Navy-wide framework designed to promote signature healthy behaviors and enhance warfighting excellence by instilling toughness, trust, and connectedness in Sailors. Navy is using evidence-informed primary prevention strategies to reduce destructive behaviors through decreased risk factors and to promote signature healthy behavior by increasing protective factors.

Relationships, legal problems, financial difficulties, transition periods, and mental health issues continue to be common stressors in most suicides. Of note, over 40 percent of Sailors who died by suicide never deployed.

As part of our Culture of Excellence, suicide prevention measures include increasing embedded mental health providers who deliver direct support to our warfighters as far forward as possible for early intervention. We have also placed deployed resiliency counselors, which are civilian social workers, onboard aircraft carriers and large amphibious ships. An Expanded Operational Stress Control program was developed to be used in conjunction with the Command Resilience Team Network to assist leaders in the use of chaplains, medical personnel, counselors, and community resources to build a culture that is supportive of help-seeking behaviors. The goal of the program is to assist Navy leaders build resilience within commands and individual Sailors by increasing the awareness and understanding of stress and providing strategies to mitigate detrimental effects. Navy's vision is to develop an environment in which all Sailors are trained and motivated to navigate stress, assist their shipmates, and, most importantly, seek help from available resources early.

Question. What are the current programs and how are they implemented in a part time force?

Answer. Suicide prevention measures for active and reserve Sailors under our Culture of Excellence framework include increasing embedded mental health providers who deliver direct support to our warfighters as far forward as possible for early intervention. We have also placed deployed resiliency counselors, which are civilian social workers, onboard aircraft carriers and large amphibious ships. An Expanded Operational Stress Control program was developed to be used in conjunction with the Command Resilience Team Network to assist leaders in the use of chaplains, medical personnel, counselors, and community resources to build a culture that is supportive of help-seeking behaviors. The goal of the program is to assist Navy leaders build resilience within commands and individual Sailors by increasing the awareness and understanding of stress and providing strategies to mitigate detrimental effects. Navy's vision is to develop an environment in which all Sailors are trained and motivated to navigate stress, assist their shipmates, and, most importantly, seek help from available resources early.

Our primary suicide prevention program for the Navy Reserve is the Psychological Health Outreach Program (PHOP). PHOP was created in 2008 to ensure reserve component service members and families have access to psychological health services prior to deployment, post-demobilization, and before retirement/discharge.

PHOP is funded by the Navy's Bureau of Medicine and Surgery to provide support for both Navy and Marine Corps reserve component personnel who normally reside outside of fleet concentration areas. We are grateful for your continued support of this important program.

Question. What actions are you taking to reduce the stigma for getting help?

Answer. In addition to our Culture of Excellence, we are supporting a Defense Suicide Prevention Office funded pilot study that the Office of People Analytics is conducting: Resources Exist, Asking Can Help (REACH). REACH is designed to address barriers to help-seeking and is targeted for junior enlisted personnel. By using a model where leaders are trained to facilitate the small group discussions utilized in REACH, the leaders themselves are also learn the resources available and the importance of seeking help early. Our leaders are therefore better able to encourage Sailors to seek help as well as direct them to appropriate resources.

Every member of the Navy community influences the conversation about suicide and psychological health. Leaders, Sailors, providers and family members must work together to create a culture where Sailors feel comfortable seeking help and have the support to maintain psychological and physical readiness. Staying connected and actively engaged can promote early recognition of distress, build community and break down barriers that may prevent intervention and care. The Every Sailor, Every Day Campaign is an evidence-informed health communications campaign designed to educate and empower active and reserve component Sailors and their families to practice ongoing self-care, build resilience, navigate stress, recognize risk, seek help, intervene early and practice lethal means safety during times of increased stress. The campaign aims to reduce barriers and negative perceptions associated with seeking psychological healthcare by upholding a culture that supports and promotes seeking help.

QUESTIONS SUBMITTED BY SENATOR TAMMY BALDWIN

Question. The 2020 National Guard and Reserve Equipment Report states that the Army National Guard identified the Heavy Expanded Mobility Tactical Truck (HEMTT) as "Significant Major Item Shortage." Specifically, the ARNG is short 435 HEMTTs which corresponds to a \$213.75 million funding shortfall. What is the ARNG's plan to mitigate the impacts of this shortfall? What specific requirements will be impacted as a result of this shortfall?

Answer. The shortage reflected in the National Guard and Reserve Equipment Report (NGRER) is a modernization shortage, rather than an equipment on hand shortage. The Army National Guard is currently at 90 percent on hand for the Heavy Expanded Mobility Tactical Truck (HEMTT) of which 40 percent is the least modernized; this "modernization shortfall" is included in the numbers reflected in the fiscal year 2020 NGRER (435 HEMTTs, for a total of \$213.75 million). The Army National Guard will continue to utilize the legacy HEMTT to mitigate the impacts of the modernization shortfall. With this mitigation, there are no current specific requirements that will be impacted as a result of the HEMMT shortfall. The Army's HEMMT strategy is to increase modernization. The Army National Guard will continue to coordinate with the Department of the Army and Congress to ensure modernization of the HEMTT fleet maintains pace with the active duty Army.

Question. Currently, National Guard personnel assigned to Office of Complex Administrative Investigations (OCI) investigator positions or to the Special Victims Counsel (SVC) program are limited to serving in those positions for no longer than 3 years—or 1,095 days—in any 4 year period. How would exempting these two positions from the "1095 rule" improve the National Guard's ability to support victims of sexual assault?

Answer. Exempting OCI personnel from the "1095 rule" would result in timelier sexual assault investigations and more efficient use of taxpayer dollars. The present system requires OCI to engage in constant recruiting and training, wasting time and money, which could be partially avoided with a 1095 exemption.

All OCI investigators must meet stringent education, experience and background qualifications. One-year Active Duty for Operational Support tour funding, along with the limitation of said orders not to exceed 1,095 days, disrupts mission continuity needed to respond timely to requests for investigation. The result is the constant turnover of highly trained and experienced personnel for untrained and inexperienced personnel. Every year, victims (and State Adjutants General who request the investigations) must wait as investigations are delayed while a new group of investigators is rotated through the required training. Exemption from the "1095 rule" would allow OCI to retain proven, trained, and experienced investigators.

Exempting National Guard Special Victims' Counsel (NG SVC) personnel from the "1095 Rule" would directly improve the National Guard's ability to support NG SVC clients as well as NG SVC Program operations. Specifically, an exemption from the 1095 Rule would increase the likelihood that an NG SVC could continue client representation through the duration of a client's case without that representation being arbitrarily truncated regardless of case or client needs. In addition to the inherent inefficiency of switching legal counsel prior to the conclusion of representation, such actions significantly increase the likelihood of generating anxiety in clients who must then develop a new attorney-client relationship in the middle of what is often an already inherently uncertain and stressful period of their life.

In addition to the challenges associated with all ADOS recruiting and retention efforts, NG SVC practice requires significant training and certification beyond those required of other Judge Advocate and paralegal positions. These requirements, when coupled with the requisite characteristics and temperament needed for personnel who support victims of sexual assault, create a constant and significant strain on recruiting and retention for the NG SVC Program. The 1095 Rule limitations combined with the year-to-year ADOS construct often dissuade potential personnel in an already limited pool of qualified applicants from requesting appointment to the NG SVC Program.

Finally, the 1095 exception process creates an administrative burden. NG SVCs must initiate discussions with each of their clients regarding potential retention, transfer, or termination of each case. While preparing requests for NG SVCs who require 1095 Rule exceptions, the NG SVC Program must prepare to transfer all of those NG SVC's cases to new NG SVCs in preparation for a potential denial of the exception. This process generates uncertainty, diverts program resources, and creates additional stress for NG SVCs and their respective clients.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL CHARLES D. LUCKEY

QUESTIONS SUBMITTED BY SENATOR LISA MURKOWSKI

Question. What are you doing to improve the quality of life to prevent suicides?

Answer. The Army Reserve is dedicated to Suicide Prevention and continues to work diligently to further reduce suicides across our force. As part of our mitigation strategy to prevent suicides, we examined and analyzed reports of ideations and attempts. In a sampling of the reports, we found the following percentages centered on the top four stressors in Army Reserve suicides: Financial Issues/Debt (50 percent), Relationship/Family conflict (30 percent), Mental/Behavioral Health (10 percent), and Substance Abuse (10 percent). Our quality of life improvements that addressed suicide within the force focused on these areas.

To address the financial stressors the Army Reserve is assisting Soldiers in acquiring employment through the Private Public Partnership Office (P3O). P3O is regionally aligned throughout Army Reserve Regional Support Commands and Functional Commands to provide support to Soldiers seeking employment. Services include resume building, interview skills, and corporate partnerships with local and national employers giving Soldiers direct access to company hiring personnel.

With regard to the relationship and mental health stressors there are several efforts within the Army Reserve to connect with Soldiers and reduce suicides. Resilience efforts accomplished through Strong Bonds and the Yellow Ribbon Program supports Family resilience and Soldier reintegration from deployment to mitigate stressors. We have PhDs on staff at the Readiness Divisions who are licensed and trained to assist Soldiers with behavioral health issues and to advise commanders. In addition, Military OneSource—a DoD-Funded Program—provides Army Reserve Soldiers with free access to non-medical counseling and peer to peer support. Further, Vet 4 Warriors* serves Army Reserve Soldiers and Family members. Vet 4 Warriors* provides immediate, free, and long-term peer support to the Army Reserve through confidential phone, chat, text, and email conversations to help those they serve live better lives. Give An Hour* Counseling Services is another resource available to our Army Reserve Family—Give An Hour's* mission is to develop national networks of volunteers capable of responding to both acute and chronic conditions that arise within our society. By harnessing the skill and expertise of volunteer professionals, they can increase the likelihood that those in need receive the

support and care they deserve. Give An Hour* provides free mental healthcare to the Army Reserve Soldiers and Family members.

The Army Reserve substance abuse program directly addresses the substance abuse stressor. This program enables drug testing at all units to identify Soldiers with potential substance abuse problems. The program also enables Soldiers to get the necessary support to manage and recover from substance abuse.

Question. What specific programs are supported by appropriations which help with these issues?

Answer. The Holistic Health and Fitness, Suicide Prevention, Yellow Ribbon, Employer Support and Soldier and Family programs are all supported by appropriations. These programs help with suicide prevention issues.

—*Holistic Health and Fitness Program (H2F):* H2F is a comprehensive, integrated, and immersive health and fitness “System” of governance, personnel, equipment/facilities, programming, and education. The framework H2F encompasses all aspects of human performance to optimize Soldier personal readiness, reduce injury rates, improve rehabilitation after injury, and increase the overall effectiveness of the Total Army.

—*Suicide Prevention Program: The Army Reserve Suicide Prevention Program is based on four pillars:* (1) provide resources; (2) educate the force; (3) reduce the stigma; and (4) involve Families. The top four stressors leading to Army Reserve suicides are financial issues/debt, relationship/family conflict, mental/behavioral health, and substance abuse.

—*Soldier and Family Programs:* Army Reserve Family Programs provides oversight of regional delivery of programs and services to Soldiers, Family members, command teams, and Civilians. Family Programs underwent a program review resulting in the transfer of functions to Readiness Divisions, delivering programs closer to Families that benefit from them.

—*Yellow Ribbon Program:* The Army Reserve Yellow Ribbon Reintegration Programs (YRRP) events and activities are an important part of deployment cycle support. Preparation and execution of YRRP events assist in administrative, logistical, mental and behavioral preparedness.

—*Employer Support Program (P3O):* P3O supports Soldiers, veterans and military families across the business industry and academia. The Private/Public Partnership (P3) initiative builds a nationwide network of not-for-profit, for-profit and academic organizations. P3 assists Soldiers in gaining access to unique training opportunities that allow them to apply their expertise and leadership skills to real-world projects correlating with military experience.

Question. Are you aware of the medical readiness issues for Reserve regarding continuity of care when they go on and off orders?

