

DEPARTMENT OF DEFENSE APPROPRIATIONS FOR FISCAL YEAR 2020

WEDNESDAY, APRIL 10, 2019

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

The subcommittee met at 9:59 a.m. in room SD-138, Dirksen Senate Office Building, Hon. Richard Shelby (chairman) presiding.
Present: Senators Shelby, Collins, Murkowski, Blunt, Hoeven, Durbin, 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. Good morning. The subcommittee will come to order.

I am pleased to welcome our distinguished panel to consider the President's budget request for the National Guard and Reserve components in fiscal year 2020.

Today—I think I need to turn that on.

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 Admiral Luke McCollum, Chief of the Navy Reserve; and Major General Bradley James, Commander of Marine Corps Forces Reserve. I thank all of you for your appearance here today.

I think it is imperative that our Nation's guard and reserve components be sufficiently manned, trained, and equipped to continue to maintain and to defend our national security interests.

Our Nation's guard and reserve components are a vital part of the Nation's total military force. They provide support during homeland emergencies, participate in important joint training exercises, execute missions with our partners, and are currently deployed around the globe in support of combat operations.

The men and women that make up our reserve components also 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.

And as we wrestle with responses to recent natural disasters and deployments to our southwest border, it is also important to highlight the unique flexibility offered by the National Guard. Their ability to operate through dual-status commanders provides an invaluable link between State and Federal authorities.

As we evaluate the request for resources for fiscal year 2020, I think we have to look forward to updates on disaster response and border efforts, but we would also like to focus on how this budget reflects the new National Defense Strategy and in particular how it proposes to modernize our forces to compete and win against peer competitors.

We all look forward to your testimony here today. Your written testimony, all of it, will be made part of the record, without objection, in its entirety.

Senator Durbin, I understand, will be joining us in just a few minutes, and his remarks will be made part of the record.

[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 2020.

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 Admiral Luke McCollum, Chief of the Navy Reserve; and Major General Bradley James, Commander of Marine Corps Forces Reserve.

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

It is imperative that our Nation's guard and reserve components be sufficiently manned, trained and equipped to continue to maintain and defend our national security interests.

Our Nation's guard and reserve components are a vital part of our Nation's total military force. They provide support during homeland emergencies, participate in important joint training exercises, execute missions with our partners, and are currently deployed around the globe in support of combat operations.

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As we evaluate the request for resources for fiscal year 2020, we look forward to updates on disaster response and border efforts. But we would also like to focus on how this budget reflects the new national defense strategy, and in particular, how it proposes to modernize our forces to compete and win against peer competitors.

We look forward to your testimony and discussion.

Now, I turn to the Vice Chairman, Senator Durbin, for his opening remarks. Thank you.

[The statement follows:]

PREPARED STATEMENT OF SENATOR RICHARD J. DURBIN

Mr. Chairman, I am pleased to join you in welcoming today's witnesses, here to discuss the fiscal year 2020 National Guard and Reserve budget request.

SOUTHWEST BORDER

The National Guard's mission at the Southwest Border, Operation Guardian Support, began 1 year ago.

Today, there are over 5,000 troops at our Southwest border between the National Guard and active duty Army Soldiers and Marines. The main purpose of these de-

ployments is to free up Customs and Border Protection personnel for immigration enforcement.

But the fact is that the Administration is not focused on the main problem at the border—the drug epidemic.

According to the Drug Enforcement Administration, Mexican drug cartels are the greatest crime threat to the United States.

The DEA found that the cartels transport the bulk of their illicit goods over the Southwest border through legal ports of entry using passenger vehicles or tractor trailers.

In 2017, drug overdoses killed a record 70,237 Americans and 28,466 of these deaths involved fentanyl, an increase of more than 45 percent over the previous year.

The cost of the National Guard's deployment to the border is estimated to be \$247 million. The cost of the active duty deployment is approaching \$150 million. And the cost of the National Guard's counterdrug missions in California, Arizona, New Mexico, and Texas? Just \$57 million.

CONCLUSION

We have other specific issues to discuss with the panel—hurricane and flooding impacts, water contamination caused by firefighting chemicals, and Space Force—to name just a few.

I look forward to a thorough discussion of these issues, and I thank each of our witnesses for your testimony and your service to our country.

Senator SHELBY. General Lengyel, we will start with you.

SUMMARY STATEMENT OF GENERAL JOSEPH L. LENGYEL

General LENGYEL. Chairman Shelby, sir, thank you and thanks to Vice Chairman Durbin and distinguished members of the subcommittee. It is a pleasure for all of us to be here today and would submit our remarks for the record at this time.

The National Guard consists of nearly 450,000 citizens, soldiers, and airmen. They represent the finest National Guard force in our history, and I am honored to represent them along with their families, their communities, and their employers who support them.

The National Defense Strategy outlines the priorities for our military to deter war and protect the security of our Nation. My focus remains on our three primary missions: the war fight, defending and securing the homeland, and building enduring partnerships. Each one of these missions directly support the National Defense Strategy.

In the war fight, on any given day, approximately 30,000 men and women of the National Guard are mobilized in support of every combatant command around the globe.

Our soldiers and airmen work with allies and partners to compete against adversaries below the threshold of armed conflict, to expand our Nation's competitive space, and to ensure we maintain our advantage.

We are poised in regions where our men and women are postured to delay, deter, and deny adversarial aggression. The National Guard is prepared to surge and expand its support in times of war, and we are always there and always ready here in the homeland.

As the space domain increasingly becomes a warfighting domain, our Army and Air National Guard space units are vital to the parent services. As with our units in the Army and Air National Guard, it is imperative our space units remain aligned with their parent services, including any potential future space force.

In the homeland, the National Guard has on average 10,000 soldiers and airmen conducting homeland operations every day. Your

Air National Guard fighter wings are protecting our Nation's skies in 15 alert sites around the country, including the skies over the Capitol here today.

Our cyber units continue to protect our networks from malicious cyberattacks. Twenty-seven of our States' National Guard cyber units were on duty and provided support during the most recent elections to ensure their integrity.

The National Guard is also critical to our Nation's ballistic missile defense as proliferation of missile technology continues to expand.

On top of all of this, the National Guard is ready to respond to emergencies such as hurricanes, wildfires, flooding, as well as assist law enforcement during times of civil unrest, missions that the National Guard performs with little or no notice.

Last year, the National Guard was called up 195 times to respond to homeland emergencies. Our presence in communities around the Nation uniquely posture us to respond when our communities need us. The National Guard's success in the war fight and homeland operations is a direct result of the enduring partnerships we build with the international, Federal, State, and local partners.

The National Guard through the State Partnership Program now partners with 83 nations. This low-cost, high-return program builds enduring partnerships based on mutual trust and generates security cooperation around the world. Today the National Guard has co-deployed 80 times with partner nations to Iraq, Afghanistan, and other places around the globe.

On the Federal, State, and local levels, our deep partnerships with the National Guard's unique authorities ensure a speedy response and unity of effort during times of domestic crisis.

To ensure the readiness of the National Guard to be deployable, sustainable, and interoperable with our active components, we require such things as appropriate levels of full-time support and replacing and upgrading old worn-out facilities. We require parity in equipping our force through concurrent and balanced modernization and recapitalization of our force along with our active components.

Mr. Chairman, I offer my sincere thanks to this Committee for its long history of support to the National Guard. During my time as Chief, the Guard has seen increases in critical modernization and recapitalization efforts which provide for increased guard readiness and lethality.

Mr. Chairman, I thank this committee for the continual support of National Guard and Reserve Equipment Account. For decades, this account has enabled the National Guard to field a ready force that both defends the Nation and responds to emergency in every community, district, territory, and State across the country.

To all members of this committee, I thank you for the support in your men and women of the National Guard, their families, and I am honored to be here today representing them. And I look forward to your questions.

[The statement follows:]

PREPARED STATEMENT OF GENERAL JOSEPH L. LENGYEL

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

I assumed duties as the Chief of the National Guard Bureau over 2 years ago. It has been my honor each and every day to represent nearly 450,000 Soldiers and Airmen serving in the National Guard. They are the finest National Guard force in our Nation's history.

For 18 years, the joint force focused on executing counterinsurgency operations and fighting violent extremists. Counterinsurgency operations will remain a core competency. However, the 2018 National Defense Strategy (NDS) refocuses the Department of Defense (DoD) for long-term competition with China and Russia. The NDS portrays China and Russia as our dominant focus, while Iran, North Korea, and non-State actors remain national security threats.

Your National Guard's three core missions of fighting America's wars, protecting the homeland, and building enduring partnerships directly support the NDS's three lines of effort: building a more lethal force; strengthening alliances and attracting new partners; and reforming the DoD for greater performance and affordability.

The National Guard has transformed itself since the first Gulf War. It is now an operational force and no longer a strategic reserve. It is imperative the National Guard remains an operational force, as part of our Army and Air Force, that helps protect and secure our interests at home and abroad.

BUILDING A MORE LETHAL FORCE FOR THE WARFIGHT AND HOMELAND

Warfight

First, fighting America's wars is the primary mission of the National Guard. The National Guard is focused on readiness as the NDS demands more lethality from our military. 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. There is only one standard of readiness in fighting America's wars. This readiness requires the National Guard to be deployable, sustainable, and interoperable with our active components. Enhancing full-time support and replacing and upgrading dilapidated facilities are vital in that regard. The National Guard also requires parity in equipping its force through concurrent and balanced modernization and recapitalization so that it can deliver the lethality required to the joint force.

On any given day, the National Guard averages 30,000 Soldiers and Airmen mobilized on duty in every region of the world. When mobilized and deployed, the Guard is interchangeable with its active components. We provide the joint force highly trained and experienced Soldiers and Airmen to meet mission requirements anywhere. Our Citizen Soldiers and Airmen are present wherever you see the Army and the Air Force.

"Thirty-nine days a year" is no longer the standard for much of the National Guard. Today's force expects to be deployed. Predictable and rotational mobilizations, where our service members can utilize their training, will help keep the force relevant, ready, and integrated with our active components.

The President directed the stand up of a Space Force this past year to protect and develop our vital interests in space. DoD space-based assets and capabilities protect our critical infrastructure, our economy, and our democracy. The National Guard continues to contribute critical capabilities in space, and we stand ready to support any future Space Force.

Homeland

The NDS underscores the fact our homeland is no longer a sanctuary and new technologies and weapons can reach the heart of America with little or no warning. The 2019 Missile Defense Review clearly articulates the need to pursue advanced missile defense concepts and technologies to protect the homeland. The National Guard, with its Missile Defenders at Fort Greely, Alaska, Schriever Air Force Base, Colorado, and Vandenberg Air Force Base, California, remains critical to our Nation's missile defense and stands ready to evolve in recognition of advancing threats.

The National Guard's unique dual State and Federal roles and robust presence in 2,600 communities in our States, territories, and the District of Columbia give our forces the widest presence of any military force in America and the ability to quickly respond to contingencies. Our skills and experience from the warfight are used to assist first responders and play an important part in a unified response under Federal or State command during domestic emergencies. We will remain, in

most cases, the first military force to assist first responders in the States, territories, and the District of Columbia.