Answer. The Army Reserve is aware of challenges relating to continuity of care for Soldiers while they transition between duty statuses. These challenges revolve around the lack of integrated Active Component and Reserve Component systems and processes to support the transition of the Soldier on and off active duty. Reserve Soldiers do not exclusively receive treatment on active duty installations. This creates the need for the Army Reserve to rely on multiple medical systems to capture the treatment plans, patient encounters and medical documentation for our Soldiers. This reliance compounded with the different orders types, durations, and the entitlements associated with each, creates frustration for our Soldiers.

Care that originates within the Active Duty system is managed in Active Component databases and rarely transitioned to Army Reserve systems. Soldiers and their civilian providers lack immediate accessibility to individual medical records. Often, they must petition for copies of the records which can delay follow-on care.

The Army Reserve continues to work with its Active component counterparts to overcome these challenges and we see the Military Health System Genesis, the Defense Health Agency (DHA) universal medical records system, as a key solution to many of the challenges we currently face.

Question. What measures are in place to ensure continuity of care?

Answer. The Army Reserve has many policies and programs in place to ensure a Soldier’s continuity of care. First, the memorandums of agreement between the Army Reserve and the active component ensure that our medical administrators have access to patient encounters and treatment plans when Soldiers receive care at an active duty Medical Treatment Facility (MTF). The ability to view the patient records is vital to providing our Soldiers the best possible care when they are injured in line of duty or when their injury is aggravated in a qualified duty status.

*Vet 4 Warriors and Give An Hour are private non-Federal entities. References to these organizations in this response is not intended to present an official endorsement by the Army Reserve.

Our medical administrators have view-access to the Soldier's medical treatment notes to mitigate a lapse in care.

- Line of Duty (LOD) Care is available for Soldiers who sustain an injury while serving on active duty and are able return to Reserve status. The Soldiers' unit coordinates LOD Care with DHA-Great Lakes to provide pre-authorizations for care through TRICARE. Upon approval, the Soldier can receive care within their community for up to 365 days from the date of incident. To receive treatment, the Soldier must have an approved LOD investigation to determine their injury was caused or aggravated by military service.
- The Army Recovery Care Program (ARCP) provides medical treatment for Soldiers who are found to have an unfitting medical condition during transition from active duty status and/or are injured in another duty status. Eligible Soldiers can volunteer to remain on active duty orders (12301H) for medical care at one of the ARCP's 14 Soldier Recovery Units. Soldiers who do not meet entry criteria but are eligible to remain on active duty for an injury aggravated by service, can volunteer for entry into the Remote Medical Management Program upon SEC Army Directorate approval.
- The Deployment Health Assessment Program (DHAP) is a proactive and preventive R2 (Ready and Resilient) commander's program that enables the early identification and treatment of physical and behavioral health issues at critical stages in the Deployment Cycle Support (DCS). DHAP identifies emerging health-related issues and supports the identification of an at-risk population that could require support from programs and services such as SHARP, Army Substance Abuse Programs, and Suicide Prevention. DHAP tracks Soldiers' positive responses to DD Forms 2796 Post Deployment Health Assessment and 2900 Post Deployment Health Re-Assessment Form for indicators of needing follow-on care. Soldiers with positive responses requiring further evaluation are helped with coordination of an evaluation through an MTF, the Department of Veteran's Affairs (VA) or Vet Center. DHA-Great Lakes authorization is needed when an MTF is not within a 50-mile radius (per DHA Great Lakes Guide). Our team of dedicated medical administrators work together to identify the most effective and efficient ways to leverage technology and to update policies that maximize the care available to our Soldiers as they continue to support our Nation.

As the Department of Defense moves towards the department-wide healthcare system, Military Health System Genesis, the Army Reserve continues to engage with our DHA partners to ensure they understand and can fully support the unique continuity of care needs for the Army Reserve Soldier. The new system will ensure that medical documentation is accessible for our citizen Soldiers and their healthcare providers. It will also ensure that all military services can access the medical treatment plans for Soldiers.

Question. What specific programs or equipment will be impaired or jeopardized by the redesignation of NGREA funds, especially for units that rely on this funding to maintain and modernize their vital equipment? Please provide the specific line item for the program and the funding amount redesignated from the program in comparison to its required funding amount.

Answer. The re-designation of fiscal year 2020 NGREA funds will impact the modernization and fielding rate of vital equipment required for wartime and homeland missions. The table embedded lists specific equipment that will both be impaired and jeopardized by such re-designation. This list is consistent with Army Reserve effort to modernize Command & Control, Liquid Logistics, Medical, and Transportation equipment.

Army Reserve Line Items Impacted by the Re-programming of FY20 NGREA								
	NGREA Line Item	Program / Item Description	Total Required	# Items Short	FY20 NGREA Qty	Item Cost	Total Cost	Remarks
1	Command and Control Systems	Joint Battle Command - Platform (JBC-P)	15,263	13,023	1,500	\$20,000	\$30,000,000	JBC-P provides on-the-move digital communication, enabling interoperability with joint forces. The Army Reserve currently has 5,391 legacy systems on-hand, with 50% of units having never received an initial fielding of any equipment.
2	Satcom System	Transportable Tactical Command Communications (TZC2)	289	285	50	\$300,000	\$15,000,000	TZC2 provides voice & data communications via UHF & Heavy satellite terminal configurations. It links to the Army's tactical network, providing critical mission command capabilities and situational awareness necessary to conduct operations.
3	Bulk Fuel Distribution System (BFDS)	Line Haul Fuel Distribution	1,800	1,800	150	\$100,000	\$15,000,000	BFDS is the modern replacement for legacy 7.5K and 5K bulk fuel trailers. The AR is currently short 320 trailers due to obsolescence, resulting in the loss of 2,880 gallons of distribution capacity.
4	Mobile Tactical Retail Refueling System (MTRRS)	Tactical Fuel Dispensing	813	813	250	\$60,000	\$15,000,000	MTRRS replaces legacy fuel systems, providing a 1,000 gallon capacity fuel tank & 12 gallons per minute dispensing capability. It allows multiple configurations & transport platforms including cargo trucks, trailers, & Load Handling System flat-bedders.
5	Liquid Logistics Production and Storage	Tactical Water Purification System (TWPS)	78	78	40	\$650,000	\$26,000,000	TWPS replaces legacy water purification systems that are at or beyond economic useful life and expediting parts obsolescence. The Army Reserve currently has 40% (31 of 78) replaced legacy systems on-hand.
6	Load Handling System: 2000G Water (HPPD)	Tank Rack Storage & Distribution System	490	442	150	\$140,000	\$21,000,000	HPPD replaces legacy fabric systems, providing 23% greater capacity for the transport, storage & distribution of bulk water. The Army Reserve currently has 10% (51 of 490) of the total requirement on-hand.
7	Medical Support Equipment	Logistical Support & Durable Items	392	158	154	\$60,000	\$7,700,000	Support item estimate for activation of medical units to provide Defense Support to Civil Authorities for ongoing COVID-19 pandemic. Item costs based on average of total requirement.
8	Medical Equipment Sets	Medical Material & Consumables	698	440	440	\$20,000	\$8,800,000	Medical Material estimate to provide Defense Support to Civil Authorities for ongoing COVID-19 pandemic. Item costs based on average of total requirement.
9	Light Tactical Vehicle Modernization (LTV4HMMVV)	Joint Light Tactical Vehicle	14,687	14,627	60	\$400,000	\$24,000,000	The current Army Reserve light tactical vehicle fleet consists of only 50% armor capable vehicles, limiting global deployment to non-permissive environments. LTV provides enhanced force protection & mobility for employment across the full spectrum of operations.
10	Heavy Dump Truck	20-Ton Dump Truck	357	357	60	\$500,000	\$30,000,000	The Army Reserve is currently fielded at 66% of the legacy Dump Truck (D35 of 20) requirement. The modern version includes an armored cab capability for increased force protection.
11	Palletized Loading System (PLS)	M1076A1 PLS Trailer	1,714	1,298	50	\$150,000	\$7,500,000	The M1076A1 design incorporates a Container Transfer Enhancement (CTE) mechanism that allows for direct intermodal of containers from truck to trailer without the need for additional material handling equipment.
12	Medium Utility Trailer	M872 Cargo Trailer	1,700	671	50	\$100,000	\$5,000,000	The M872 flatbed is the primary means for transport of containers & bulk/general cargo. Fleet obsolescence created a shortfall of serviceable trailers & need to accelerate modernization to close the capability gap.
Total Projected NGREA							\$25,000,000	

Note: Adjustments made to FY20 NGREA submission quantities, item costs, & total costs reflect updates for requirements & base budget resource prioritization outlook.

Question. As global threats shift, arctic weather conditions mimic the kind of environment our forces could face in the future.

How are you ensuring troops receive Arctic and cold weather training?

Answer. Fort McCoy, WI currently conducts multiple iterations of a two-week Cold Weather Operations Course using a Program of Instruction from the Northern Warfare Training Center in Fort Wainwright, AK. The course is designed as a Train the Trainer course developed to give units Subject Matter Expertise in Cold Weather Operations. Soldiers are introduced to basic skills for cold weather operations and survivability.

Question. How does the Reserve provide Arctic and cold weather training?

Answer. Beyond the training offered at Fort McCoy, WI the Army Reserve conducts annual training with our Canadian partners to build the strategic alliance necessary to counter competitor's aggression in the Arctic. Exercise Maple Resolve is a combined U.S. Army exercise with Canada that serves as brigade-level validation for the Canadian Army. The exercise seeks to enhance our professional relationships, training and overall coordination with our allies and partners. The exercise improves relationships between the two armies and allows them to work together to address mutual threats and hazards at home and in coalition operations abroad (Arctic).

Question. Are there plans to increase Arctic and cold weather training for Reserve/Guard?

Answer. Currently, there are no plans to increase Arctic and cold weather training. The current training allows units to experience leader, individual, and collective tasks in an arctic-like environment. Training focuses on firing and maintaining weapons, operating and maintaining vehicles and equipment, and performing unit Mission Essential tasks.

QUESTIONS SUBMITTED BY SENATOR TOM UDALL

Question. The Department of Defense established new policies for maternity leave as part of the "Force of the Future" initiative in 2016. This new policy authorized 12 weeks fully paid maternity leave after normal pregnancy and childbirth for active duty service members. However, there was no such change for reserve personnel. In the reserves, if the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement.

Under the current law, reserve component members in reserve training status are required to attend unit training assemblies (weekend drill) in order to receive points towards creditable military service.

If the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement. Would you support a legislative fix for this problem, such as the MOMs Act I introduced this Congress?

Answer. Per Army Regulation (AR) 135–91 Reserve Component (RC) Soldiers are normally afforded up to 6 weeks of maternity leave, with variance based on the attending physician's advice. The Army Reserve Rescheduled Training (RST) policy provides flexibility for Soldiers requiring parental leave. Soldiers can make up missed duty days or training requirements from 60 days prior to scheduled duty to 60 days after the scheduled duty. This allows the Soldier and the unit to resolve any conflicts and ensure the Soldier is given the opportunity to earn all creditable retirement points and pay.

Question. Do you agree with the Congressional Budget Office that the price would be negligible to make this legislative fix?

Answer. Paying for 12 IDT periods, such as provided for in this language, for each of these members, would incur a cost in lost manpower (approximately \$8.9 million per year (fiscal year 2019 estimate) across DoD). That is, members who give birth and may have previously been excused and did not make up the missed IDT periods would now be paid directly for those periods.

Question. National Guard and Reserve troops are an essential part of America's national defense strategy. Over the past two decades, they have been used in an operational capacity, constantly serving on domestic and international missions to help protect our country. Despite conducting the same duties as their active duty counterparts, they are not receiving the same credit for their active time. To support our service members in reserve components, changes must be made to reflect the total force mentality.

Answer. The National Guard's suicide rate has climbed higher than the active duty and Reserve's, according to an annual Pentagon study released September 2019. In response, officials are looking for new ways to help troops feel comfortable coming forward about their issues and getting help they need.

The most recent figure is about 30.6 deaths per 100,000 service members, according to the Defense Department Annual Suicide Report for calendar year 2018, well above the Reserve's 22.9 per 100,000 and the active component's 24.8.

Question. What is the reserve doing to address the high suicide rates?

Answer. The Army Reserve Suicide Prevention Program is based on four pillars: (1) provide resources; (2) educate the force; (3) reduce the stigma; and (4) involve Families. The top four stressors leading to Army Reserve suicides are Financial Issues/Debt, Relationship/Family conflict, Mental/Behavioral Health, and Substance Abuse.

Since CY17, the Army Reserve has seen continued decreases in the number of deaths by suicide (CY17=62, CY18=47, CY19=37). As part of our mitigating strategy to prevent suicides, we examined and analyzed reports of ideations and attempts. In a sampling of the reports, we found the following percentages centered on the top four stressors in Army Reserve suicides: Financial Issues/Debt (50 percent), Relationship/Family conflict (30 percent), Mental/Behavioral Health (10 percent), and Substance Abuse (10 percent). A few CCIRs may contain overlapping stressors. For example, an individual expressing an ideation may have experienced issues with finances, relationship, and substance abuse.

The position the Army Reserve has taken and continues to take to prevent suicides include providing oversight and management in the following areas:

- Mandate personal contact with Soldiers and Family between Battle Assemblies
- Standardize procedures for reporting ideations and attempts
- Emphasize attention on “newly” assigned Soldiers, ensuring a positive transition
- Promote/advertise local resources
- Increase suicide prevention training opportunities and disseminate information to Family members regarding risk factors, warning signs and contact assistance numbers
- Developed an Army Reserve Supplement to Army's Soldier Leader Risk Reduction Tool to help leaders facilitate dialogue with their Soldier
- Partner with outreach programs in local communities

The Army Reserve provides intervention skills training to Soldiers and leaders. Training includes encouraging leaders to openly communicate with their Soldiers and Families to reduce the stigma and assist in decreasing suicides rates. Additionally, the Army Reserve will continue to improve awareness of available resources and access to training. The Army Reserve will continue to promote the use of the Army Soldier Leader Risk Reduction Tool (SLRRT) and the Army Reserve Supple-

ment to the SLRRT to increase first-line leader involvement and assist leaders in identifying potential risks amongst their Soldiers.

Suicidal ideations and associated behaviors are risks to unit cohesiveness, readiness, and individual Soldier welfare. There is a sustained leadership focus and resourcing to support suicide prevention within the Army Reserve. The Army Reserve is a Family, and as such, we will look out for our own and intervene when we determine a member is "at risk." We will remain vigilant on this issue, and continue to partner with our mental health professionals, chaplains, and Family Readiness personnel as we continuously refine and improve our program.

The Army Reserve also has 10 units participating in the Army's Suicide Prevention Pilot Program. The aim of the pilot is to decrease the prevalence of suicidality through increases in unit cohesion, trust, coping and communication skills. It is designed to test numerous new broader Army initiatives in an operational environment, so we can receive critical feedback from Soldiers and Leaders, while promoting the reduction of high-risk behaviors, including suicide. It will focus on:

- Increased Leader Visibility and Soldier Awareness through the application of tools augment engaged leadership
- Concentrated Resilience and Communication Skills training and education to ensure they become core competencies

A combination of G1, Army Public Health Center, Walter Reed Army Institute of Research, and contract personnel will evaluate the effectiveness of the pilot and its individual initiatives in spring 2021 to assess impact on reduction of suicides as well as increased coping skills and unit climate.

Question. What are the current programs and how are they implemented in a part time force?

Answer. There are several efforts within the Army Reserve working initiatives to connect with Soldiers and reduce suicides. These include resilience efforts, availability of professional staff, peer support, and counseling services, among others.

The resilience efforts accomplished through Strong Bonds and the Yellow Ribbon Reintegration Program works on Family resilience and Soldier reintegration from deployment to mitigate stressors. We have PhDs on staff at the Readiness Divisions who are licensed and trained to assist Soldiers with behavioral health issues and advise commanders. Vet 4 Warriors* serve Army Reserve Soldiers and Family members. Vet 4 Warriors* provides immediate, free, and long-term peer support to the Army Reserve through confidential phone, chat, text, and email conversations to help those they serve live better lives. Give An Hour* Counseling Services is another resource available to our Army Reserve Family—Give An Hour's* mission is to develop national networks of volunteers capable of responding to both acute and chronic conditions that arise within our society. By harnessing the skill and expertise of volunteer professionals, they can increase the likelihood that those in need receive the support and care they deserve. Give An Hour* provides free mental healthcare to the Army Reserve Soldiers and Family members. Military OneSource is another resource available to the Army Reserve. Military OneSource is a 24/7 connection to information, answers, and support to help Soldiers and Family members reach their goals, overcome challenges and thrive. The above resources are just a few of many resources that support the Army Reserve Family.

Question. What actions are you taking to reduce the stigma for getting help?

Answer. The Army Reserve understands there are individuals who are frequently reluctant to seek help. Soldiers avoid seeking this type of assistance based on fear it might adversely affect their careers. We have taken the necessary steps to change this misperception across the Army Reserve by encouraging leaders to review all policies and procedures and remove anything that may stigmatize help-seeking behaviors. We also encourage leaders to eliminate any policy which discriminates, punishes, or discourages a Soldier or Civilian from seeking help. The Army Reserve is dedicated to eliminating the long-standing, negative stigma, associated with seeking and receiving help to ensure Soldiers, Army Civilians, and Family Members who may be struggling get the help that they need.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL RICHARD W. SCOBEE

QUESTIONS SUBMITTED BY SENATOR LISA MURKOWSKI

Question. What are you doing to improve the quality of life to prevent suicides?

*Vet 4 Warriors and Give An Hour are private non-Federal entities. References to these organizations in this response is not intended to present an official endorsement by the Army Reserve.

Answer. From a medical perspective, the AF Reserve Command (AFRC) Surgeon General's office supports AF Reserve Directors of Psychological Health. These Licensed Clinical Social Workers are placed in AF Reserve wings to address individual, unit, and wing readiness and help Airmen and their families maximize psychological health, resilience, and wellbeing so that they can prevail over the unique challenges of the mission and life in and out of the military.

AFRC has also approved and staffed ten full time Religious Affairs Airmen at each of the 10 AFRC host base locations. This full-time presence allows immediate and timely access for members and provides pastoral care and confidential communication. The ability to speak to a Chaplain Corps member with complete confidentiality encourages openness and vulnerability so that needs can be identified and members can receive needed care. In addition, Reserve Personnel Appropriation funding is being made available for Chaplain Corps members to surge during deployment and post-deployment times. Chaplain Corps members continue to provide pastoral care, marriage enrichment programs, relationship counseling, and suicide intervention in order to address the stress and strain felt by AFRC members and their families.

In 2019, all Air Force Reserve (AFR) wings conducted a Resilience Tactical Pause (RTP) to improve communication and connectedness in an effort to prevent suicides. The RTP was intended to provide an opportunity for leaders to engage Airmen (military and civilian) in a manner that fosters interpersonal connection. This was the beginning of an ongoing, sustained effort to address this challenge. Every AFR host wing has a Community Action Plan (CAP) designed to equip communities and leaders with the tools to assess, improve, and sustain quality of life initiatives. AFR tenant wings fall under their host active component CAP; however, the AFR is developing a master CAP with reserve best practices for their use.

Question. What programs have you requested appropriations for to help with these issues?

Answer. AFRC has 10 full-time chaplain positions in the fiscal year 2022 POM to ensure full Chaplain Corps support to the Airmen and their families at the ten host base locations. Additionally, Reserve Personnel Appropriations and Operation and Maintenance (O&M) funding have been requested to provide personnel support and program support to wings during pre-deployment, deployment, and post deployment.

Question. Are you aware of the medical readiness issues for Reserve and Guard in regards to continuity of care when they go on and off orders?

Answer. Yes. Medical readiness and taking care of AFR members is a significant priority. Any change in a member's medical condition, especially if it has the potential to adversely impact the member's readiness, must be communicated by the member to their command through either the Reserve Medical Unit or the military treatment facility, as appropriate for their duty status. For issues that arise while in military status, the Line of Duty (LOD) process provides a mechanism for identifying medical issues arising from military duty, and it also facilitates further care as needed.

Question. What measures are in place to ensure continuity of care?

Answer. A number of programs exist to ensure Airmen receive the care they need to include placing them on medical continuation (MEDCON) orders. Airmen may be eligible for MEDCON orders when they incur or aggravate an illness, injury, or disease in the line of duty and that condition renders the Airman unable to perform military duties. While on MEDCON orders, our first priority for the member is to get them the medical care they need and the initial orders will be certified for a period of time consistent with the their validated medical treatment plan.

Last year, Congress authorized Reserve Federal Employee Health Benefits (FEHB) eligible members to receive medical coverage through the Tricare Reserve Select healthcare plan, beginning in the year 2030. This effort will improve healthcare costs, ease of access and continuity of care for our Air Reserve Technicians (ART) and their families as well as increase our full time retention. I ask that you consider implementing and funding this change to the earliest date feasible in order for our ART force to benefit from this premium-based healthcare plan.

Question. What specific programs or equipment will be impaired or jeopardized by the redesignation of NGREA funds, especially for units that rely on this funding to maintain and modernize their vital equipment? Please provide the specific line item for the program and the funding amount redesignated from the program in comparison to its required funding amount.

Answer. The redesignation of fiscal year 2020 NGREA funds forced Headquarter Air Force Reserve Command to prioritize all planned expenditures. In all cases, the Prioritized Integrated Requirements List (PIRL) was utilized in order to determine which programs were the most critical. The highest priority was given to programs

that were already under contract where the loss of funds would cause a break in the contract. In those cases, the contract will continue using funds realigned from fiscal year 2019 NGREA.

The next level of priority are programs that are in testing or integration but not yet under contract for purchase of equipment or are under a contract that allowed the command to reduce the amount of equipment to be purchased. These programs will receive the minimal funding needed to keep testing and integration efforts proceeding or to keep production lines open. These fiscal year 2020 programs include:

- A-10 and F-16 Anti-Jam GPS—\$11 million reduced to \$4.5 million
- A-10 and F-16 High Resolution Cockpit Display Modernization—\$12 million reduced to \$3.5M
- F-16 ALR-69A Radar Warning Receiver—\$12 million reduced to \$7.5 million
- AN/ASQ-236 All-Weather Targeting Pod—\$15.5 million reduced to \$6.5 million
- F-16 Active Electronically Scanned Array (AESA) Radars—\$20 million reduced to \$10 million
- C-130 Modular Aerial Spray System—\$17.5 million reduced to \$7 million

The final group of programs are those that are not under contract and which fall low enough on the PIRL that the loss of funding did not create an unacceptable level of risk. Among these programs are several that would most likely have been delayed for other reasons (Amounts below reflect the total cost of each program).

- A-10 Link 16—\$12 million
- A-10 ALR 69A Radar Warning Receiver—\$7 million
- A-10 Missile Warning System—\$12 million
- F-16 Automatic Data Transfer Equipment (ADTE)—\$6 million would most likely have been delayed due to issues with integration
- C-5 Real Time in the Cockpit (RTIC)—\$9 million
- KC-135 Real Time in the Cockpit (RTIC)—\$15 million
- C-130 Real Time in the Cockpit (RTIC)—\$700,000
- WC-130 241 Radar Upgrade—\$650,000
- WC-130 ARC 210 Generation 6 Radios—\$6.5 million
- C-130H Iridium Satellite Phone for Fire Fighting unit—\$300,000
- KC-135 Large Aircraft Infrared Counter Measures—\$12 million
- HC-130 Link 16 Radios—\$5 million
- WC-130J Radar Transmission through SATCOM—\$2.5 million
- B-52 Targeting Pod Trainer—\$250,000
- Support Equipment—\$5.5 million
- Vehicles—\$1.0 million
- HH-60 Avionics Communication Suite Upgrade—\$2 million would most likely have been cancelled due to impeding aircraft retirement and Sunset restrictions

In order to fund the necessary programs that lost fiscal year 20 funds, there are several fiscal year 19 programs that were reduced or delayed to include:

- HH-60 Link 16, Helmet Mounted Display, Blue Force Tracker, Avionics Communications Suite Upgrade, and Smart Multifunction Color Display—\$26.5 million reduced to \$1.6 million due to impeding aircraft retirement and Sunset restrictions
- A-10 ALR 69A Radar Warning Receiver—\$1.5 million
- WC-130J Radar Transmission through SATCOM—\$2 million
- WC-130J Block 8.1 Upgrade—\$8 million
- Support Equipment—\$14.8 million reduced to \$2.4 million
- Guardian Angel/Personnel Rescue Mission Equipment—\$9.8 million reduced to \$5 million
- Vehicles—\$7 million reduced to \$4.8 million

Question. As global threats shift, arctic weather conditions mimic the kind of environment our forces could face in the future.