In addition to approximately 30,000 Soldiers and Airmen mobilized around the world, on average, we have approximately 10,000 Guard Soldiers and Airmen conducting operations in the United States on a typical day. We provide capability and capacity to United States Northern Command and North American Aerospace Defense Command. Fifteen of the sixteen alert sites safeguarding our skies within the United States are operated by the Air National Guard (ANG). The National Guard Counterdrug Program assists law enforcement with the detection, interdiction, disruption and curtailment of illicit drug trafficking. Approximately 55 percent of DoD's chemical, biological, radiological, and nuclear (CBRN) response enterprise, capable of responding to a host of CBRN threats, reside in the National Guard. National Guard cyber units protect DoD's critical networks from malicious cyberattacks and provide an important cyber resource to Governors. Our Ground-based Mid-course Defense units in Alaska, Colorado, and California protect our Nation from ballistic missiles.

Last year, the National Guard supported responses to natural disasters such as Hurricanes Florence and Michael, and the wildland fires in California by providing a myriad of services and aid to those devastated in these regions. The National Guard was there every step of the way.

Whether executing DoD support to the Department of Homeland Security's Southwest border security mission or providing support for State responses to catastrophic disasters, the National Guard meets its homeland requirements while also meeting its wartime missions in support of combatant commands.

STRENGTHEN ALLIANCES AND ATTRACT NEW PARTNERS

Alliances and partnerships provide an enduring, asymmetric strategic advantage over our competitors. Working with allies maintains the favorable balance of power that deters aggression and promotes stability and economic growth.

The DoD uses multiple tools to strengthen partnerships and alliances that include security assistance, security cooperation, military-to-military leader and staff engagement, and regional cooperation. The National Guard aligns with the joint force through these activities and adds a unique contribution through the State Partnership Program (SPP).

Partnerships

Eighty-three countries currently participate in the SPP with more partnerships expected in 2019. The SPP is a high leverage, low-cost program with partnerships in every region of the world. It expands America's competitive space through exchanges that extend beyond the military realm. Roughly one-third of the nations in the world are partnered with one of our 50 States, our territories, and the District of Columbia. These relationships, built on trust, the exchange of ideas, and mutual respect, served as the basis for approximately 80 co-deployments and turned many security consumers into security providers.

The SPP is a scalable and tailored approach to security cooperation. 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. Over 950 SPP events were conducted in fiscal year 2018 across all Geographic Combatant Commands. In some of these regions, the SPP is the primary tool utilized by host nations for security cooperation. Given the benefits of this program, consistent funding is critical to sustain the groundwork and momentum that have been built over the 25 years since it began.

The National Guard's emphasis on partnerships did not begin with the SPP. Our history as a State-controlled organization naturally led to partnerships with State and local agencies and their officials. Governors leverage our presence throughout the Nation through multiagency integrated playbooks used for planning and responding to crises. They call the National Guard to augment their State and local emergency response to leverage military capabilities and skills gained from the warfight such as manpower, training, leadership, organization, logistics, and communications. We instinctively take a collaborative and multiagency approach to all emergencies based on our years of working with Governors and local community partners. We remain the States' sole military force to respond to domestic incidents.

The National Guard is a community-based force where our members are an integral part of their local communities. Whether partnering with local chapters of Youth ChalleNGe where more than 170,000 at-risk teenagers have graduated since its inception in 1993, or assisting local responders after a heavy snowstorm, the Na-

tional Guard reinforces the connection between the American people and their military.

REFORM THE DOD FOR GREATER PERFORMANCE AND AFFORDABILITY

Business reform is mandated by the NDS. The National Guard helps DoD achieve greater performance and affordability by optimizing the inherent cost-savings of the National Guard and posturing our forces for predictable operational requirements. This directly supports the joint force in meeting global demands and preserves readiness in the active components.

Reforming for greater performance also includes properly organizing the National Guard to achieve mission objectives. The National Guard Bureau (NGB) is a DoD joint activity with statutes and policies codifying the roles and functions of our organization. Along with the Office of the Chief of the National Guard Bureau, the NGB is comprised of the Army National Guard Directorate, the Air National Guard Directorate, and the NGB Joint Staff. The NGB operates as one entity supporting the 50 States, three territories and the District of Columbia to man, train, and equip National Guard forces to execute DoD missions worldwide. We strive to ensure unity of effort within our organization and efficiently use the resources entrusted to the National Guard. The NGB must continue its march towards reform and efficiencies.

CNGB'S THREE PRIORITIES

I have laid out three priorities to accomplish the objectives of the NDS and our three core missions of warfight, homeland, and partnerships—provide ready forces to the President and our Governors, take care of and develop our people, and promote an innovative culture.

Priority #1 Readiness

The National Guard contributes to readiness recovery for the joint force by providing additional capacity through rotational forces. By deploying for known requirements, the National Guard enables the joint force to meet increasing global demands while reducing strain on the active components. In fiscal year 2018, our Soldiers and Airmen supported DoD missions spanning every Geographic Combatant Command and utilized some of the same skills helping communities throughout the Nation in responding to emergencies such as hurricanes, floods, winter storms, a volcano, and wildfires.

The Army National Guard (ARNG) is committed to providing ready forces that are warfighting-capable and Governor-responsive. In providing ready forces for the Army and the joint force, the Army designates select ARNG formations as Focused Readiness Units that are available to rapidly deploy and conduct contingency operations. Additionally, four ARNG brigade combat teams and the units that support them will complete decisive-action training rotations at the Army's premier combat training centers. These activities occur in parallel with deployments and exercises that our Citizen-Soldiers participate in around the world. The ARNG's primary focus in fiscal year 2020 is to reverse shortfalls in recruiting and ensure full-time support is fully leveraged to achieve and maintain our readiness.

The ANG is also committed to the readiness of the force, its 21st century Guard Airmen, and building for tomorrow's fight. The Air Guard provides the same levels of readiness and deployment timelines as the active duty. It exceeded its fiscal year 2018 end strength goal of 106,600 with a continued focus on training and resourcing efforts that improve readiness and lethality.

Looking to the future, the ANG must modernize and recapitalize its equipment concurrently and in a balanced manner commensurate with the active duty ensuring deployability, sustainability, and interoperability across all mission sets. The Air Guard remains focused on resourcing and training lethal, resilient Guard Airmen and developing exceptional leaders.

Priority #2 People, Families, and Employers

There must be a balance between the needs of Guard members' employers and the needs of the States and the Nation. Striking the appropriate balance requires training that is predictable, when possible, and deployments that leverage this training and enhance national security.

We have increased our recruiting efforts. The current economic environment requires competing against other market forces and remaining competitive through incentives in order to recruit the very best men and women.

The National Guard fosters integrity, respect, and candor within its ranks by maintaining high standards of personal conduct and bearing. We will not tolerate those who choose to act with a lack of integrity and character, nor will we accept

sexual assault, sexual harassment, discrimination, and any forms of communication that degrade or demoralize unit cohesion and readiness. We provide our utmost support and care to victims of these acts.

We are also emphasizing mental health and resiliency for our units as we strive to prevent suicides. Any Soldier or Airman who takes his or her own life is one too many. First-line supervisors, battle buddies and wingmen will continue to receive the requisite training necessary to look out for fellow Soldiers and Airmen.

We must also ensure our families are aware of family readiness programs, employment assistance programs, and where to turn when they need help. Our families faithfully commit to our Nation and we must ensure we remain faithful to them.

Priority #3 Innovation

The National Guard is a catalyst for DoD's innovation initiatives. Whether looking at ways to save costs through greater utilization of untapped capacity in the National Guard, or reviewing ways to expand the competitive space and increase our advantages through our SPP, DoD has many options to use the Guard as "the innovative force" to help address today's challenges.

We have dedicated resources to ensure our culture is dynamic, and forward leaning by questioning existing processes and challenging the status quo. We have to educate and empower our Guardsmen and implement innovative measures.

Our National Guard Innovation Team (NGIT) is one vehicle we use to innovate. This team leverages the talent, experience, abilities, and insight of our traditional Guardsmen enabling the Guard to integrate skill sets and join Guard members from unconnected fields that can sometimes lead to breakthroughs. This past year, the NGIT worked on issues related to communications, employer support, recruiting and retention, reform initiatives, and technology adaptation. The challenge ahead will be in the implementation of some very innovative ideas.

CONCLUSION

The operational National Guard is an integral part of the joint force and plays an important role in every aspect of our national security and defense. I am proud of the Citizen-Soldiers and Airmen who serve to protect our homeland and interests abroad. We face many challenges ahead, some in areas not seen before. However, I am confident we will confront these challenges as we always have—through the extraordinary talents and commitment of our Guardsmen and women. We remain . . . Always Ready, Always There!

Senator SHELBY. General Luckey.

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

General LUCKEY. Mr. Chairman, Ranking Member Durbin, distinguished members of this committee, I appreciate again the opportunity to represent before you this morning the 200,000 soldiers and civilian employees of America's Army Reserve. Thank you for the opportunity to be here and for your continued support as we build and support our soldiers, families, and employers and developing the readiness that the Nation requires.

In preparing to meet the challenges of new and evolving threats around the world, your Army Reserve continues to train, organize, and posture itself 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, remains the way in which we focus energy, optimize our processes, and prioritize our resources to develop capabilities at the speed of relevance for a major war.

Early-deploying RFX formations and capabilities need to be able to move quickly, in some cases 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.” Over the past year, we have expanded and refined this construct, and we are more ready than ever.

While we fully acknowledge that our first responsibility is to bring our unique capabilities as a part of the total Army for winning the Nation’s wars, we also embrace our opportunity and mandate to respond on no notice to problems and challenges in the homeland.

With soldiers, facilities, and capabilities in thousands of 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 and treatment operations, purification, and communications support.

America’s Army Reserve provided assistance in Hurricanes Harvey, Irma, Maria, and Florence, and a variety of other disasters. We were at it again last month in the State of Nebraska.

For the past 2 years, America’s Army Reserve has been on a path to seize digital key terrain. This journey presses on as the Army Reserve Innovation Command headquartered in Houston, Texas, and now in direct support of Army Futures Command in Austin assesses and develops emerging outposts in technological hubs across the country.

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 the extensive civilian-acquired or retained skills, knowledge, and experience that reside in America’s Army Reserve.

We are uniquely positioned to support the Army and 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.

As it pertains to cyberspace operations, we remain steadily on glide path to establish the 10 Cyber Protection Teams in key locations around the country such as San Antonio, Boston, Pittsburgh, and the Bay Area in California.

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, and they provide direct support to Army Cyber Command and other governmental agencies.

Additionally, the Army Reserve recently entered a partnership with the Army Cyber Institute, the U.S. Military Academy at West Point, and we will work together on program research.

We remain grateful to Congress for passing of the fiscal year 2019 defense appropriations bill and ensuring consistent and predictable funding, which will build Army Reserve readiness and support modernization.