How are you ensuring troops receive Arctic and cold weather training?

Answer. Our single classic associate unit (477th Fighter Group) assigned at Joint Base Elmendorf-Richardson uses an event identifier code input into a training tracking systems (Patriot Excalibur for our aviators and Training Business Area for our support personnel). These systems are programed to send an alert to leadership when a member is coming due and is overdue for this training. This tracking method is in accordance with our Regular AF host Wing Leadership requirement and mirrors their process.

Question. How does the Reserve and Guard provide Arctic and cold weather training?

Answer. AFRC currently has one classic associate unit (477th Fighter Group) assigned at Joint Base Elmendorf-Richardson. They receive their annual arctic survival training alongside their Regular Air Force counterparts in accordance with current guidance and regulations established by the Regular Air Force host Wing

Leadership. Our other units that participate in events in the arctic region receive their arctic training from the host base survival training experts as a just in time measure to ensure they are properly trained in accordance with current guidance and regulations and are safe to participate in those events.

Question. Are there plans to increase Arctic and cold weather training for Reserve/Guard?

Answer. There are currently no plans to increase Arctic and cold weather training requirements for the Air Force Reserve component.

QUESTIONS SUBMITTED BY SENATOR JERRY MORAN

S. 1615, MOMS LEAVE ACT

Question. S. 1615 will allow women serving in the reserve components of the Armed Forces to receive compensation and credit when they go on maternity leave. Providing maternity leave for the women serving in the National Guard and Reserve is essential to maintaining the health and mental well-being of our service members. Can you discuss how this bill will impact new mothers who are serving in the Air Force Reserve and Air National Guard?

Answer. Thank you for considering the Reserve Components when introducing legislation to ensure every member of our Armed Forces is considered. This bill would allow new mothers to receive 12 retention/retirement points towards the statutory requirement of 50 points per year towards retirement when they are unable to attend training due to pregnancy/maternity leave. The Air Force Reserve fully supports this legislation.

Question. Is legislation to provide maternity leave to members of the reserve component necessary, or can these benefits be provided through a Department policy change?

Answer. The Air Force has exercised every option through policy to allow our new mothers to receive service credit within the boundaries of current law. Awarding retention/retirement points in lieu of military service due to pregnancy/maternity leave would require a legislative change. Air Force policy (AFMAN 36-2136) allows female members the opportunity to perform their reserve duty by telework, where able, or opt to reschedule their reserve duty around their pregnancy and any civilian maternity leave they may opt to take outside of their military service. However, this may not be enough to ensure a good year of service depending on the member's ability to break away from their civilian employer or in a specialty where telework may not be feasible.

Question. Please outline the differences in maternity leave benefits for members of the active duty Armed Forces versus those in the reserve component.

Answer. There is no difference between the components if the Reserve component member is performing Active Guard and Reserve (AGR) duty or performing duty under a call or order to active service for a period in excess of 12 months (AFI 36-3003 & AFMAN 36-2136).

In the case of our traditional reservists, part-time members may not participate in any status during the 34th week of pregnancy to term and 12 weeks immediately after delivery unless: the reservist volunteers, the decision is supported by her unit commander, obstetric care provider or military medical authorities. Pregnant reservists may telework or be allowed to complete their military service in an alternate duty location in order to comply with obstetric care provider's travel recommendations. Pregnant reservists must be able to commute home safely every day or have access to birthing facilities approved by an obstetric care provider if staying overnight at their unit's location (AFMAN 36-2136). The key difference is that reservists in full-time status continue to be compensated while on maternity leave, assuming their orders do not expire, while part-time reservists are not compensated.

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. It is crucial to the Armed Forces' ability to attain optimal readiness and maintain their operational capacity that women be fully integrated into the force structure. For decades, the Air Force Reserve has embraced this as a priority, and can be an example across the services for how gender integration can be implemented.

Please provide examples of ways that the Air Force Reserve has pushed to recruit talented women?

Answer. We are actively engaged at all levels in collaboration with civilian entities to identify all potential female applicants. For example, we have an annual presence

at the International Women in Aviation Conference, providing brand awareness through community outreach and describing opportunities to serve. In addition, we deliberately recruit at Women's colleges and recently sponsored Women's NCAA Basketball Tournaments, primarily targeted at the female audience viewing the event.

Question. What specific incentives does the Air Force Reserve offer to retain women and develop their skills?

Answer. Our Air Force Reserve offers opportunities and incentives based on ability, qualifications, and performance, not gender. Incentives are available for Airmen of either gender for specific career fields where the Air Force Reserve has needs for talent. We also offer tuition assistance and other education based incentives that target skill development for all Airmen.

Question. How does the Reserve ensure female Reservists are engaged in decision-making at all levels? Please provide an accounting of the representation of women among leadership ranks.

Answer. Our Air Force Reserve (AFR) senior leader levels are managed through a volunteer system, with no limitations placed on applicants, other than Air Force Specialty Code (AFSC), duty status and performance requirements. We see our female Reserve Citizen Airmen participating at all levels of leadership in every career field. Women represent approximately 26 percent of our AFR General Officer, Colonel, and Key/Strategic Chief Master Sergeant combined billet footprint.

Question. What challenges does the Reserve face in recruiting and retaining women? How can Congress further help the Reserves improve gender integration?

Answer. Currently, women account for 27 percent of the AFR, which is a higher rate than both active duty and the Air National Guard. The key for the Air Force Reserve is to seek out and recruit those who have the drive, desire and ability, and make sure they understand the available opportunities to serve.

Question. Family changes, childcare issues, spousal unemployment, financial problems, and sexual assault can all be issues that contribute to Reservists' mental health challenges. I hear from Vermonters that we need to be aware of the stressors on Reservists and their families to prevent skilled Reservists from leaving the force, or worse, the tragedy of death by suicide, which we know is a crisis.

How are you supporting military families that may be dealing with financial problems?

Answer. In accordance with U.S. 10 Code Section 992, all military members are required to attend financial touchpoint training throughout various times in their career. The required financial touch points include: Initial Entry Training, Arrival at First Duty Station, Arrival at Subsequent Duty Stations (E-4/O-3 and below), Promotion (E-5/O-4 and below), when the member invests in the Thrift Savings Plan, when entitled to Continuation Pay, when transitioning to the Reserve Component, and during major life events such as Birth of a Child, Marriage, Divorce, and Disabling Sickness or Condition. Training is available in person with Airman and Family Readiness staff and/or virtually via the MyVector/Airmen Distributed Learning System. Military Family Personal Financial Counselors are in place at the installations to assist with providing this training as well.

In accordance with AFI 36-3009, Airman and Family Readiness Centers are required to have a certified personal financial counselor on staff. Airman and Family Readiness Centers are available to provide a variety of financial resources, workshops and one-on-one appointments for Reservists to attend during the week or on a UTA weekend. Financial appointments can be arranged to meet the member's specific needs, whether it be completing an individualized budget or locating local financial resources in the community. Employment resources are also available through the Airman and Family Readiness Center office. Members and their spouses are able to seek individualized resources or receive assistance with resume review.

The Air Force Aid Society is the official charity of the USAF. It is available for Reserve members in Title 10 status for 15 days or more. The assistance is limited to emergencies incidental to or resulting from a member's Active Duty tour.

Yellow Ribbon events offer multiple breakouts teaching budget/financial skills as well as resources and referrals to personal financial counselors offering free services to members/families attending events. Several events also offer free follow-up counseling after the event ends.

Question. What resources are available to Reservists struggling with mental health issues or suicidal ideation?

Answer. From a medical perspective, the AF Reserve Command (AFRC) Surgeon General's office supports AF Reserve Directors of Psychological Health. These Licensed Clinical Social Workers are placed in AF Reserve wings to address individual, unit, and wing readiness and help Airmen and their families maximize psy-

chological health, resilience, and wellbeing so that they can prevail over the unique challenges of the mission and life in and out of the military.

AFRC has also approved and staffed ten full time Religious Affairs Airmen at each of the 10 AFRC host base locations. This full-time presence allows immediate and timely access for members and provides pastoral care and confidential communication. The ability to speak to a Chaplain Corps member with complete confidentiality encourages openness and vulnerability so that needs can be identified and members can receive needed care. In addition, Reserve Personnel Appropriation funding is being made available for Chaplain Corps members to surge during deployment and post-deployment times. Chaplain Corps members continue to provide pastoral care, marriage enrichment programs, relationship counseling, and suicide intervention in order to address the stress and strain felt by AFRC members and their families.

In 2019, all Air Force Reserve (AFR) wings conducted a Resilience Tactical Pause (RTP) to improve communication and connectedness in an effort to prevent suicides. The RTP was intended to provide an opportunity for leaders to engage Airmen (military and civilian) in a manner that fosters interpersonal connection. This was the beginning of an ongoing, sustained effort to address this challenge. Every AFR host wing has a Community Action Plan (CAP) designed to equip communities and leaders with the tools to assess, improve, and sustain quality of life initiatives. AFR tenant wings fall under their host active component CAP; however, the AFR is developing a master CAP with reserve best practices for their use.

Question. What resources are available to military families struggling with accessing affordable childcare? Are there any legislative changes required to improve or expand on-base childcare?

Answer. Air Force Reserve Host bases do not have access to on base DoD Child Development Centers (CDC) at their locations. In addition, CDCs at some classic associate units on active duty bases provide limited access for childcare purposes during Unit Training Assembly (UTA) weekends.

The Air Force Home Community Care program provides child care for United States Air Force Reserve and National guard members assigned to specific installations during drill/UTA weekends. Care is provided in high quality family child care homes throughout the United States. The program is offered through the Family Child Care (FCC) program at the tenant location. However, the number of FCC providers at the installations are limited, and this service is not available at all installations.

I look forward to working with Congress on legislation aimed at increasing the number of FCC providers who can offer affordable quality daycare to Air Force Reserve members during their UTA weekends.

Question. How are you working to prevent sexual assault, and what resources are available to survivors of sexual assault?

Answer. The AFR has a robust Sexual Assault and Prevention Program aimed at awareness training and providing those who are victims avenues to report such crimes and receive the help needed to move forward. All AFR Units have a Special Victims Council (SPVC), Sexual Assault Response Coordinators (SARC) Victims Advocate and Case Management Groups chaired by the Installation Commander. The Air Force Reserve participates in all Air Force prevention initiatives. Culture change continues to be a major focus as the Air Force transitions the language from Bystander Intervention to Wingman and Leadership Intervention. All Wingman and Leaders are being further charged with intervening in any culture or situation that can aid sexual assault occurrences.

A Reserve member who experiences a sexual assault while performing military duty is entitled to a Line of Duty determination. The member has the same access to services as their Active Duty counterpart. Orders can be extended if necessary for the member to receive both medical and psychological treatment. If the member reports an assault that did not occur while performing duty, they are eligible to receive victim advocacy and referral services from the Sexual Assault Prevention and Response office at their installation. This can be provided through local rape crisis centers and also through the Department of Veterans Affairs.

QUESTIONS SUBMITTED BY SENATOR TOM UDALL

Question. The Department of Defense established new policies for maternity leave as part of the "Force of the Future" initiative in 2016. This new policy authorized 12 weeks fully paid maternity leave after normal pregnancy and childbirth for active duty service members.

However, there was no such change for reserve personnel. In the reserves, if the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement.

Under the current law, reserve component members in reserve training status are required to attend unit training assemblies (weekend drill) in order to receive points towards creditable military service.

If the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement. Would you support a legislative fix for this problem, such as the MOMs Act I introduced this Congress?

Answer. Thank you for considering the Reserve Components when introducing legislation to ensure every member of our Armed Forces is considered. The Air Force Reserve fully supports the MOMS Act.

Question. Do you agree with the Congressional Budget Office that the price would be negligible to make this legislative fix?

Answer. Thank you for informing us about the CBO findings, our AFRC financial experts will review their report as soon as it is made available. At this time, we have no reason to disagree that the price of the legislative fix is likely negligible.

Question. National Guard and Reserve troops are an essential part of America's national defense strategy. Over the past two decades, they have been used in an operational capacity, constantly serving on domestic and international missions to help protect our country. Despite conducting the same duties as their active duty counterparts, they are not receiving the same credit for their active time. To support our service members in reserve components, changes must be made to reflect the total force mentality.

The National Guard's suicide rate has climbed higher than the active duty and Reserve's, according to an annual Pentagon study released September 2019. In response, officials are looking for new ways to help troops feel comfortable coming forward about their issues and getting help they need.

The most recent figure is about 30.6 deaths per 100,000 service members, according to the Defense Department Annual Suicide Report for calendar year 2018, well above the Reserve's 22.9 per 100,000 and the active component's 24.8.

What is the guard and reserve doing to address the high suicide rates?

What are the current programs and how are they implemented in a part time force?

Answer. From a medical perspective, the AF Reserve Command (AFRC) Surgeon General's office supports AF Reserve Directors of Psychological Health. These Licensed Clinical Social Workers are placed in AF Reserve wings to address individual, unit, and wing readiness and help Airmen and their families maximize psychological health, resilience, and wellbeing so that they can prevail over the unique challenges of the mission and life in and out of the military.

AFRC has also approved and staffed ten full time Religious Affairs Airmen at each of the 10 AFRC host base locations. This full-time presence allows immediate and timely access for members and provides pastoral care and confidential communication. The ability to speak to a Chaplain Corps member with complete confidentiality encourages openness and vulnerability so that needs can be identified and members can receive needed care. In addition, Reserve Personnel Appropriation funding is being made available for Chaplain Corps members to surge during deployment and post-deployment times. Chaplain Corps members continue to provide pastoral care, marriage enrichment programs, relationship counseling, and suicide intervention in order to address the stress and strain felt by AFRC members and their families.

In 2019, all Air Force Reserve (AFR) wings conducted a Resilience Tactical Pause (RTP) to improve communication and connectedness in an effort to prevent suicides. The RTP was intended to provide an opportunity for leaders to engage Airmen (military and civilian) in a manner that fosters interpersonal connection. This was the beginning of an ongoing, sustained effort to address this challenge. Every AFR host wing has a Community Action Plan (CAP) designed to equip communities and leaders with the tools to assess, improve, and sustain quality of life initiatives. AFR tenant wings fall under their host active component CAP; however, the AFR is developing a master CAP with reserve best practices for their use.

A screening assessment is conducted annually as part of the Periodic Health Assessment (PHA). If the member's responses indicate potential psychological issues, then further evaluation is conducted. For acute issues that pose an imminent threat to life, Police and Emergency Medical Services ("911") are activated in order to facilitate immediate care. For subacute issues, the abovementioned DPH provide re-

sources, including access to community mental health resources that may be beneficial to the member.

Question. What actions are you taking to reduce the stigma for getting help?

Answer. As a Command, there is a concerted effort to reduce the negative stigma of asking for help and to communicate the resources available to the Airman to help with the pain that may arise from a mental health problem. Within the medical community, our Surgeon General's office has worked with other Air Force Major Commands to modify service medical standards to allow a member to continue while undergoing evaluation and treatment of many mental health disorders.

Training on suicide prevention and providing assistance to Airmen who are struggling with mental illness has been incorporated in all Commander, First Sergeant and supervisory courses. Furthermore, members who seek help are assured that such cases are held in strict confidentiality and are disclosed only on a need to know basis.

QUESTIONS SUBMITTED TO VICE ADMIRAL LUKE M. MCCOLLUM

QUESTIONS SUBMITTED BY SENATOR LISA MURKOWSKI

Question. What are you doing to improve the quality of life to prevent suicides?

Answer. To address suicide and other destructive behaviors, the Chief of Naval Operations established the Culture of Excellence, a Navy-wide framework designed to promote signature healthy behaviors and enhance warfighting excellence by instilling toughness, trust, and connectedness in Sailors, and includes the reserve component. Navy is using evidence-informed primary prevention strategies to reduce destructive behaviors through decreased risk factors and to promote signature healthy behavior by increasing protective factors. Relationships, legal problems, financial difficulties, transition periods, and mental health issues continue to be common stressors in most suicides. Of note, over 40 percent of Sailors who died by suicide never deployed.

As part of our Culture of Excellence, suicide prevention measures include increasing embedded Mental Health Providers who deliver direct support to our warfighters as far forward as possible for early intervention. We have also placed Deployed Resiliency Counselors, which are civilian social workers, onboard aircraft carriers and large amphibious ships. An Expanded Operational Stress Control program was developed to be used in conjunction with the Command Resilience Team Network to assist leaders in the use of chaplains, medical personnel, counselors, and community resources to build a culture that is supportive of help-seeking behaviors. The goal of the program is to assist Navy leaders build resilience within commands and individual Sailors by increasing the awareness and understanding of stress and providing strategies to mitigate detrimental effects. Navy's vision is to develop an environment in which all Sailors are trained and motivated to navigate stress, assist their shipmates, and, most importantly, seek help from available resources early.

Question. What programs have you requested appropriations for to help with these issues?

Answer. The President's budget request for fiscal year 2021 supports our efforts to address suicide and other destructive behaviors, through the Chief of Naval Operations established Culture of Excellence, a Navy-wide framework designed to promote signature healthy behaviors and enhance warfighting excellence by instilling toughness, trust, and connectedness in Sailors, and includes the reserve component. Navy is using evidence-informed primary prevention strategies to reduce destructive behaviors through decreased risk factors and to promote signature healthy behavior by increasing protective factors.

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providing strategies to mitigate detrimental effects. Navy's vision is to develop an environment in which all Sailors are trained and motivated to navigate stress, assist their shipmates, and, most importantly, seek help from available resources early.

Our primary suicide prevention program for the Navy Reserve is the Psychological Health Outreach Program (PHOP). PHOP was created in 2008 to ensure reserve component service members and families have access to psychological health services prior to deployment, post-demobilization, and before retirement/discharge. PHOP is funded by the Navy's Bureau of Medicine and Surgery to provide support for both Navy and Marine Corps reserve component personnel who normally reside outside of fleet concentration areas. We are grateful for your continued support of this important program.

Question. Are you aware of the medical readiness issues for Reserve and Guard in regard to continuity of care when they go on and off orders?

Answer. Yes, we are aware of the medical readiness issues related to continuity of care as Reserve Sailors go on and off orders. We continue to refine our processes and resources to minimize the medical readiness issues for Reserve and Guard regarding continuity of care when they go on and off orders.

Question. What measures are in place to ensure continuity of care?

Answer. We continue to refine our processes and resources to minimize the medical readiness issues for Reserve and Guard regarding continuity of care when they go on and off orders.

Reserve Component (RC) members may be considered for Pre-Activation or "Early" Eligibility of TRICARE when going on orders. If the service member is issued delayed-effective-date active duty orders for more than 30 consecutive days in support of a contingency operation, RC members qualify up to 180 days early for active duty TRICARE benefits to address any potential readiness issues before going on orders.

RC members coming off orders have access to the Transitional Assistance Management Program (TAMP) which provides 180 days of premium-free transitional healthcare benefits after regular TRICARE benefits end to address continuity of care issues.

Monitoring is in place for those RC members that come off orders to detect potential needs for medical care through the Post-Deployment Health Assessment (PDHA) and Post-Deployment Health Re-Assessment (PDHRA).

Any RC member on mobilization orders or other types of RC non-mobilization orders greater than 30 days may qualify for assignment to medical hold (MEDHOLD) (e.g. retained on MEDHOLD active duty orders), if follow on medical care is required. All other RC members on non-mobilization orders of 30 days or less may qualify for follow on medical continuity of care via the Line of Duty-Healthcare (LOD-HC) program.

All Navy Reserve Activities have medical staff trained to manage and implement the LOD-HC and MEDHOLD programs, respectively.

Additionally, Ready Reserve members in a drill status are qualified to enroll in the Tricare Reserve Select program, which is a premium-based insurance plan that is available worldwide to address the medical and dental needs of qualified Selected Reserve members and their families.

Question. What specific programs or equipment will be impaired or jeopardized by the redesignation of NGREA funds, especially for units that rely on this funding to maintain and modernize their vital equipment? Please provide the specific line item for the program and the funding amount redesignated from the program in comparison to its required funding amount.

Answer. The Navy Reserve is aware NGREA is not a guarantee and every dollar is valuable. We do our best to spread the funding where it will have the most impact. Because most of the Navy Reserve equipment inventory is aircraft, most of the funding would have supported aircraft upgrades. Without this funding, aircraft modifications will likely be delayed and the Navy Reserve will focus on safety of flight improvements and delay upgrades that would have improved operational effectiveness. With aged equipment, especially aircraft, loss of a year of NGREA hastens end of useful service life.

58 percent of Navy's \$75 million fiscal year 2020 NGREA was slated to provide much-needed lethality-focused upgrades to the Navy Reserve adversary aircraft fleet. NGREA would have been able to provide \$43.5 million of the \$119 million requirement. There was no funding included in the base budget. These upgrades would have enhanced safety and improved active duty strike fighter pre-deployment training, especially critical to the Great Power Competition in which we can expect our strike fighter pilots to encounter peer adversaries. Routine training against U.S. top generation strike fight is expensive and impacts the active duty strike fighter

inventory. Outfitting Navy Reserve legacy adversary aircraft with a few key capabilities facilitates significant training improvement at a fraction of the cost per flight hour compared to an F/A-18E/F Super Hornet or an F-35 Joint Strike Fighter.

18 percent, or \$13.6 million, of \$75 million fiscal year 2020 NGREA funds allocated to the US Navy Reserve was going to procure construction and maintenance equipment. With \$8.3M also provided in the base budget, the total investment was to be \$21.9 million. NGREA funds represented 62 percent of the total amount provided. This funding was committed to procure equipment used for a variety of construction and maintenance operations, to include airfield repair. This equipment is used by the Naval Expeditionary Combat Command, Naval Beach Group, Maritime Prepositioning Force and other Special Operating Units in support of expeditionary force bases and camp sites.

10 percent, or \$7.8 million, of Navy Reserve's NGREA was to be allocated to C4ISR equipment. With \$1.6 million included in the base budget, the total investment amounted to \$9.4 million. NGREA funds would have represented 82 percent of funding provided. The funding would have provided three separate line items of interoperable, cyber secure C4ISR communications gear in support of Navy expeditionary forces.

7 percent, or \$5.3 million, was to be used for HSC-85's SOF-support unique equipment requirements. The MH-60S requires a permanent external gun mount and extended range fuel capabilities that were resident in the recently retired HH-60H.

2 percent, or \$1.4 million, of Navy Reserve's fiscal year 2020 NGREA funds were for procurement of physical security equipment. With \$5 million included in the base budget, the total investment amounted to \$6.4 million. NGREA funds represented 22 percent of funding provided. Equipment would have allowed for the purchase of small and medium arms weapon simulators for expeditionary forces.