Finally, we have been able to leverage the congressionally provided National Guard and Reserve Equipment Appropriations, NGREA, to purchase key systems and tactical vehicles, including the Joint Light Tactical Vehicle, weapons firing simulators, wet gap crossing equipment, and to integrate dual-purpose capabilities

that can be brought quickly to bear not only in wartime, but also to support our fellow citizens in the aftermath of a homeland disaster.

As I have testified previously, there is an inherent challenge in the part-time force. This team needs to be ready enough to be relevant but not so ready that our soldiers cannot keep good, meaningful civilian jobs, and healthy sustaining family lives.

This nimble and efficient 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 with us. As they continue that commitment and sacrifice, which allows our soldiers to serve the Nation while maintaining rewarding civilian employment, we continue to appreciate your support and encouraging them to do so. We have a deeper appreciation for the sharing, the partnership that we are constantly maintaining with our employers across the Nation and around the world.

As with the employers, nothing would be possible for an all-volunteer force without our families. We continue to focus on making sure we support them, and we make sure that they know how much their support is required to be able to sustain this force. We could not do it without them.

Due to Congress' continued support, America's Army Reserve will meet the challenges of the time. Most importantly, we will remain steady in the saddle as we build the most capable combat-ready and lethal Federal reserve force in the history of the Nation.

I thank you for your support. I thank you for your time and I appreciate—and look forward to your questions.

[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, 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. 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 formations, the Army Reserve provides a large percentage of the Army's maneuver support and sustainment capabilities, 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 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 maintain the support of our Soldiers' employers and Families as they balance 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, but 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 as 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 or near-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.

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 that each Soldier, at the individual level, embrace the ethos of personal readiness. While many of 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 18 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, as 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 in to 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 third 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 the next fight. To that end, the United States Army Reserve is fielding 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 mod-

ernization, 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 (DSCA)

ALWAYS PRESENT. ALWAYS READY.

With Soldiers, facilities and capabilities in more than 1,100 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 and Florence, 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 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.

SHAPE AND GROW THE FUTURE FORCE: MODERNIZE AND REFORM

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. 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—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 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 (D.C.), San Antonio, TX, Fort Devens, MA (Boston), and Coraopolis, PA (Pittsburgh). Moreover, the Army Reserve Cyber Operations Group (ARCOG), with five Cyber Protection Centers and 10 Cyber Protection Teams, provides 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, reducing overhead, eliminating redundancies and streamlining procedures while further delegating authorities and empowering subordinate commanders wherever possible. 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, reshape 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 ensure that we 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.

SUPPORT SOLDIERS, FAMILIES AND EMPLOYERS

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 maintain 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 with us—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 so 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 presently in the final stages of developing and propagating a new "smart phone friendly" application that will enable 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 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 the America and scouting talent for the Nation.

CONCLUSION

We remain grateful to Congress for passing of the fiscal year 2019 defense appropriations bill and for ensuring consistent and predictable funding which will directly support Army Reserve readiness and modernization. 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. Lieutenant General Scobee.

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

General SCOBEE. Chairman Shelby, Vice Chairman Durbin, and distinguished members of the subcommittee, thank you for the opportunity to report on the readiness of America's Air Force Reserve. I am joined today by Chief Master Sergeant Tim White, Command Chief for the Air Force Reserve Command.

As a critical component of the total force, the Air Force Reserve provides cost-effective strategic depth, rapid surge capability, and operational support to the Joint Force. Our 70,000 citizen airmen are both interchangeable and integrated with their active component counterparts. We fly as one, we train as one, and we fight as one.

The Air Force Reserve's current objective is to prepare to operate in tomorrow's battlespace while providing excellent support to our airmen and their families.

To ensure alignment with the National Defense Strategy, we are focused on prioritizing our strategic depth and accelerating our readiness. We are also going to develop resilient leaders who can generate combat power, and we are going to reform our organization to optimize our warfighting capabilities and take care of our airmen.

The on-time allocation of the fiscal year 2019 budget greatly bolstered Air Force Reserve readiness, and we know you are working hard to ensure the timely allocation of the fiscal year 2020 budget. We thank you for your continual support and your diligent effort to ensure we receive the predictable funding we require to defend this great Nation.

The Air Force Reserve has improved our overall readiness during the past year. We are better prepared at the unit level, and our individual readiness has increased.

Our nuclear deterrence forces are mission-ready, and we have expanded our mission capabilities by activating our first cyber wing and our first intelligence, surveillance, and reconnaissance wing.

Additionally, we are also aligning our space units to meet future space mission force requirements, whatever they may be.

We have improved our lethality by modernizing our weapon systems with the National Guard Reserve Equipment Appropriations. We thank you for those funds, which we also used to purchase much needed support equipment.

We remain focused on our personnel programs and reaching our end strength. We are targeting our full-time manpower shortages with a variety of initiatives, which include converting approximately 1,200 full-time authorizations from air reserve technicians to active guard reserve positions.

The Air Force Reserve has built our success on the hard work of our airmen. Therefore, it is imperative that we ensure our reserve citizen airmen and their families have the support, resources, and care they need.

This subcommittee can improve the quality of life for our airmen by supporting legislation to authorize our dual- status air reserve technicians to receive medical coverage under the TRICARE Reserve Select healthcare plan. This initiative would improve healthcare across our Air Force Reserve for our technicians and their families, and it would significantly increase the retention of our air reserve technicians, our most challenging duty status.

The Air Force Reserve will continue to increase readiness as we posture our force to meet future operational requirements.

I thank you for the opportunity to appear before you today and for your unwavering support as we ensure the Air Force Reserve remains prepared to defend this great Nation.

I look forward to answering your questions.

[The statement follows:]

PREPARED STATEMENT OF LIEUTENANT GENERAL RICHARD W. SCOBEE

The Air Force is a Total Force.

The Air Force Reserve is a critical component of this Total Force and a vital part of our national defense. Our 70,000 Citizen Airmen are operationally integrated with their Active Component counterparts. We fly as one, train as one, and fight as one.

The Air Force Reserve provides cost effective strategic depth, rapid surge capability, and operational support to the joint force. We supply the manpower and capabilities needed to fill combatant commander requirements. We also provide critical rapid response, allowing the Air Force to quickly react to unforeseen events, such as natural disasters and contingencies, and we will be called upon to supply the manpower required for the high-end fight.

We also provide daily operational support to the joint force by participating in Air Expeditionary Force taskings, filling Active Component manpower shortfalls, and providing manpower augmentation during operations tempo increases. Our personnel train both Reserve and Active Component members in multiple mission areas, to include assisting Total Force pilot production.

In addition to world-wide military operations, the Air Force Reserve partners with and supports a number of Federal and civil organizations, including the Drug Enforcement Agency, the Federal Bureau of Investigation, the Federal Emergency Management Agency, the National Aeronautics and Space Administration, the National Oceanic and Atmospheric Administration, and a variety of civilian education and research institutions. We participate in and assist with numerous efforts, including humanitarian and disaster response actions, international counter-drug operations, education and technology initiatives, and global scientific research programs.

The Air Force Reserve offers a career extension opportunity for separating Active Component members. The accession of trained personnel allows the Air Force to retain fully qualified Airmen and saves millions of dollars each year in training costs. The retention of this talent increases the readiness of the Reserve component and sustains the capabilities of the Total Force.

Strategic Environment

For two decades, Air Force operations have focused on counter terrorism and counter insurgency objectives. During ten of the last 11 years, budget cuts and the unpredictable appropriation of funds by Continuing Resolutions and the Budget Control Act degraded readiness across the Department of Defense. The Air Force Reserve was forced to stretch fiscal appropriations, deferring aircraft modernization, infrastructure upgrades, and equipment purchases. These shortfalls, combined with decreased training funds, reduced our overall readiness.

The re-emergence of great power competition necessitates that we rapidly restore our readiness and modernize our force. We must be able to engage in peer and near-peer conflict in the future operating environment. The battlespace of tomorrow will be drastically different from that of yesteryear, as technological advances are changing the nature of conflict, expanding warfare into new domains and increasing the need for certain key capabilities. We must enhance critical mission sets and ensure we have the resources to meet emerging requirements.

The Air Force Reserve Today and Tomorrow

In any future conflict, the Air Force will be at the forefront. Therefore, the Air Force Reserve must be prepared to fly, fight, and win in tomorrow's battlespace and to simultaneously operate in multiple warfighting domains. We must ensure we have the right force mix and the necessary capabilities to defeat any adversary. At the same time, we must sustain our current level of support to the joint force and maintain our readiness to respond to present-day contingencies.

The Air Force Reserve's warfighting ability depends on the timely allocation of funds. Predictable budgets allow us to deliberately program our spending, maximizing the readiness return of expenditures. On time allocations enable us to fully execute our flying hour and Reserve Personnel Appropriation funds, which we rely on to maintain a trained, ready force. Predictable allocations also facilitate modernization efforts, allowing us to sustain weapons systems and to systematically upgrade our infrastructure.

The on time allocation of the fiscal year 2019 budget greatly bolstered Air Force Reserve readiness. We know this achievement required considerable effort by Congress, and we thank you for your hard work. In addition to using this allocation to conduct training and complete readiness requirements, we also funded much needed construction, infrastructure improvements, and weapons systems sustainment. However, we still have significant backlogs in these areas, and we continue to face challenges associated with maintaining an aging aircraft fleet.

The Air Force Reserve's ability to support the joint force is directly tied to our integration within the Total Force. Our mission effectiveness is maximized when we maintain parity with the Active Component through the concurrent fielding and upgrading of airframes and equipment. Our interoperability and integration is further enhanced by associations between Active Component and Reserve units, which provide multiple readiness and cost saving benefits to the Total Force.

The Air Force Reserve must grow our capabilities to meet the demands of the future operating environment. In the past year, we activated our first cyber wing and our first intelligence, surveillance, and reconnaissance wing, which will serve as a base for the further expansion of these mission sets. Our fiscal year 2020 budget request aligns our space assets with the operational requirements of the Space Mission Force. We will continue to grow these evolving and emerging mission sets, while ensuring we have the proper force mix across the enterprise.

The recruitment, hiring, and retention of full time personnel, particularly pilots and maintainers, is currently the Air Force Reserve's most significant readiness challenge. We are implementing multiple initiatives to remedy the current shortage, including converting approximately 1,200 Air Reserve Technician positions to Active Guard/Reserve over a three year period.

The Air Force Reserve has built our success on the hard work of our Airmen. They are an incredibly talented, experienced, and diverse force, and ultimately, they are responsible for executing the mission. Therefore, it is imperative that we take care of our Airmen and their families. We are committed to ensuring that our Reserve Citizen Airmen are resilient warfighters and that Reservists and their families have the support, resources, and care they need.

IMPLEMENTING THE NATIONAL DEFENSE STRATEGY

Air Force Reserve Strategic Priorities

The National Defense Strategy is the United States' plan to compete, deter, and win in the future warfighting environment. America's military force must be able to defend the homeland, provide a safe, secure, and effective nuclear deterrent, defeat a powerful conventional enemy, deter opportunistic aggression, and disrupt violent extremists in a cost-effective manner.

To align our efforts with National Defense Strategy objectives and Air Force directives, the Air Force Reserve established three priorities. First, we must Prioritize Strategic Depth and Accelerate Readiness to ensure we have the manpower and capabilities required to support the joint force and to engage in the high end fight. Secondly, we must Develop Resilient Leaders, who can operate independently and generate combat power in tomorrow's battlespace. Finally, we must Reform the Organization, optimizing our warfighting capabilities and internal processes to cost effectively maximize mission capabilities and ensure we provide the highest levels of support to our Airmen and their families.

The Air Force Reserve is proactively implementing these priorities, which will guide future initiatives at all levels of the command. This effort will ensure we are in line with the National Defense Strategy, facilitate mission readiness, and improve all aspects of our organization.

The Air Force Reserve and the Air Force We Need

Last year, the Air Force conducted an analysis of the force structure and capabilities required to implement the National Defense Strategy, which indicated that the Total Force should grow to 386 operational squadrons.

The Total Force currently has 312 operational squadrons. This number includes the Air Force Reserve's operational squadrons. When conducting the analysis, the Air Force assumed that the current ratio of Active Component to Reserve Component forces would remain constant. This study was focused on determining the needed combat capabilities, and specified the required number of operational squadrons by mission set, not by component.

For any planned future growth, the Air Force will evaluate which missions are best suited to each component. Although the distribution of mission sets and capabilities is still to be determined, the Air Force Reserve will grow in proportion to the Active Component, adding both operational units and the necessary support personnel to sustain these forces.

Associations

The association of co-located Active Component and Reserve units effectively amplifies readiness by improving the integration and interoperability of Reserve personnel. Associated flying units operate the same weapons systems, which enables Reservists to train on the Total Force's newest airframes and equipment. This provides multiple second and third order benefits to the Active Component and the Reserve, ultimately reducing operational and training costs for both. Associations also facilitate Reserve support to the Active Component and bolster the Reserve's ability to capture separating Active Component members, retaining their skills in the Total Force.

Our associations are not limited to flying units. There are associated Air Force Reserve units in multiple mission areas, including intelligence, cyber, and space, and support functions, such as maintenance, training, civil engineering, and security forces. These associations provide the same cost savings, integration, and interoperability benefits garnered by flying unit associations.

Currently, there are approximately 70 associations between the Air Force Reserve and the Active Component. Various Active Component entities have proposed additional associations, which include space, cyber, and intelligence, surveillance, and reconnaissance (ISR) associations. The Air Force Reserve favors adding associations in locations and mission areas which will benefit the Air Force. We strongly support increasing the number of active associations, where the Reserve component is the lead unit and the Active Component is the associate.

Nuclear Deterrence

The Air Force Reserve's Nuclear Deterrence Operations force consists of one nuclear strike wing, seven nuclear command, control, and communications capable command posts, and seven tanker wings with nuclear air refueling missions. We are also in the process of converting two additional wings to tanker operations, which are projected to achieve nuclear capability within 2 years.

The Air Force Reserve conducted fifteen Nuclear Deterrence Operations assessments in 2018. These assessments validated that our nuclear tasked units were properly equipped and manned, verified that personnel were adequately trained, and confirmed our ability to generate nuclear forces. The Air Force Reserve's Nuclear Deterrence Operations Forces are mission ready.

Emerging and Evolving Missions

Modern technology has expanded warfighting into new domains, revolutionizing how we fight and exposing us to new threats. Technology greatly enhances our combat capabilities, but our increasing reliance on integrated systems also creates potential vulnerabilities, necessitating the protection of critical assets. To retain our military advantage and to guard against new threats, the Air Force Reserve must keep pace with the current rapid rate of technological development. We must ensure we have the tools, capabilities, and skills required for future conflict.

We live in a world that is connected by digital systems, which support everything from communications to infrastructure. These systems span the globe. However, there are no borders in the digital world, making the United States vulnerable to attack from any adversary with an Internet connection. Therefore, we must protect our information systems, and we must be prepared to engage our enemies in the cyber realm.

To optimize our cyber defenses, the Air Force Reserve is shifting to precision cyber security, which protects data at rest, data in transit, and the identity of individuals accessing the data. This focused approach will provide better protection than

our current method of attempting to secure every item connected to our networks, which has become unfeasible. We also plan to transition some of our information technology support, service, and sustainment to the private sector, allowing our personnel to focus on mission assurance and active defensive cyber operations.

The ability to rapidly share information between warfighting assets will create unprecedented synchronization in the employment of forces, magnifying our situational awareness on the battlefield and amplifying our combat effectiveness. This synchronization is dependent on our capacity to gather, analyze, and synthesize data. Robust ISR capabilities are critical to the future fight, especially as the geopolitical environment shifts to great power competition.

Cyber and ISR capabilities will only increase in importance as technology continues to advance. To retain our military advantage in combat and to protect against threats below the level of combat, we must have both cyberspace superiority and information superiority. The demand for Air Force Reserve support in these two key mission areas is already high, and we are posturing our force to ensure we can meet these demands.

The recent activation of the Air Force Reserve's first cyber and ISR wings provides a foundation for future expansion in these mission sets. We built these units to maximize our capabilities within each function. Our newly formed cyber wing is the only wing in the Total Force to operate all Air Force defensive cyber systems, and our ISR wing is the most mission-diverse ISR wing in the Air Force. Furthermore, we capitalize on our Reservists' civil experience to enhance our mission capabilities and foster industry partnerships. Our diversity and career field expertise allow us to meet all Total Force support requirements in these critical missions, and we are postured to grow our forces to meet future needs.

In any conflict, control of the high ground offers a great advantage. Space is the ultimate high ground. Our adversaries have realized this, and they seek to level the playing field by expanding warfighting operations into space. We must be prepared to defend our space assets and interests.

The Air Force Reserve is already a key contributor to the Space Mission Force. We conduct multiple space functions, including command and control, satellite operations, missile warning and missile defense, counter space operations, and electronic warfare support. We also provide launch and range support, conduct testing and training, and provide manpower for the Combined Space Operations Center. In response to Air Force Space Command needs, our fiscal year 2020 budget request rebalances 63 manpower billets into our Space Mission Forces by removing them from other lower priority mission sets. This is intended to right-size our space assets and will ensure we can meet future United States Space Command support requirements.

REBUILDING READINESS

Funding Readiness

The Air Force Reserve relies on flying hour funding and Reserve Personnel Appropriation (RPA) funds to maintain individual readiness. Flying hour funding ensures our aircrews have sufficient training and maintain required currency and proficiency. RPA funding gives us the ability to provide extra training when needed. We also use RPA funds to temporarily backfill vacancies and to augment our full time force as required to maintain readiness.

The Air Force Reserve executed 99 percent of both our fiscal year 2018 flying hour and RPA budgets, and we are on track to execute all fiscal year 2019 flying hour and RPA funds. The flying hour funding requested in our fiscal year 2020 budget currently matches our anticipated execution. Any decrease in this appropriation request would impact our readiness.

Pacing Squadrons

Pacing squadrons are the operational squadrons required during the opening days of a peer fight. A few of these extremely high priority units are Air Force Reserve squadrons, and some of our associate units support Active Component pacing squadrons. We must be capable of providing the strategic depth demanded by a peer fight, therefore we are focusing resources on these pacing squadrons and supporting units to ensure they achieve readiness within the required timelines.

Unit Readiness

The readiness of our force is paramount. Last year, with the help of Congress, the Air Force Reserve reprogrammed and distributed an additional \$90 million in RPA funding to facilitate the completion of readiness related tasks and training. We also allocated operations and maintenance funds for the purchase of readiness related equipment and training items, to include resources for Chemical, Biological,

Radiological, Nuclear and Explosive (CBRNE) requirements, Ability To Survive and Operate requirements, and weapons qualification training. We added a thirteenth drill weekend to focus on CBRNE training, weapons qualification, and Self Aid/Buddy Care (SABC) training. As a result of these actions, 80 percent of our personnel now meet weapons training requirements and approximately 90 percent meet CBRNE and SABC training requirements.

The Air Force Reserve is a predominantly part time force. We must ensure optimal use of our Airmen's limited time to maintain both individual and unit readiness. However, over the past decade, the Air Force Reserve has shifted ancillary and support taskings to the individual Reservist. This increased the time Airmen spent on administrative items and reduced the time available for training and mission requirements, impacting readiness.

To restore our readiness, we must reduce the administrative requirements placed on the individual Airman. Last year, the Chief of the Air Force Reserve instructed the force to eliminate unnecessary requirements by directing all Reservists to "cease, re-align, or consolidate duties not directly tied to readiness." To facilitate this effort, we assessed our internal processes and eliminated over 200 self-inspection checklists and several instruction supplements. Both these actions provided our Airmen additional time to focus on readiness and ensured the Air Force Reserve was in alignment with Secretary of the Air Force guidance to reduce ancillary requirements across the Total Force.

The Air Force Reserve's fiscal year 2020 budget request aims to further alleviate the administrative burden on our Airmen by increasing the number of both full and part time squadron support personnel across the command. The addition of these support personnel will reduce the non-mission related tasks requirements levied on the individual Reservist and allow our Airmen more time to complete training and readiness requirements.

Medical Readiness

In the past year, the Air Force Reserve has made great gains in medical readiness. We streamlined our headquarters level medical case processing, eliminating a backlog of more than 2,000 cases. Timely medical review expedites the recruitment process for critical career fields, such as pilots and medical professionals, and minimizes the time Selected Reserve members spend in a non-ready status while awaiting medical review.

The Air Force Reserve is also increasing full time support in Reserve Medical Units across the enterprise. The additional support will improve the quality of medical case submissions, reducing processing time, and will improve unit ability to complete physicals. As a result, our Airmen will spend less time waiting in the medical clinic and more time training.

We also removed participation restrictions on members with duty limiting medical conditions. Previously, Reservists with duty limitations were not allowed to attend training without approval from the Air Force Reserve Command Surgeon General. This negatively impacted both individual and unit readiness, as the majority of these members were physically capable of being present at drill, completing some training requirements, and assisting with squadron operations. Under the new policy, these individuals will be able to participate in training within the limitations set by medical personnel. Commanders will consider mission requirements, physical limitations, and safety when making the determination to restrict participation for individuals on medical profile.

Full Time Manpower

Overall, the Air Force Reserve is slightly below end strength targets and we are experiencing a shortage of full time and part time personnel in certain critical career fields. These vacancies decrease our overall readiness, put undue strain on our full time support and hinder our ability to train our part time force. We have backfilled some of our full time vacancies with RPA support, but this is only a stop-gap measure which is dependent on volunteerism. To ensure mission readiness, we must restore our full time staffing levels.

Our full time force is a mix of civil service Air Reserve Technicians (ART), which comprise the bulk of our full time support, and Active Guard/Reserve (AGR) personnel. The current manpower shortage is a direct result of low ART manning. We have a relatively low number of AGR vacancies. This shortage is most critical in the pilot and maintenance communities.

We are short approximately 360 full time pilots. The Air Force Reserve does an excellent job capturing separating Active Component pilots, however, almost all affiliate in part time status, forcing us to rely on new hires to fill full time vacancies. We are currently allocated 96 undergraduate pilot training slots per year. To ensure

we use all allocations, we now hold six annual selection boards. We filled 99 percent of our fiscal year 2018 our pilot training slots and are on track to use all fiscal year 2019 slots, having already filled over 60 allocations.