The remaining 5 percent, or \$3.4 million, was to be used for a variety of low dollar amount items to include: aircraft safety upgrades, an aircraft passenger seat kit, a temporary, open-air C-40 aircraft hangar, undersea remotely operated vehicles and diving equipment. There was no base budget funding for any of these. These items would:

- Provide minor system updates to enhance C-40 aircrew in flight
- Reduce excess passenger logistics flights flown in 7th Fleet AOR
- Provide aircraft protection for a C-40 otherwise exposed to hail or extreme heat in Fort Worth, Texas
- Provide relevant training for undersea remotely operated vehicle operators who are consulted as the technical experts by forward-deployed, operational forces
- Outfit the reserve portion of Navy Experimental Dive Unit with training gear that can be used on drill weekends

Question. As global threats shift, arctic weather conditions mimic the kind of environment our forces could face in the future.

How are you ensuring troops receive Arctic and cold weather training?

How does the Reserve and Guard provide Arctic and cold weather training?

Are there plans to increase Arctic and cold weather training for Reserve/Guard?

Answer. The Navy Reserve does not conduct any Arctic or cold weather training; theater specific training is required for any Sailor (active or reserve) prior to deployment. Type Commanders are responsible for certifying that the theater specific training is complete prior to entry into the applicable geographic area.

QUESTIONS SUBMITTED BY SENATOR JERRY MORAN

P-8 POSEIDON

Question. Admiral McCollum, in your testimony you mentioned that the P-8A is your primary equipment requirement for the third year in a row. You have previously testified that the Navy's warfighting requirement for the P-8 is 138, but recent reprogrammings have left the Navy with only 119 P-8s. First, what do P-8s bring to the fight that other ISR or Anti-Submarine Warfare aircraft are unable to provide?

Answer. The P-8A is the Navy's only high-altitude, long range, broad area Anti-Submarine Warfare platform. While the Navy operates ASW helicopters, their range does not compete with the P-8A. The P-8A also offers generational leaps in network-enabled kill chain capability and situational awareness over a much larger area than the retiring P-3Cs. Additionally, the P-8A has replaced the P-3C, with the final active component squadron completing their transition this fiscal year.

Question. How will your P-8 squadrons and their ability to conduct ISR and ASW operations be impacted if they are not recapitalized this year?

Answer. The Navy's warfighting requirement for the P-8A is 138 aircraft. As mentioned, the aircraft appropriated to the Navy in the 2020 budget increased the P-8A program of record to 119 aircraft. The Navy receiving two additional P-8A aircraft allows our reserve personnel to begin the process of transitioning away from the P-3C toward the P-8A, though two aircraft are insufficient to recapitalize a squadron. VP-62 personnel would be the first to transition due to the training infrastructure that exists at NAS Jacksonville, FL. A full Reserve squadron transition of both VP-62 and VP-69 would require 10 additional P-8A aircraft. Without the required number of aircraft in each Reserve squadron (six per squadron) there will be increased risk with regard to the Navy's ASW defense and deterrence capacity.

In a 10 December 2019 notification letter that outlines P-8 production line shutdown decision timing, Mr. Tim Peters stated that Boeing will make a P-8A production rate down decision from 1.5 aircraft per month to 1 aircraft per month in April 2020. With a production rate down to 1 aircraft per month, Boeing will make a line shutdown decision as early as August of 2020, which would effectively end the P-8A production line in November 2022. Without the procurement of additional P-8A aircraft, Boeing intends to shut down their P-8A production, which will prevent the Navy Reserve VP squadrons from transitioning to the P-8A. Boeing also stated that a restart of P-8A production following shutdown will be cost prohibitive.

QUESTIONS SUBMITTED TO LIEUTENANT GENERAL DAVID G. BELLON

QUESTIONS SUBMITTED BY SENATOR LISA MURKOWSKI

Question. What are you doing to improve the quality of life to prevent suicides?

Answer. The Marine Corps approaches suicide prevention by using every resource available to promote and apply the leadership functions: strengthen, mitigate, identify, treat, and reintegrate, which allow Commanders to increase individual and unit readiness:

- Strengthening Marines enhances resilience against the stresses of life and aids in the prevention of suicide.
- Mitigation is the use of techniques and interventions to minimize the impact of stressors that cannot be removed by teaching Marines proper stress response.
- Identification utilizes the relationship a leader has with their Marines to continuously monitor how each Marine is dealing with immovable and personal stressors.
- Treatment for our Marines is facilitated by leadership interventions and command climate that facilitates discussions leading to care and recovery.
- Reintegration of Marines is a Commander's priority stemming from the leadership requirement to care for Marines. This is accomplished when a Commander creates a climate that addresses stigma ensuring each Marine receives a proper assessment for worldwide deployment.

The Marine Corps' Death by Suicide Review Board (DSRB) analyzes all deaths by suicide to provide strategic and operational recommendations that address multiple Marine Corps suicide prevention goals. Recommendations from DSRB help commanders at all levels to understand the risks of suicide and improve prevention initiatives. DSRB provides important, actionable recommendations for the Marine Corps, such as creating a culture in which seeking help and self-improvement are not negative or signs of weakness. This includes looking out for high performers who may have experienced a mistake or "fall from glory", and focusing on Marines in remote locations (e.g., recruiters, who may be at higher risk due to job stressors and lack of local support services). Recommendations from DSRB inform Commanders at all levels to understand suicide risk and improve prevention initiatives. Death reviews are an established practice to glean lessons learned and apply targeted prevention initiatives.

The Marine Corps' current and future suicide prevention initiatives include:

- In the spring of 2020, the Command Individual Risk and Resiliency Assessment System (CIRRAS) Phase I will be released. CIRRAS will augment a Commander's efforts to identify force preservation risk factors for individual Marines by providing a single, standardized software-based tool to enable proactive identification and assessment of risk and resiliency factors. CIRRAS is an integrated look at force preservation, to include suicide prevention and the prevention of other problematic behaviors.
- In the spring of 2020, the revised Inspector General Marine Corps checklist will ensure Commanders have the necessary protocols in place, at the unit level, to prevent deaths by suicide.

- In the spring of 2020, the updated Marine Corps Order 1720.2 will provide the field with a suicide prevention policy that is realistic, actionable, and effective.
- In the fall of 2020, the Marine Corps will release Marine Awareness and Prevention Integrated Training for Families as a prevention-focused training designed to provide families with information on suicide prevention.
- Unit Marine Awareness and Prevention Integrated Training teaches every Marine the basics of suicide prevention.
- Combat And Operational Stress Control Capability initiatives promote prevention, intervention, protection and crisis response for stress reactions at the unit level.
- Dedicated Suicide Prevention Personnel, such as Suicide Prevention Program Officers at the 05 and 06 levels respectively, in the Fleet Marine Forces, in the Recruiting Stations and Recruiting Districts provide information and resources to command teams to ensure compliance with the Marine Corps Suicide Prevention Program.
- Chaplains provide confidential counseling and support to Marines, suicide prevention and recognition trainings, referrals to resources, and postvention services.
- Behavioral Health staff provide non-medical counseling services to Marines to augment a Commander's efforts to teach and strengthen coping skills, mitigate stressors, and identify Marines in crisis, and/or at risk for suicide. Marine Intercept Program ensures all Marines who verbalize suicidal ideations or who attempt suicide are offered access to telephonic and face-to-face caring contact services.
- Coordination with Navy and Marine Corps behavioral health services regularly increases access to care and seamless management of care.

Accessing the comprehensive set of Marine Corps Community Services (MCCS) programs can have a profound effect on the well-being of our Marines and families. These programs support and enhance operational readiness, war fighting capabilities, and quality of life. Our programming includes employment, education and transition assistance; fitness and recreation, deployment support and family team building and prevention. MCCS is valued by leadership as being a user-friendly and a responsive single portal that provides constant and unwavering support to Marines and their families throughout their entire service or affiliation with the United States Marine Corps.

Our Marines and families, in all locations across the country, have access to the following Quality of Life programs:

- Chaplain Religious Enrichment Development Operation (CREDO) provides regionally based religious ministry designed to assist the Marine Corps community in developing the personal, relational, and spiritual resources necessary to increase the personal resilience of Marines and their families, and enhance mission readiness. CREDO helps improve job performance and enhancing overall quality of life for our Marines and their families. Offers married couples and individuals transformational, retreat-based and seminar-based programs promoting professional, personal, relational and spiritual growth.
- The DISTRESS Line provides a 24 hour anonymous phone, chat and Skype counseling and referral service using a 'Marine-to-Marine' approach. The call center is staffed with veteran Marines, Fleet Marine Force Navy Corpsmen who were previously attached to the Marine Corps, Marine spouses and other family members, and licensed behavioral health counselors specifically trained in Marine Corps culture. The DISTRESS Line's goal is to help callers manage stress in all forms, ranging from relationship and career issues to deployment and financial problems, and develop the necessary skills required to cope with the widely-varying challenges of life in the Corps.
- LifeSkills Training and Education promotes positive adjustment and improved individual and family functioning. It is a comprehensive collection of personal and professional skill building classes that promote positive adjustments and improved individual and family functioning. It provides Marines and family members practical skills for successful interactions and positive outcomes at work, home, and in life. Participants finish LifeSkills better equipped to tackle challenges with increased self-awareness and confidence. Through increased insight, participants are more likely to lend a hand to others in need, creating a mentorship atmosphere and stronger relationships. When participants gain life skills, it creates a positive and productive environment that promotes community. LifeSkills includes four training series; communication, impact, relationship and wellness and is available both as instructor led and computer based training.

- Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) is an interactive acculturation program to Marine Corps life. Participants learn about Corps history and rank, local installation resources, services, and benefits, military pay, separation and deployment, crossroad options, communication styles, investing in the community and Marine Corps traditions. Partnerships are made with several services and personnel to include career planners, chaplains, and L.I.N.K.S. mentors. Promotes positive adjustment and improved individual and family functioning. L.I.N.K.S. training is available for specific groups including: Marines, spouses, kids, teens, parents and extended family, and unit sessions.
- Marine Corps Family Team Building (MCFTB) reinforces and sustains a state of personal and family readiness to provide Marines and families with tools and resources needed to successfully meet the challenges of the military lifestyle and enhance mission readiness by providing preventative education that is offered across the life cycle of a Marine. It provides skill building tools and readiness for individual and family development. It is designed to meet the needs of Marines, Sailors and their family members based on stresses of daily living and the mobile military lifestyle. The training programs focus on topics and concerns related to overall family functioning, relocation, deployment, military separation, life skills, and establishing appropriate connections within the military and civilian community.
- The Marine For Life Network (M4L) connects transitioning Marines and their family members to education resources, employment opportunities, and other Veterans services that aid in their career and life goals outside of military service. M4L seeks to provide a resource of connectivity with linkages to the Marine Corps and to the employment, education, career/technical, and entrepreneurial opportunities that await Marines and their families.
- Military and Family Life Counselors (MFLCs) are experienced behavioral health professionals who work with Marines and their families to address deployment, return and reunion issues as well as other stressors that impact a Marine's daily life. MFLCs, embedded within the units, can inform the command of trends in the behavioral health of the unit. MFLCs do not provide medical care; if a Marine requires medical support from a psychologist or psychiatrist, the MFLC will assist in connecting the Marine to the appropriate resource.
- Any Marine or Marine family member may consult with an MFLC, to include parents, significant others, or close relatives of the Marine.
- Provides support to the command by addressing the needs of the individual Marines and keeping the command informed of overall trends in the behavioral health of a unit.
- Aims to help Marines and their families address stressors and offer referrals to create an environment that encourages the proper management of stress.
- Assists people to explore alternate solutions to current daily life stressors.
- Provides confidential care in a unit or installation setting.
- Ensures all Marines, attached Sailors, and their families have access to confidential solution-focused counseling.
- Focuses on efforts to enhance protective factors of individual Marines and their families.
- Assigned to installations, embedded in units, schools, and Child Development and Youth Centers, MFLCs augment and work in collaboration with other Marine Corps Behavioral Health programs. MFLCs act as touchpoints for Marines and families who may need assistance.
- MFLCs also assist the commander's behavioral health efforts by assessing each situation and making the proper decision to refer a Marine, Sailor, or family member to Marine Corps resources.
- Military OneSource is a U.S. Department of Defense program that provides resources and support to active-duty, National Guard and Reserve service members and their families anywhere in the world. The program is available 24 hours a day, 7 days a week at no cost to users. Military OneSource services supplement existing service-branch and installation resources and include:
 - A 24-hour call center staffed with master's-level consultants familiar with the military lifestyle. They answer questions and provide resources and referrals on everyday issues such as finding child care, dealing with stress, helping children deal with a parent's deployment, reunion and reintegration after combat duty, making a PCS move, creating a budget, caring for older relatives, making large-scale consumer purchases, and finding services in the local and military communities.
 - Specialized consultations by phone in the areas of special-needs family members, personal finances, and education.