The Air Force Reserve is actively engaged with the Aircrew Management Council regarding national pilot production. We are also working with accredited aviation colleges and universities to develop solutions to the nationwide shortage and have created a pathway program for pilot candidates which is similar to those used by major airlines.

In addition to our pilot shortfalls, we also have a deficit of approximately 1,500 full time maintainers. This lack of trained and fully qualified maintenance personnel has directly resulted in a decrease in aircraft availability and mission capable rates.

The Air Force Reserve's maintainer shortage is a subset of our ART manning shortage, which shares the same underlying causes. Nearly all of our full time maintenance authorizations are ART positions. In certain career fields and geographic locations, ART salaries and benefits are not competitive with the civilian industry. In addition, the cumbersome and lengthy civil service hiring process has prolonged the duration of vacancies and caused us to lose candidates.

The issues which currently hinder our ART manning are much less prevalent in our AGR force. AGR positions offer both higher salaries and greater benefits, and the AGR assignment process is shorter and more streamlined than the civil service hiring process. As a result, AGR hiring and retention rates are higher, and AGR vacancies are of shorter duration.

The Air Force Reserve is implementing multiple recruitment and retention initiatives for mission essential and critically manned career fields, such as bonuses and special salary rates. This includes incentives specific to ARTs, pilots, and maintainers. We have also adjusted and revised policies to allow for greater retention in critical career fields and removed internal barriers to improve recruiting and decrease hiring timelines.

Air Force Reserve readiness depends on sufficient end strength and the adequate manning of all career fields. To enhance recruitment, we are increasing the size of our recruiting force, and we now have recruiters dedicated to ART hiring. We are also targeting our recruiting efforts to hire personnel in critically manned career fields and individuals with in-demand skill sets. In addition, we are offering recruitment bonuses and constructive credit for new hires in certain career fields.

MODERNIZING THE FORCE

Modernization

The Air Force Reserve owns some of the oldest airframes in the Total Force. The average aircraft in our inventory is 37 years old, 9 years older than the average Active Component aircraft.

Older aircraft are difficult to maintain, requiring more time and resources to operate. Maintenance needs increase as an airframe ages, and older aircraft are more prone to corrosion. Sourcing parts for these aircraft can be challenging, as certain components are no longer in production. Eventually, it becomes cost prohibitive and too time consuming to maintain aging platforms. Therefore, fleet modernization, recapitalization, and weapons systems sustainment are critical to maintaining Air Force Reserve mission readiness.

The acquisition of new platforms, such as the F-35 and the KC-46, ensures the Air Force Reserve has the capabilities required for the future fight. The battle management systems on board these platforms are essential for multi-domain operations. We are currently in the process of upgrading certain legacy airframes with the capabilities required for the future fight, which includes these battle management systems. Recent weapons system modernizations have included aircraft radar and targeting enhancements, defensive systems upgrades, and datalink and communication system upgrades.

Concurrent Fielding

The Air Force Reserve's operational abilities are tied to our ability to integrate into the Total Force. We are most effective when we can operate interchangeably with our Active Component counterparts. Therefore, whenever possible, we must maintain parity with the Active Component.

The concurrent fielding of new airframes, aircraft upgrades, and other equipment allows us to maintain operational parity and enables integration with the Active Component. 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 system. Therefore, concurrent fielding maximizes our ability to support Active Component missions.

Infrastructure

The fiscal constraints of the past 10 years have created a backlog in Air Force Reserve construction and infrastructure improvement projects. We currently estimate over 120 future year military construction (MILCON) projects, which will cost approximately \$890 million. We also require approximately \$1.53 billion to fund Facility Sustainment, Restoration and Modernization (FSRM) projects.

Both MILCON and FSRM projects are prioritized based on multiple factors, which include mission impact and facility condition. In fiscal year 2019, the Air Force Reserve received \$122 million in MILCON funds and \$85 million in FSRM funding. We have requested \$61 million in MILCON and \$114 million in FSRM for fiscal year 2020. These appropriations will be used to fund mission-driven construction and modernization requirements for Air Force Reserve facilities.

INVESTING IN THE TOTAL FORCE (SERVICE MEMBERS, FAMILIES, AND DOD CIVILIANS)

Yellow Ribbon Re-Integration Program

Our fiscal year 2020 budget requests \$17 million for the continued funding of the Yellow Ribbon Re- integration Program, which provides support and resources to deploying Airmen and their families. The Yellow Ribbon program began 10 years ago as a temporary initiative but has evolved in to a sustainable, life changing program.

Participation in the Yellow Ribbon program is voluntary. The program is comprised of one pre-deployment and two post-deployment events. Reservists who take part are authorized to bring all dependents under the age of eighteen and one adult guest of any relation to events, which provide attendees with tools and access to resources to help mitigate the challenges associated with deployments and build re-integration skills.

This enriching and educational program has been shown to enhance attendees' knowledge of critical resources. Yellow Ribbons participants are better prepared for deployments and to manage the stress associated with deployments. Airmen who attend these events are more willing to continue service, and their families are more supportive of their continued service. In fiscal year 2018, the Air Force Reserve hosted 51 Yellow Ribbon events.

Mental Health and Suicide Prevention

The personal resiliency of our Airmen and their family members is an extremely high priority for the Air Force Reserve. We have multiple on-base entities which provide wellness-related support for our Airmen and their families. We actively disseminate information about both on and off-base resources to our personnel through multiple channels, including digital communications, unit information boards, and commander's calls.

The recent increase in service member suicides is particularly concerning. In response, the Air Force Reserve is evaluating new methods to prevent suicides, including using algorithms and integrated databases to identify at risk Airmen, and creating protective policies and programs to help these individuals.

To further improve the personal resiliency of our Airmen, we are expanding a program which embeds medical professionals in high risk units. This initiative gives personnel quick and easy access to medical care, including mental health support, provides leaders with information and tools to improve the health of their unit, and may help predict and prevent suicide.

The most common mental health issues among Air Force Reserve members are anxiety and depression, similar to that of the general population. We are proactively addressing stressors associated with military service, and we conduct person to person mental health evaluations during both annual and post-deployment medical screenings to monitor individual wellness.

There is a Violence Prevention Integrator 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. All other Air Force Reserve units are tenants on Active Component installations and are provided this service through the host unit program. Air Force Reserve medical facilities are staffed with a full complement of mental health specialists. We are evaluating requirements for integrated medical support, including mental health support, in operational units.

FISCAL YEAR 2020

In the past year, the Air Force Reserve enhanced readiness and improved mission capabilities. Our fiscal year 2020 budget request will allow us to continue these ef-

forts. The appropriation and allocation of the requested funds will enable us to provide support to the joint force while we further ongoing preparations for the future fight. We will continue to increase readiness throughout our organization, by training our personnel, upgrading and modernizing weapons systems, improving our infrastructure, and enhancing our interoperability as part of the Total Force. This budget request will boost manning levels, preserve our strategic depth, and posture our force to meet future operational requirements. We thank you for your continued support as we ensure the Air Force Reserve remains a combat ready force that is prepared to fly, fight, and win for years to come.

Senator SHELBY. Vice Admiral McCollum.

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

Admiral McCOLLUM. Good morning, Chairman Shelby and Ranking Member Durbin and the distinguished members of the subcommittee. It is my distinct honor to report on the state of America's Navy Reserve, which is a highly skilled and integral part of the Navy's enduring and worldwide fighting force.

I come here today representing the 59,000-strong Navy Reserve, a highly skilled addition to the Navy's total force serving worldwide in not only operationally capable roles but fulfilling requirements in all geographic combatant commands. They are strategically designed for full mobilization and in support of contingency operations at any time.

In balancing these two directives, we continue to strive to maintain a steadfast focus on building warfighting readiness in support of the requirements outlined in the National Defense Strategy.

Every day I am reminded of and grateful for the sacrifices that our men and women make while they are serving.

This morning we have over 3,045 reserve sailors who have left their families and their employers to serve in some of the most austere locations around the globe. Without their unwavering support of these families, these reserve sailors would not be the force multipliers they are today.

I am lucky enough this morning to be joined by one of those loving family members today, as my wife, Leanna, is here to help me represent the families of our sailors.

I believe I speak for all my colleagues here as I offer my most sincere thanks to this committee for your support.

Focused on the objectives of the National Defense Strategy and warfighting readiness, we are building a more lethal Navy Reserve. PB-20 is the mechanism that allows us to continue to focus on strategic depth toward this end.

The Navy Reserve utilizes two key enablers—discretionary RPN and flexible NGREA funding—to generate capability and operability with the total force. Your continued support to ensure these accounts remain robust, consistent, and predictable is critical to our success.

The capabilities of the Navy Reserve are focused on bringing agile combat forces to the fight where and when our Nation needs, with an investment strategy focused on a balance of readiness, wholeness, and investment initiatives. Accordingly, the recapitalization of aging Navy Reserve hardware is critical to ensuring the highest levels of readiness and interoperability with the active component.

PB-20 is prioritized accordingly. Your support of the C-130 Tango avionics upgrade investment through PB-20 is very much appreciated.

It also brings the Navy's Maritime Patrol P-8 inventory up to 117, and should additional resources become available, the Navy included P-8s on the unfunded priority list to support the recapitalization of the Navy Reserve's force toward a validated wartime requirement of the P-8s of 138.

This also allows these Navy Reserve squadrons in Whidbey Island and Jacksonville to continue to operate beyond 2023.

Similar to aviation, recapitalization of expeditionary force assets within the Navy Reserve is equally important, and your support of the 40-foot patrol boats and the Joint Reserve Intelligence Centers, including cyber capability and these upgrades in PB-20, is very much appreciated.

In closing, I could not be prouder to serve as the leader of the Navy Reserve force. Every time I visit our sailors around the world in the 123 locations of our reserve centers across the U.S., whether it is an aviation squadron deployed or an individual sailor in Afghanistan, I can tell you I come away inspired with their professionalism, the sincere dedication to mission, their pride in their civilian skills that they bring to the fight as well. And it brings the total warfighting lethality to the total force.

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

[The statement follows:]

PREPARED STATEMENT OF VICE ADMIRAL LUKE M. MCCOLLUM

Chairman Shelby, Vice Chairman Durbin, and distinguished Members of the Subcommittee, as Chief of Navy Reserve it is my distinct honor to report to you on the state of the United States Navy Reserve and to discuss our fiscal year 2020 budget request.

America's Navy Reserve delivers strategic depth and operational capability to the Navy, Marine Corps, and Joint Forces. An integral part of the United States Navy, the Reserve Component is comprised of 101,000 citizen Sailors; to include 48,000 Selected Reservists, 43,000 Individual Ready Reservists and 10,000 Full Time Support members, from every State and territory. On any given day, roughly 20 percent of the Selected Reserve Component is operational, delivering critical support to our forces around the globe. Historically comprising less than 2 percent of the Navy's total annual budget, Navy Reserve Sailors have mobilized over 84,000 times to every theater of operation since 2001, including 3,310 mobilizations in fiscal year 2018.

Aligned with guidance from the National Defense Strategy and the Chief of Naval Operations Design for Maintaining Maritime Superiority 2.0, the Navy Reserve is rebalancing to meet the dynamic challenges of today and the threats of tomorrow. We are building a more lethal and ready force, focused on capabilities, as an essential element of naval power in an era of great power competition.

STRATEGIC FORCE READINESS

The Navy Reserve's guiding principles are lethality and warfighting. We are a ready and lethal military force, maximizing value to the Nation through efficient operation and modernizing the way we do business. We effectively support and complement the Active Component, while making optimal use of talented Reserve Sailor's skill sets to increase total force proficiency and capability. We are accelerating the impact of the Navy Reserve mission in the new competitive global environment as we build strategic readiness.

Fiscal Predictability

On behalf of the entire Navy Reserve, their families and employers, I want to personally thank you and this committee for a full fiscal year 2019 on-time appropria-

tion. The reduced fiscal uncertainty has gone a long way toward increasing operational efficiency, readiness and unit morale. Predictable and dependable funding ensures that Navy Reserve Sailors are able to provide consistent and timely operational support to the Total Force. Discretionary Reserve Personnel, Navy (RPN) funding is the primary fiscal means by which the Navy Reserve provides this support. Current RPN funding level supports 31 percent of Combatant Commander operational demand. Your continued support to ensure robust, consistent, and predictable RPN funding is the most important enabler for maintaining force readiness and Navy Reserve operational mission accomplishment.

Sailor First Initiatives

To enable Force readiness, Navy Reserve Sailors balance many priorities associated with their civilian jobs, family commitments, and their duties as part-time Sailors. The Navy Reserve utilizes several tools to help these Sailors manage the stressors that can accompany this busy lifestyle. The Psychological Health Outreach Program (PHOP) is one of the most successful models to date, ensuring Reserve Sailors have access to appropriate psychological healthcare services. PHOP counselors provide psychosocial briefings, including, Operational Stress Control and behavioral health screenings to Reserve Sailors across the Nation. PHOP counselors use the Resiliency Check-in tool to provide one-on-one behavioral health assessments to Sailors new to the Navy Reserve to include on-the-spot initial assessments and follow-up referrals. This has become a proven way to ensure Sailors have access to counseling support from specially trained providers in dealing with common issues associated with the military lifestyle, including the stress related to the mobilization cycle, family separation and post-mobilization reintegration.

Because many Reserve Sailors and families reside in remote or rural areas and serve part-time roles, their eligibility for military treatment options is limited. PHOP covers any gaps in mental healthcare for Reservists, regardless of duty status or geography. In the past year, BUMED's PHOP Program Manager and PHOP counselors teamed with the Navy Reserve to strengthen PHOP support and involvement in suicide prevention. During fiscal year 2018, the program used 56 licensed mental health professionals from 29 locations to reach over 42,000 Sailors and their family members.

NAVY RESERVE FORCES

The Navy Reserve force structure focuses on interoperability and the operational effectiveness of Sailors and platforms. Reserve Sailors train and work alongside Active Component (AC) counterparts and units, creating synergy and cohesion between components. Reserve Sailors provide a ready rapid response to calls for worldwide support, across many mission areas, often on short notice.

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 collectively serve as drilling locations and provide administrative support to over 1,400 RC units. NOSCs reside on and off DoD installations, a mix of stand-alone facilities, Navy-Marine Corps Reserve Centers, and joint Armed Forces Reserve Centers. These NOSCs are the readiness generating epicenters of the Navy Reserve. CNRFC and its NOSCs offer a unique response capability and range of options in order to source Combatant Commander requirements—from mobilization of an entire unit to activation of a single Individual Augmentee Sailor. This model delivers increased flexibility, with both operational capacity and strategic depth, to the total force, in a dynamic global security environment.

As of late-January, over 3,000 Navy Reservists were mobilized and 1,408 were preparing for mobilization. These sailors support Combatant Commands around the globe, and individual mobilizations add to the broad and diverse set of operational support missions the Navy Reserve executes on a daily basis, including Expeditionary Warfare, Naval Air Warfare, Fleet Air Logistics, Cyber Warfare, Unmanned Aerial Vehicles, and Shipyard Maintenance.

Commander, Naval Air Forces Reserve (CNAFR)

CNAFR comprises three air wings, two Joint Reserve Bases and one Naval Air Facility.

Fleet Logistics Support Wing and Tactical Support Wing reside at Naval Air Station-Joint Reserve Base Fort Worth, TX, while Maritime Support Wing is headquartered at Naval Air Station North Island, CA. Naval Air Forces Reserve Joint Reserve Bases are in Fort Worth, TX, New Orleans, LA, and the Naval Air Facility is in Washington, D.C. In addition to these standalone commands, the Navy

Reserve operates multiple Squadron Augment Units which directly support various AC Navy squadrons around the country. Navy Reserve owns and flies approximately 150 aircraft, supporting the Navy Total Force and acting as necessary strategic depth in both hardware and the 8,700 aviation professionals onboard.

Reserve Maritime Capabilities: P-3 and P-8

Recapitalizing the Navy Reserve's Maritime Patrol and Reconnaissance Force (MPRF) capability is the #1 equipment priority, as illustrated in the 2019 National Guard and Reserve Equipment Report. The Navy's surge capacity within MPRF consists of two Reserve patrol squadrons operating legacy P-3C Orion aircraft. These two squadrons create 13 percent of Navy's current Intelligence, Surveillance and Reconnaissance capacity and provide Combatant Commanders with a vital strategic asset.

The P-8A Poseidon, a 737-derivative aircraft, replaces the P-3C maritime patrol aircraft, providing broad area, full spectrum, anti-submarine warfare, armed anti-surface warfare, and networked maritime Intelligence, Surveillance, and Reconnaissance capabilities. Recent changes to the National Defense Strategy and Defense Planning Guidance caused the Navy to review the current MPRF structure and the P-8A warfighting requirement. To ensure compliance with these directives, and to deliver this capability to the warfighter, the requirement was increased from 117 aircraft to 138 aircraft. This requirement gap represents an opportunity for the Reserve Component to provide both operational value and strategic depth to the total force. Recapitalization of the two RC squadrons currently operating the legacy P-3Cs, through fiscal year 2022, with additional P-8A aircraft, aircrews, and associated military construction, will buy down warfighting risk. VP-62 (Jacksonville, FL) and VP-69 (Whidbey Island, WA) offer the Navy a lethal strategic reserve by retaining trained and experienced military aircrew who are likely to operate similar commercial aircraft in their civilian career.

Reserve Logistics: C-40 and C-130

The Navy Reserve air logistics component, made up entirely of RC sailors, fulfills the Navy's requirement for the Navy Unique Fleet Essential Airlift (NUFEA) capability. Whether in direct support of combat or other required operations, Navy Reserve executes 100 percent of the Navy's organic intra-theater air logistics support mission using C-40A and K/C-130T aircraft.

These squadrons provide responsive, flexible, and rapidly deployable air logistics support to the Navy and Marine Corps year-round. With crews always ready to deploy, they fill a vital strategic role toward combat logistics sustainment when full mobilization is required. As great power competition builds, strategic assets such as these become ever more paramount.

Aircraft modernization is a critical step in preserving NUFEA. More than 17 years of increased operational tempo within a constrained procurement environment has taken a great toll on the aircraft and equipment that our Sailors operate. The Navy Reserve integrated force structure depends on the ability to quickly and seamlessly assimilate with active units for mission execution. As Navy continues to prioritize investments in advanced aircraft, weapons systems and equipment, RC assets must be resourced to ensure the highest levels of safety, availability, interoperability, and mission employment. We will continue to leverage the availability and readiness provided by modern, compatible hardware for maximum effective employment.

We appreciate this committee's continued steadfast support, which helped Navy Reserve to purchase two additional C-40A aircraft which, once delivered to Kaneohe Bay, HI, will fulfill the risk-adjusted wartime inventory requirement of 17 aircraft and bring down the 11-year average airframe age.

Our 24 K/C-130T aircraft average 24 years of age, resulting in maintenance issues that heavily degrade their dependability. As many Navy leaders have previously testified, the K/C-130T propeller grounding bulletin issued by Naval Air Systems Command in September of 2017 caused a huge readiness gap in our NUFEA capability. While the C-130 aircraft were grounded, C-40A operational tempo was greatly increased to recover the capability degradation. The end result was not a decrease in lift support, but increased consumption of C-40A capacity that we expect to last for years to come. Congress was instrumental in funding new propeller systems for the K/C-130T to get them airborne and address the number one readiness degrader and ensuring rapid recovery of the capability for now and sustainability into the future.

For continued future sustainment, modernization of the K/C-130T fleet is necessary. The T56 3.5 Engine Upgrade addresses the number two readiness degrader for K/C-130T and will result in a 23 percent increase in engine longevity and a 12-

17 percent fuel efficiency savings. The Navy K/C-130T fleet is also in the midst of an Avionics Obsolescence Upgrade (AOU) program that modernizes the fleet, bringing the communications capability on par with current FAA and international flight standards, and improves safety of occupants. Continued support and rapid deployment of the K/C-130T Avionics Obsolescence Upgrade is much appreciated.

Reserve Fighter Aircraft: F/A-18

The 31 F/A-18A+ legacy Hornets assigned to Navy Reserve squadrons include some of the oldest in operation, none of which are interoperable with AC squadrons. In the near term, Navy is replacing Reserve Component F/A-18A+ aircraft with legacy F/A-18C/Ds from the active duty fleet. Along with Active Component F-35 and F-18E/F procurement, the Reserve aircraft transfer is directly linked to improved Super Hornet depot throughput.

Based on AC Super Hornet and Joint Strike Fighter procurement, an eventual transition of RC Hornets to later generation strike fighters will be possible. The 24 F/A-18E/Fs from fiscal year 2019 and 24 F/A-18E/Fs in the Navy's fiscal year 2020 request increase the pace of this transition. Focused attention on this process will rebuild the Navy Reserve's strategic reserve fighter capability.

Reserve Adversary Aircraft: F-5

The Navy Reserve supports AC pre-deployment training by supplying one seventh of the total annual adversary requirement. Seasoned fighter pilots operate F-5 Tiger aircraft that, without investment, will quickly reach the end of their service life. The fiscal year 2020 budget includes the purchase of 11 F-5s which will mitigate the impact of the eventual service life expiration of current F-5s. Beyond this aircraft purchase, the long term plans for the Navy include a study to establish a modernized, dedicated adversary air training enterprise. Such a plan will leverage veteran combat pilot experience, maximize pilot retention in the Navy Reserve and cultivate a robust strategic reserve of lethal aviators.