- Face-to-face counseling sessions in the user's community designed to address short-term, non-medical needs. Examples include concerns related to parenting, relationships, stress, deployment, and reunion and reintegration after deployment. Counseling sessions are also available online or by phone.
- The Military OneSource website provides information to service members and their families in multiple formats, including audios, articles, checklists, organizers, booklets, DVDs, podcasts, and webinars.
- Access to the Military Spouse Career Advancement Accounts (MyCAA) program, which provides financial assistance to military spouses pursuing degrees, licenses, or certification leading to employment in portable career fields.
- Personalized health coaching by phone.
- Language-interpretation services are available.
- The Personal Financial Management Program assists Marines and their families in achieving and sustaining personal financial readiness by providing personal financial education, training, counseling, and financial information and referral. A solid understanding of personal finances will build confidence in facing financial challenges, responsibilities and mission readiness. For those who need it, individual financial counseling by Accredited Financial Counselors is available. The Personal Financial Management Specialists and the unit Command Financial Specialists provide no cost services to Marines and are the primary source of financial education and counseling. One-on-one coaching is available for financial topics from budgeting/diversifying your income, credit and debt management, military/consumer protections, car buying, home options, savings and investing, financial planning for future events, clearance issues.
- Psychological Health Outreach Program (PHOP) is dedicated to providing Reservists full access to appropriate psychological healthcare services, increasing resiliency, and facilitating recovery, which is essential to maintaining a ready military force. Services are offered by a team of Licensed Clinical Professionals including many former military members and military dependents. All services are free and confidential.
- Readiness & Deployment Support is a collection of trainings/briefs specifically for Marines, families and extended family members, these programs increase awareness of relevant readiness issues, while offering individual creative solutions to build a healthier family and ensure all are aware of the vast resources available to them as Marine Corps families. Additionally, briefs provide an opportunity for Marines and their families to meet the Command team members, and the Family Readiness Officer, who all provide support to Marines and Families throughout any type of deployment. Readiness and deployment support training will prepare military families for the unique challenges of a deployment while maintaining a constant state of readiness independent of deployment.
- The Single Marine Program (SMP) serves as the voice for single Marines in identifying concerns, developing initiatives, and providing recommendations through advocacy, recreational activities, special events and community involvement. The SMP is comprised of single Marines who represent and want to make a difference in their unit. Led by young leaders, the SMP functions to support single Marines' leisure interests and Quality of Life (QOL) concerns. A single Marine's QOL concerns include, but are not limited to, activities and issues that directly or indirectly influence personal readiness, morale, living environment, and personal growth and development.
- The Substance Abuse Program equips Marines with education on substance misuse, relationships, stress management, emotional regulation, thinking patterns, and risk awareness, and tools to promote the safety of Marines, their families, and enhance unit performance across the Corps.
- The Unit, Personal, and Family Readiness Program (UPFRP) is a unit centric program, guided by the Family Readiness Command Team that reinforces the relationship between the unit and the services relevant to the unit, the unit members, and their families. The primary goal of UPFRP is to empower Marines and family members, providing them the opportunities to not just survive but to thrive while taking on the challenges of the military lifestyle. The program is supported by Deployment Readiness Coordinators (DRC) or Uniformed Readiness Coordinators (URC) who implement the Commander's family readiness vision, manage the tenets of the UPFRP, and assist unit Marines, Sailors and families maintain a constant state of family readiness. Regular communication with the Marines and families is the cornerstone of UPFRP. The DRC/URC provides the link for two-way communication between the Commander and the families, using a variety of mediums. Readiness and Resource Referral provides

assistance to address issues with the potential to impact the Marines, families, and the unit. The DRC/URC is a readiness resource and referral expert, continuously researching and identifying trainings, resources and services to meet every need.

Question. What programs have you requested appropriations for to help with these issues?

Answer. The Marine Corps appreciates the Congressional support received to date and utilizes appropriated funds to support our suicide prevention efforts for the programs and initiatives identified in Question 1.

Question. Are you aware of the medical readiness issues for Reserve and Guard in regards to continuity of care when they go on and off orders?

Answer. Reserve Marines that transition to active duty (AD) orders for more than 30 consecutive days are eligible for the same health and dental benefits as active duty service members via TRICARE. Treatment and services received by the activated Reservist are documented in their Electronic Health Record ensuring that their medical history is preserved when transitioning back to inactive duty.

Activated Reserve Marines that incur an illness or injury that does not resolve by the end of their AD orders may be placed on Medical Hold (MEDHOLD) status by the USMC Wounded Warrior Regiment Reserve Medical Entitlements Determination (RMED) section with further treatment and care coordinated by RMED.

Reserve Marines that are activated for a pre-planned mission or in support of a contingency operation and their immediate family members are eligible for 180 days of full medical coverage via the Transitional Assistance Management Program (TAMP). After TAMP expires, they can continue coverage by enrolling in TRICARE Reserve Select.

Reserve Marines that are activated for unplanned mission of operations may elect to purchase full medical coverage after completion of their AD orders by enrolling in TRICARE Reserve Select.

For both Active and Reserves, 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). Marine Forces Reserve ensures Reserve Marines' unique challenges are addressed through a WWR 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 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, often living long distances from military installations. WWR also has medical advocates at the regimental staff who are available to assist Reservists in need of medical care coordination and advocacy. District injured support coordinators and field support representatives dispersed throughout the country also coordinate with Reserve units to ensure we keep faith with all Marines.

—Marine Forces Reserve (MARFORRES) continues to work with the WWR to establish resources and programs that address the unique and ongoing needs of our Reserve population. Approximately 400 total Reservists are supported by the Reserve Medical Entitlements Determinations (RMED) Section on a monthly basis.

Question. What measures are in place to ensure continuity of care?

Answer. WWR/RMED/Liaison Officer (LNO) provides subject matter expertise in matters related to the care and support of WII Marines and their families for an organization consisting of 36,000 personnel assigned to more than 180 MFR sites dispersed across 47 States through tracking and maintaining accountability in order to ensure proper and continuous care is provided.

—WWR creates and publishes by-weekly compliance reports to assist MARFORRES leadership regarding the status, time in status and number of Marines on Medical Hold or approved for (Line of Duty) LOD benefits within the Marine Corps Medical Entitlement Determinations System (MCMEDS) resulting in a 45 percent increase in compliance (since Oct 2019) for managing patients and correcting errors.

—Evaluated, developed and implemented an MARFORRES Functional Administrative Support Tool (FAST) checklist to reflect LOD and Medical Hold standardized administrative processes for day-to-day administrative duties.

—Developed and incorporated LOD and Medical Hold questions and answers into a formalized distance education program, (e.g. Reserve Independent Duty Ad-

ministration Course) in order to enhance the overall personnel readiness of MARFORRES.

- WWR/RMED works with MARFORRES leadership to facilitate training for commands on the administration and responsibility to ensure expeditious medical treatment and proper case management of WII Marines.
- WWR/RMED facilitates training events for approximately 20 middle management and subordinate staff on a quarterly basis regarding their role in the MCMEDS.
- WWR/LNO coordinated with outside agencies regarding the need to expand training and education workshops to include Line of Duty Coordinators in future training events.
- Developed a newly proposed “medical readiness” slide on monthly MARFORRES G-1 Status Report which incorporates the Temporary Not Physically Qualified and LOD/MedHold discrepancies for case management visibility to MARFORRES Commands.

Question. What specific programs or equipment will be impaired or jeopardized by the redesignation of NGREA funds, especially for units that rely on this funding to maintain and modernize their vital equipment? Please provide the specific line item for the program and the funding amount redesignated from the program in comparison to its required funding amount.

Answer. Specific line items and requested funding amount impacted is below. The full requested program funding quantity is equal to the reprogrammed funding amount.

1	Meteorological Mobile Facility (Replacement) Next Gen (V)2 IBV	1	\$1,900,001
2	Naval Integrated Tactical Environmental System (NITES-IV) INMARSAT Module ...	Varies	\$1,473,695
3	F-5 N/F Cockpit upgrades	3	\$13,500,060
4	White Phosphor Night Vision Goggle Upgrades	1220	\$4,149,220
5	Marine Air Ground Tablet MAGTAB (Large and Small variants)	512	\$1,793,024
6	Tactical Decision Kit	8	\$2,184,000
Total Requested NGREA Funding:			\$25,000,000

Budget impact summary, line items 1 and 2 could be procured by reprogramming O&MMCR 1A1A funding to MARCORSYSCOM as procurement funding for the purchase. However, in doing this, the purchase would create negative impact on the Reserve Components already limited Operation and Maintenance budget. Line item 3 is cost prohibitive without HQMC Enterprise APN funding or NGREA. The investment by the USNR in the same program for their portion of the F-5 fleet, necessitates investment by the USMCR IOT ensure an interoperable fleet of adversary aircraft. The USMCR has a total requirement of 7 F-5 N/F cockpit upgrades at a cost of \$4.5 million per aircraft for a total program cost of \$31.5 million. This purchase would start the process of closing the identified safety and training gap that currently exists within the USMCR F-5 fleet.

Question. As global threats shift, arctic weather conditions mimic the kind of environment our forces could face in the future.

How are you ensuring troops receive Arctic and cold weather training?

Answer. The Marine Corps Mountain Warfare Training Center, located in the Sierra Nevada Mountains of Northern California, supports unit-level and individual training in cold weather conditions.

The Marine Corps conducts three Mountain Training Exercises per year. Mountain Training Exercises train several thousand Marines each year and are focused on mobility, company attacks, and force-on-force training in cold weather and high elevation conditions.

The Marine Corps also conducts multiple formal courses for individual leaders. These courses teach Marines cold weather skills, including weapons employment in the cold and mobility across extreme terrain in the snow. Individual courses include 8 cold weather programs of instruction, for a total of 13 courses per year:

- Winter Mountain Leaders' Course (x2) (90 Students/year)
- Cold Weather Medicine Course (x2) (80 Students/year)
- Mountain Communication Course (x2) (100 Students/year)
- Basic Cold Weather Leaders' Course (x2) (200 Students/year)
- Scout Skiers Course (x2) (50 Students/year)
- Mountain Scout Sniper Course (20 Students/year)
- Winter Mountain Engineer Course (35 Students/year)
- Cold Weather Food Service Course (25 Students/year)

The goal of this training is to prepare units to fight and win in unforgiving mountainous and cold environments.

Question. How does the Reserve and Guard provide Arctic and cold weather training?

Answer. Marine Forces Reserve address arctic and cold weather training through multiple methods. On the unit level, Marine Forces Reserve sends one infantry battalion and its logistics enablers to Mountain Warfare Training Center each year. From an individual augment perspective, Marine Forces Reserve sends Marines to the Winter Mountain Leaders' Course each year. Additionally, reservists that activate as part of active duty units attend cold weather training with their respective units.

Marine Reservists also receive cold weather and arctic training through participation in various joint and combined exercises. Specifically, Marine Reservists participate in exercises Cold Response and Trident Juncture in Norway, Arctic Edge in Alaska, and Nordic Frost in Vermont.

Lastly, many Reserve Component units are uniquely positioned to conduct their own cold weather training based on their geographic location. Units based in areas that are generally considered cold weather regions are able to accomplish cold weather training through standard drill periods, thus augmenting the Mountain Warfare Training Center and cold weather exercises. These training opportunities include working with other local military units or organizations to build cold weather proficiencies.