Special Operations and Personnel Recovery Support: HSC-85

HSC-85, employed as the Navy's only dedicated rotary-wing special operations support and personnel recovery support squadron, provides strategic depth to the Helicopter Sea Combat community and a combat-ready mission-flexible squadron to the Geographic Combatant Commander. This squadron, and the two tactical support units that emerged from the disestablishment of HSC-84 in 2016, offers the Navy a return on investment by capitalizing on the talent and experience of AC Sailors as they leave active duty. They share lessons learned, tactics and techniques with the rest of the HSC community to increase the Navy's overall helicopter combat capability. HSC-85 offers short-notice, deployable surge capability to support global contingencies while filling training and mission support gaps to the joint force for deploying special operations units. HSC-85 is a veteran squadron, having maintained a permanent forward deployed operational presence for years, supporting U.S. Africa Command and U.S. Indo-Pacific Command mission-critical requirements. HSC-85 is a valuable complement to the Navy Helicopter Sea Combat community.

Commander, Naval Information Force Reserve (CNIFR)

CNIFR, Ft. Worth, TX, is the executive agent for nine Joint Reserve Intelligence Centers (JRICs) located throughout the country. In partnership with the Defense Intelligence Agency (DIA) Joint Reserve Intelligence Program (JRIP), 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 Service-managed JRICs located across the country, providing Navy Reservists a "train as you fight" environment utilizing the same systems and tactics, techniques and procedures as the parent commands. This enables:

- Fully-equipped and accredited intelligence production facilities,
 - Analyst-to-analyst interaction across the intelligence community,
 - Real-time transfer of operational intelligence,
 - Full integration and collaboration of the Reserve intelligence community as a force multiplier, providing strategic depth to our fleets and joint forces,
 - A nationwide network significantly reducing temporary duty cost by allowing Information Warfare professionals to serve at duty stations close to home, and
 - Capabilities to surge before crisis and continuity of operations in the event of crisis.
- Continuity of operations capabilities to enable active duty commands to reconstitute C2 elements

In partnership with the JRIP, CNIFR has committed the resources necessary to maintain our Navy-hosted JRICs as viable warfighting platforms—now and into the future. JRICs Minneapolis, Fort Worth, and Denver were all prioritized for upgrade to Joint Worldwide Intelligence Communications System (JWICS) 7.0, tripling the bandwidth of the platforms, comprehensively supporting today's analysis, imagery and CYBER mission requirements. This upgrade directly supports requirements identified in recent great power competition planning, and DIA's prioritization of the Navy JRICs directly reflects the mission criticality of those sites to identified fleet needs and priorities. The remaining Navy JRICs will be upgraded to JWICS 7.0 during fiscal year 2019.

Infrastructure updates are ongoing and necessary to sustain state-of-the-art warfighting platforms. Our current initiatives include:

- New MILCON in New Orleans, repurposing an existing facility for a new JRIC,
- Upgrade of the electronic security systems of all Navy JRICs during fiscal year 2019,
- Renovations of JRICs Norfolk, San Diego and Millington, and
- Evaluating options for JRICs Denver and Minneapolis.

Collectively, these projects incorporate the latest and best technologies to safeguard platform security and enhance the JRICs' ability to operate with continuous, uninterrupted network access. The Navy Reserve remains fully committed to modernization and ensuring our Reserve Information Warfare professionals have access to the latest warfighting equipment and networks for optimal readiness and lethality.

Navy Expeditionary Combatant Command (NECC)

Located at Joint Expeditionary Base Little Creek-Fort Story, Virginia, NECC is manned with more than 50 percent Reserve Component members. This subordinate command of Navy Fleet Forces Command manages Reserve Sailors that offers capabilities that include:

- Littoral, Riverine and coastal warfare
- Maritime and port security
- Expeditionary Logistics Support
- Expeditionary Intelligence
- Expeditionary Combat Readiness
- Naval Construction Force (Seabees)

NECC Reserve Sailors, heavily leveraged for prior service experiences, work side-by-side their active component counterparts in the Navy and across the Joint Force providing invaluable expertise in these vital areas. NECC Forces execute full spectrum military operations to shape the battlefield environment, provide humanitarian assistance and disaster relief, and conduct major combat operations. The NECC model of Reserve integration is battle-tested, demonstrating the targeted value of strategic reserve assets. This model and the increased agility it enables, is poised to grow as strategic requirements build in this era of great power competition.

RESERVE REFORM

MPT&E Transformation

Navy's Total Force Manpower, Personnel, Training and Education (MPT&E) modernization efforts are well underway. The Navy is transforming administrative and human resource processes, which have remained virtually unchanged for decades, in order to increase our ability to recruit, train, and retain the agile and lethal force of tomorrow. This holistic transformation effort seeks to streamline personnel management processes and dramatically improve quality of life in our most valuable resource—our Sailors—which leads directly to increased force readiness. Key outcomes of this transformation include:

- Permeability between Active and Reserve Components allowing for a seamless Total Force response to Fleet and Combatant Command needs;
- Timely, accurate, and auditable personnel and pay actions;
- A seamless data environment accessible throughout the world;
- Transforming labor intensive, antiquated processes into standardized, automated ones that require less oversight;
- Professional call centers and mobile/online self-service portals with 24/7 customer service for Sailors and their families, where most personnel transactions can be done virtually; and
- Improving Fleet readiness through predictive analytics supported by big data, which will enable better Sailor fit, talent matching, improved retention, and agile responses to meet dynamic Fleet needs.

Our Sailors will see big dividends over the next several years from investments in modernizing the MPT&E Enterprise—improved performance, productivity, and cost efficiencies in all aspects of personnel readiness. Simplifying the constant toggle between civilian employment and military service will result in improved fleet retention and strategic depth for the Navy Reserve.

Duty Status Reform

Currently there are numerous statutory authorities used when mobilizing RC personnel. The National Defense Authorization Act for fiscal year 2016 directed the Secretary of Defense to assess Military Compensation and Retirement Modernization Commission (MCRMC) recommendation #4: Consolidate current 30 RC duty statuses into 6 broader categories and determine whether it would increase efficiency in the RC. DoD is developing legislation that will reform the current RC duty status construct pursuant to Section 513 of the 2018 National Defense Authorization Act.

CONCLUSION

America's Navy Reserve remains eternally steadfast, ready to respond when called. Our proud citizen Sailors carry the 104-year tradition of supporting the Navy, Marine Corps and Joint Force wherever, and whenever, called. We strive to ensure warfighters effectively accomplish all missions, as both a ready operational force and a veteran strategic reserve. As we rebuild strategic depth in the face of great power competition, a more lethal warfighting military component will emerge. I look forward to working with you and I thank you for your continued support.

Senator SHELBY. General James.

STATEMENT OF MAJOR GENERAL BRADLEY S. JAMES, COMMANDER, MARINE CORPS FORCES RESERVE

General JAMES. Chairman Shelby, Ranking Member Durbin, and distinguished members of the subcommittee, thank you for the opportunity to appear before you today to testify on behalf of the Commandant of the Marine Corps about your Marine Corps Reserve consisting of 38,500 fully engaged and 61,000 in active reserve.

I am honored to be here with my fellow reserve component service chiefs. Also with me today is my force Sergeant Major Scott Grade and the force Command Master Chief Ryan Strack.

The mission of the Marine Corps Reserve is to stand ready to augment, reinforce, and sustain the active component. Along with the active component, we have reserve forces forward deployed supporting combatant command requirements.

Over the past year, more than 2,100 reserve marines were mobilized supporting 35 operational requirements in each of the six geographic combatant commands.

Additionally, 754 marines volunteered as individual augments, which filled 63 percent of the services' requirements.

I am pleased to inform you that the morale of your Marine Corps Reserve remains high, as evident by the reserve component end strength maintaining 99 percent of the total requirement. I am consistently impressed by the professionalism, competence, dedication to duty, and motivation of our reserve marines. By their active-duty sisters and brothers, they serve selflessly to protect our great Nation. The way they balance family responsibilities, civilian lives, jobs, school, and careers is nothing short of extraordinary.

At any given time, Marine Forces Reserve stands ready to provide a brigade-size element of reserve marines and sailors, fully trained for combat operations, while the remainder of our force is poised to augment and reinforce, given appropriate amounts of

predeployment training based upon their wartime mission assignments.

I would like to leave this distinguished body with two thoughts on how continued support from Congress can result in a more ready and lethal Marine Reserve force.

Number one, I want to extend my gratitude for your continued support of the National Guard Reserve Equipment Appropriation. I would appreciate a greater spending flexibility within this appropriation in order to procure critical shortfall items and modernize equipment and systems.

Number two, I would like to thank you for this year's appropriations. On average, the Marine Corps Reserves only have 38 training days a year, which places an increased importance on adequate and timely appropriation. With your continued support, I can assure the reserves' predictable and uninterrupted training schedules to maximize personnel, material, and training readiness.

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

[The statement follows:]

PREPARED STATEMENT OF MAJOR GENERAL BRADLEY S. JAMES

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 is the Nation's force-in-readiness—ready to go now, to respond and compete, and if necessary, ready to fight and win. When our Nation calls, the American people expect quick, decisive action from Marines—both the Active and Reserve Components. As part of a Total Force, the 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.

Your Marine Corps Reserve has been engaged around the world in theater security cooperation activities and operations, serving side-by-side with our Active Component. Organized as a traditional Marine Air-Ground Task Force, Marine Reservists from each of our major subordinate commands—4th Marine Division, 4th Marine Aircraft Wing, 4th Marine Logistics Group, and Force Headquarters Group—have made a tremendous impact across a diverse spectrum of operations in support of every geographic combatant commander.

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.

My focus remains on maintaining the ability to provide manned, trained, equipped, and well-led forces capable of supporting the Active Component. With your continued support, we will strengthen and maintain our readiness to be positioned to fight, compete, and win.

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. The Marine Corps Reserve provides critical capabilities to the Total Force which increases the lethality of the Corps and contributes to the competitive advantage with potential adversaries. 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 for highly trained forces.

In 2018, 2,135 Reserve Marines mobilized supporting 35 operational requirements in each of the 6 geographic combatant commands. Likewise, nearly 14,000 Reserv-

ists participated in 76 training exercises, supporting requirements in 41 countries across the globe. Additionally, 754 Reserve Marines volunteered to serve as individual augmentees, providing support to combatant commanders and Service staffs. Marine Forces Reserve filled 63 percent of the total service individual augment requirements. The demand for Marine Forces Reserve to meet requirements as an operational reserve increased by 263 percent since 2017, which was the third consecutive year of increased operational requirements. We have continued to meet the high demand for use as an operational reserve, though this has begun to challenge readiness to meet strategic requirements. For historical perspective, the Marine Corps deployed 8 reserve formations in 2001, compared to 35 reserve formations in 2018.

In 2019, Marine Forces Reserve will continue to support the combatant commanders by mobilizing in excess of 2,540 Reservists supporting approximately 43 formations. Over the course of 2019, nearly 12,000 Marines will support theater-specific exercises and security cooperation events across every combatant command. These operations and exercises greatly increase the Reserve Component's interoperability with the Active Component, Joint Forces, and our allies.