Question. Are there plans to increase Arctic and cold weather training for Reserve/Guard?

Answer. Marine Force Reserve units have to be prepared to respond to contingency and crisis anywhere in the world. That drives us to balance training and force development for our Reserve Marines across a broad range of environmental challenges. Although there is always more to be done, Marine Force Reserve units currently participate in a broad range of training events that include cold weather and Arctic training including participation in Innovative Readiness Training in Alaska and in Trident Juncture, Northern Wind, Thunder Rein, Arctic Challenge, Bold Quest and Arrow in Norway, Sweden and Finland. We have cold weather clothing and equipment set from which we can outfit Reserve Marines for cold weather training and contingency operations.

QUESTIONS SUBMITTED BY SENATOR TOM UDALL

Question. The Department of Defense established new policies for maternity leave as part of the "Force of the Future" initiative in 2016. This new policy authorized 12 weeks fully paid maternity leave after normal pregnancy and childbirth for active duty service members. However, there was no such change for reserve personnel. In the reserves, if the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement. Under the current law, reserve component members in reserve training status are required to attend unit training assemblies (weekend drill) in order to receive points towards creditable military service.

If the female service member does not perform duty within the allotted timeframe, the service member is in jeopardy of not receiving credit for their military service and points towards retirement. Would you support a legislative fix for this problem, such as the MOMs Act I introduced this Congress?

Answer. Supporting our Marines during critical life events will always be the priority for the Marine Corps, and pregnancy is no exception. There are numerous exemptions to mandatory reserve participation requirements as well as avenues to achieve satisfactory years for retirement while Marines are in a limited duty status due to pregnancy. While these measures have been put in place to support Reserve Marines throughout pregnancy there is always room to improve. We stand ready to work with DoD and the other services on this issue and will implement any policy change DoD directs.

Question. Do you agree with the Congressional Budget Office that the price would be negligible to make this legislative fix?

Answer. The Marine Corps not seen or received the Congressional Budget Office cost analysis of the MOMs Act I, which would be necessary prior to commenting on this or any legislative fix.

Question. National Guard and Reserve troops are an essential part of America's national defense strategy. Over the past two decades, they have been used in an operational capacity, constantly serving on domestic and international missions to help protect our country. Despite conducting the same duties as their active duty counterparts, they are not receiving the same credit for their active time. To sup-

port our service members in reserve components, changes must be made to reflect the total force mentality.

Answer. The National Guard's suicide rate has climbed higher than the active duty and Reserve's, according to an annual Pentagon study released September 2019. In response, officials are looking for new ways to help troops feel comfortable coming forward about their issues and getting help they need.

The most recent figure is about 30.6 deaths per 100,000 service members, according to the Defense Department Annual Suicide Report for calendar year 2018, well above the Reserve's 22.9 per 100,000 and the active component's 24.8.

Question. What is the guard and reserve doing to address the high suicide rates?

Answer. In keeping with the motto, "Mission first, Marines always", we must constantly strive to not only prepare our Marines to defeat our enemies on the battlefield, but also to handle the everyday stressors of personal life. It is clear that the personal challenges Marines experience, especially those involving failing relationships, financial difficulties, pending disciplinary issues and transitions, can be just as daunting as the operational dangers they face.

We have implemented the following steps to mitigate the potential for future suicides or suicide related incidents utilizing available resources and leadership principles:

- All Marine Forces Reserve units have an up-to-date Suicide Prevention Implementation Plan which includes national and local resources.
- Unit Marine Awareness and Prevention Integrated Training (UMAPIT) is completed by all Marines and Sailors annually. UMAPIT consists of tailored curricula designed to proactively manage challenging situations and improve one's ability to address behavioral health issues, such as substance abuse, suicide, family maltreatment, and combat and operational stress, before they become unmanageable. UMAPIT teaches every Marine the basics of suicide prevention, normalizes life changes, and emphasizes seeking help early in hopes of decreasing stigma.
- All newly joined Sergeants and below receive immediate telephonic contact information that is programmed into their cell phones in the presence of their senior leadership. This information includes Unit Senior Enlisted Point of Contact; Military OneSource and DStress Hotline. Additionally, Unit Readiness Coordinators (URC) provide this information to our Marine family members and encourage them to make contact as soon as their Marine shows signs of distress due to a sudden change in a relationship, work/school, or living conditions.
- An aggressive sponsorship program has been instituted for all new joins. A peer partner of equal grade is assigned to ensure the new Marine is aware of drill dates, is available to answer any questions, and check up on the Marine between drills. The peer also ensures their immediate chain of command is made aware of any significant stressors the Marine experiences, such as relationship issues, loss of employment, homelessness, etc. In such cases, the Marines will be provided information and referral resources that can enable them to successfully cope with the situation.
- Resiliency Team Site Visits: Our Psychologist-led Resiliency Team conducts targeted site visits to specified units based on available data and trends (e.g., suicidal ideations, alcohol/substance related incidents, unauthorized absences). Services offered during site visits include, but are not limited to Assessment and evaluation of "high-risk" Marines and Sailors; Collaboration with Medical Department representatives in processing TNPQ/NPQ dispositions; resiliency training; and presentation of unit specific trends and recommendations
- Unit leadership, if made aware of any legal, personal, relationship, financial or job change stress, will immediately order the Marine to a Psychological Health Outreach Program representative for consultation.
- Small unit leadership continues to be our first line of defense. Utilizing "kneecap-to-kneecap" conversations with all Marines remains an important aspect of this effort.

Question. What are the current programs and how are they implemented in a part time force?

Answer. The Marine Corps strives to ensure programs are available to all Marines and annual training is requirement of every Marine. Our Prevention programs are implemented throughout the Force utilizing a variety of methods:

- Trainings—Briefings and interactive workshops are provided in person or via webinar
- Outreach—site visits and monthly outreach via phone and e-mail
- Consultations—telephonic or in-person follow-up
- Targeted intervention—expanding the follow on care for our Marines

—Confidential care—provided worldwide ensuring access to behavioral health services and assisting Marines and families in navigating the many support resources available.

Unit Marine Awareness and Prevention Integrated Training teaches every Marine the basics of suicide prevention. Unit Marine Awareness and Prevention Integrated Training (UMAPIT) is completed by all Marines and Sailors annually. UMAPIT consists of tailored curricula designed to proactively manage challenging situations and improve one's ability to address behavioral health issues, such as substance abuse, suicide, family maltreatment and combat and operational stress, before they become unmanageable. UMAPIT teaches every Marine the basics of suicide prevention, normalizes life changes, and emphasizes seeking help early in hopes of decreasing stigma.

Combat And Operational Stress Control Capability initiatives promote prevention, intervention, protection and crisis response for stress reactions at the unit level. The Combat Operational Stress Control (COSC) Program trains Operational Stress Control and Readiness (OSCAR) Marines to listen to those in their unit. OSCAR training builds teams of selected Marines and unit leaders as well as medical and religious personnel who work together to act as sensors for the commanders by noticing small changes in behavior and taking action early. OSCAR teams support the commanders in building unit strength, resilience, and readiness. This Marine-led training teaches team members to help Marines face everyday stressors before they become overwhelming. OSCAR team members use their leadership skills and knowledge of the full spectrum of stress reactions to break stigma and intervene when Marines show signs of stress, to include suicidal ideation.

Dedicated Suicide Prevention Personnel, such as Suicide Prevention Program Officers at the 05 and 06 levels respectively, in the Fleet Marine Forces, in the Recruiting Stations and Recruiting Districts provide information and resources to command teams to ensure compliance with the Marine Corps Suicide Prevention Program.

Chaplains provide confidential counseling and support to Marines, suicide prevention and recognition trainings, referrals to resources, and postvention services.

Behavioral Health staff provide non-medical counseling services to Marines to augment a Commander's efforts to teach and strengthen coping skills, mitigate stressors, and identify Marines in crisis, and/or at risk for suicide. Marine Intercept Program ensures all Marines who verbalize suicidal ideations or who attempt suicide are offered access to telephonic and face-to-face caring contact services.

Coordination with Navy and Marine Corps behavioral health services regularly increases access to care and seamless management of care.

Applied Suicide Intervention Skills Training (ASIST) is a two-day workshop designed for members of all caregiving groups. Family, friends, and other community members may be the first to talk with a person at risk, but have little or no training. ASIST can also provide those in formal helping roles with professional development to ensure that they are prepared to provide suicide first aid help as part of the care they provide. The emphasis is on teaching suicide first-aid to help a person at risk stay safe and seek further help as needed. Participants learn how to prevent suicide by recognizing signs, providing a skilled intervention, and developing a safety plan to keep someone alive.

The Yellow Ribbon Reintegration Program (YRRP) is a Department of Defense-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. Through Yellow Ribbon events, Service members and loved ones connect with local resources before, during, and after deployments. Reintegration during post-deployment is a critical time for members of the National Guard and Reserve, as they often live far from military installations and other members of their units. Commanders and leaders play a critical role in assuring that Reserve Service members and their families attend Yellow Ribbon events where they can access information on healthcare, education and training opportunities, financial, and legal benefits.

Question. What actions are you taking to reduce the stigma for getting help?

Answer. The Marine Corps approaches suicide prevention by using every resource available to promote and apply the leadership functions: strengthen, mitigate, identify, treat, and reintegrate, which allow Commanders to increase individual and unit readiness:

- Strengthening Marines enhances resilience against the stresses of life and aids in the prevention of suicide.
- Mitigation is the use of techniques and interventions to minimize the impact of stressors that cannot be removed by teaching Marines proper stress response.

- Identification utilizes the relationship a leader has with their Marines to continuously monitor how each Marine is dealing with immovable and personal stressors.
- Treatment for our Marines is facilitated by leadership interventions and command climate that facilitates discussions leading to care and recovery.
- Reintegration of Marines is a Commander's priority stemming from the leadership requirement to care for Marines. This is accomplished when a Commander creates a climate that addresses stigma ensuring each Marine receives a proper assessment for worldwide deployment.

The Marine Corps' Death by Suicide Review Board (DSRB) analyzes all deaths by suicide to provide strategic and operational recommendations that address multiple Marine Corps suicide prevention goals. Recommendations from DSRB help commanders at all levels to understand the risks of suicide and improve prevention initiatives.

- DSRB provides important, actionable recommendations for the Marine Corps, such as creating a culture in which seeking help and self-improvement are not negative or signs of weakness. This includes looking out for high performers who may have experienced a mistake or "fall from glory", and focusing on Marines in remote locations (e.g., recruiters, who may be at higher risk due to job stressors and lack of local support services).
- Recommendations from DSRB inform Commanders at all levels to understand suicide risk and improve prevention initiatives. Death reviews are an established practice to glean lessons learned and apply targeted prevention initiatives.

We stress that there is no shame in admitting one's struggles with life and asking for help. We are providing each Marine and Sailor with the tools and resources necessary to help them become resilient. With involved leadership, as well as informed Marines and Sailors at every level of command, an individual experiencing a life altering event or suffering from depression can be encouraged to seek help. All members of our command remain vigilant for one another, recognize the warning signs and implement integration plans after a Marine or Sailor has sought help.

Behavioral health resources and assets (e.g., Military and Family Life Counselor's, Psychological Health Outreach Program) are included at drill weekends. These entities increase access and awareness of resources which increases the likelihood that a Marine or Sailor will ask for help.

Every Suicide Prevention Program requires the recognition of preventative and/or proactive measures an individual has taken. By recognizing and commending preventative efforts, we are encouraging more open communication about suicide, thus helping to reduce the stigma.

SUBCOMMITTEE RECESS

Senator SHELBY. We are here to help you, to support you with the role that you play in our National Security. The Defense subcommittee will reconvene in open session on Wednesday, March the 11 at 10 a.m. to receive testimony from the Department of the Navy. Until then, we stand in recess. Thank you very much.

[Whereupon, at 10:52 a.m., Wednesday, March 4, the subcommittee was recessed, to reconvene at 10 a.m., Wednesday, March 11.]