The demand for the Marine Corps' unique capabilities has increased, requiring more Reserve Component activations of units and task organized formations to produce enabling capabilities across the range of military operations. For example, Marine Forces Reserve has increased the participation of Marines filling the security force and advisory requirements to Task Force South West in Helmand, Afghanistan. These teams include Reserve members operating in the High Mobility Artillery Rocket System (HIMARS) battery, the Train Advise and Assist teams, and the security forces company which continues to provide local security to all United States forces. In addition, for the fourth year in a row, we have mobilized and will deploy a Special Purpose Marine Air-Ground Task Force to U.S. Southern Command in support of theater security cooperation objectives. For the first time in nearly 10 years, we mobilized and deployed a reserve infantry battalion—2d Bn, 23d Marines—to Okinawa, in support of a combatant commander's requirements. The last Marine Reserve infantry battalion to be mobilized and deployed in support of combatant commander requirements was in 2009. In 2019, we will continue the trend of battalion-level mobilizations by deploying 1st Battalion, 25th Marine Regiment to Okinawa, Japan, also in support of the unit deployment program to the Indo-Pacific Area of Responsibility. Reconnaissance, assault amphibian and combat engineer units have also deployed to the Indo-Pacific Area of Responsibility in support of III Marine Expeditionary Force's requirements in Okinawa, Japan. United States Central Command (CENTCOM) continues to be the recipient of the highest number of Marine Corps Reserve units and individuals. Of the 35 formations activated in 2018, 17 deployed to the CENTCOM AOR. This trend will continue in 2019 as 20 of the 43 Reserve formations we activate will deploy to the CENTCOM AOR.

Marine Forces Reserve (MARFORRES) continues to provide daily support to combatant commanders in a wide range of roles that include multi-national exercises, such as Dynamic Front 19 in Latvia, Arctic Challenge 19 in Finland, New Horizons 19 in South America, and Maple Resolve 19 in Canada. I anticipate Marine Forces Reserve will continue to deploy and to integrate with the Active Component in support of high-priority combatant commander requirements for the foreseeable future.

In addition to participating in operational requirements across the globe, Marine Forces 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) 2018, 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, Marine Forces Reserve units and personnel provide significant support in the form of military funeral honors for our veterans. MARFORRES performed 20,400 military funeral honors which represented 93 percent of all funeral honors rendered by the Marine Corps during 2018. 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, as some Marine Reserve units are executing in excess of 500 funerals per year, which impacts their ability to maintain or increase readiness.

Finally, Marine Forces Reserve functions as the most wide reaching 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, Marine Forces 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 Forces Reserve personnel and units conducted more than 500 local and regional public engagement and community relations events across the country.

Predictability

The Marine Forces Reserve Force Generation Model provides a level of predictability for force planners and our Reserve Marines, while maintaining the “train as we fight” philosophy. The Model provides our Reservists, their families, and their employers the ability to plan for upcoming duty requirements 5 years and beyond. This predictability also empowers service members to achieve the critical balance between family, civilian careers, and service to our Nation while enabling informed employers to plan for and manage the temporary absence of valued employees.

We ensure units and personnel are ready to meet any challenge by employing a Force Generation Model that rotates Marine Reserve units through a 5-year Training and Readiness Plan. The Force Generation Model enables Marine Forces Reserve to effectively support Global Force Management requirements while maintaining combat ready units and detachments based on priorities established by the Commandant’s Force Management Plan. While restraining the number of available units to no more than twenty percent for sourcing global force management rotational requirements, the Model enables Marine Forces Reserve to preserve the bulk of its force for major contingency operations.

The key element in the Force Generation Model is the deliberate application of scarce training resources, the most significant being Annual Training periods, to progressively build combat credible forces over a 4-year period. Employment of reserve units, detachments, and individuals into Service, Joint and multi-national exercises provides opportunities to train to higher level Mission Essential Tasks, thereby advancing capability over a 5-year cycle. Generally, units are assessed through a culminating Integrated Training Exercise (ITX) during the fourth year of the training cycle for a potential mobilization in the fifth year. Additionally, the Reserve Component trains with the Active Component in exercises in the United States and abroad which supports enhancing interoperability.

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 Marine Forces Reserve. The Selected Reserve is composed of Marines in four categories: Selected Marine Corps Reserve Units, Active Reserve, Individual Mobilization Augmentees, and service members in initial training. Embedded with these Marines are 1,641 Active and Reserve component Sailors who serve critical roles in the operational, medical, dental, and spiritual readiness of our Reserve Force. The success of Marine Forces Reserve would not be possible without continued support from the U.S. Navy.

In addition to the Marines and Sailors of the Selected Reserve, Marine Forces Reserve administratively controls approximately 61,000 Marines who serve in the Individual Ready Reserve (IRR). Marine Forces 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 Marine Forces 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 Marine Forces Reserve conducted 31 muster events and met 5,189 IRR Marines. In addition to the musters, Marines Forces Reserve contacted and screened 52,000 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 and retaining high quality Marines remains essential to the Marine Corps' role as the Nation's Force in Readiness. Marine Forces Reserve enjoys high affiliation and retention rates enhanced through incentive programs, such as occupational specialty retraining, inactive duty travel reimbursement, and bonus payments. Your support of these incentive programs enabled us to maintain our end strength at 99 percent of total authorization, and our Military Occupational Specialty match rate at over 85 percent.

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 approximately 100 exercises, missions, and operations currently scheduled this fiscal year, to include mobilization of battalion and squadron-sized units. This high operational tempo places a stress on our ability to maintain our equipment and replenish our deficiencies. Most disconcerting is our individual combat equipment deficiencies, which in the event of a large-scale wartime mobilization may become a strategic risk to mission.

Currently, our organizational combat equipment levels are sufficient to meet home station training requirements and our operational pace with augmentation from Marine Corps Logistics Command. With regard to maintenance readiness, Marine Forces 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 given personnel 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 2020 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.

Equipment modernization and improved readiness are the key factors which allow the Marine Corps to keep pace with future threats and preserve operational agility. 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 7 of 28 aircraft and will not be fully fielded until 2025. This extended fielding timeline forces the Reserve Component to simultaneously operate the KC-130J and the legacy KC-130T aircraft. 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, Marine Forces 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 conducted 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

coordinate all warfighting actions to operate as a Marine Air-Ground Task Force under live fire and maneuver conditions. Additionally in 2018, Reserve Marines and Sailors participated in Exercise Northern Strike at the Joint Maneuver Training Center aboard Camp Grayling, Michigan. Exercise Northern Strike provided an opportunity for Reserve Marines to train alongside Army and Michigan Air National Guard forces, as well as Canadian forces in a joint, combined-arms, live-fire exercise emphasizing close air support, joint fire support, and coordinated maneuver with fires.

To preserve fiscal and materiel resources, Marine Forces 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

Marine Forces Reserve occupies facilities in 47 States, the District of Columbia, and the Commonwealth of Puerto Rico. These facilities include 27 owned and 133 tenant Reserve Training Centers, three family housing sites, one permanent barracks, two emergency troop housing 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, Naval 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 physical security requirements and serve to prioritize security enhancements to ensure our Marines and Sailors are secure in the facilities where they work and drill.

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 are steadily increasing. In addition, service level efforts to modernize our force and its infrastructure by 2025 also increase 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

Marine Forces Reserve Health and Human Service' (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 Post-Deployment Health Reassessment (PDHRA) Program within Marine Forces Reserve and an accurate monitoring, identification, and notification 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 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 funds for and dispatches contracted civilian medical and dental providers to units that do not have medical or dental support personnel or are not supported by a military treatment facility. During fiscal year 2018, the RHRP performed 18,481 Periodic Health Assessments, 14,255 Mental Health Assessments, 576 PDHRAs, 55 PreDHAs, 3,966 laboratory services, 12,539 audio services, and 11,967 dental procedures.

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 2018, our individual medical and dental readiness rates were 78.7 percent and 85.9 percent, respectively. Marine Force 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, Marine Forces Reserve executes 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 is conducted at all levels. It is provided during pre-deployment training to service members deploying for more than 90 days, as well as all commands in garrison. The purpose of this training is to provide the requisite knowledge, skills, and tools to assist commanders in preventing, identifying, and managing combat and operational stress concerns as early as possible.

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. During CY 2018, Marine Forces Reserve successfully raised current completion totals to nearly 40,870 PDHRA screenings. 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. These programs are critical to maintain a resilient force by providing a pathway for Marines, Sailors, and families to seek behavioral health assistance.

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

Marine Forces Reserve Drug Demand Reduction Program (DDRP) continues to focus on reducing illegal drug use and prescription drug misuse within the Reserve community. Marine Forces Reserve relies profoundly on its drug-testing program, which acts as a powerful deterrent against drug use. Each Reserve unit conducts monthly drug testing to screen our Reserve Marines for drugs. The DDRP staff provides quarterly and on demand education and awareness training on the dangers of misusing and abusing prescription drugs as well as information on the proper disposal of old, unused, and outdated medications. Additionally, the DDRP increases leaders' awareness on the dangers of abusing prescription drugs through annual substance abuse supervisory level training.

Suicide prevention continues to be a high priority for the Marine Corps. Marine Forces Reserve centers its suicide prevention efforts on six initiatives: in-theater assessments, PDHRA, PHOP, Care Management Teams, Marine Intercept Program (MIP), and Unit Marine Awareness and Prevention Integration Training (UMAPIT). The in-theater assessments target Reserve Marines who may be exhibiting or struggling with clinically-significant behavioral issues during a deployment. These Marines are evaluated by appropriate medical authorities for possible treatment with follow-up assistance made prior to returning home. 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 VA's 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. 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.

Additionally, our Marines, Sailors and family members are able to access behavioral health programs at Marine Corps installations through Marine Corps Community Services (MCCS) while on active-duty orders. Regardless of duty status, Military OneSource provides counseling, resources, and support to service members and their families anywhere in the world. 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.

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 Marine Forces Reserve, addressing the continuum of destructive behaviors and identifying the most effective prevention techniques are top priorities with the goal of 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 Marine Forces Reserve has a SARC who manages their Commanding General's SAPR Program from the our headquarters in New Orleans. Together with the SARCs, two professional civilian victim advocates provide support to our Marines, Sailors and families Marine Forces Reserve continues to work diligently to improve our victim response, outreach, and prevention.

Our SAPR staff trains up to 160 uniformed Victim Advocates (VAs) each year at our headquarters in New Orleans. After completing our 40-hour training course, these potential VAs 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, Marine Forces Reserve maintains an active roster of more than 250 SAPR VAs across the country.

Our SAPR personnel respond to Marines, Sailors and dependents who require SAPR services. Our SARCs and SAPR VAs 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. Furthermore, our Marines and Sailors have access to a Victim's Legal Counsel who protect their rights following a report of sexual assault.

Marine Forces Reserve maintains a SAPR Support Line that is manned by the professional SAPR staff. Marine Forces Reserve also actively publicizes the DoD Safe Helpline which 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 support the eradication effort, such as the Equal Opportunity Program, Deployment Resiliency, Safety, Spiritual Readiness Initiatives, and Behavioral Health. Marine Forces 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

Marine Forces Reserve remains committed 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. Therefore, we strive to provide awareness of, and access to, the numerous support programs available away from major bases and stations. To meet the challenge of deployments, and to maintain readiness, we continue to promote family support through our Deployment Readiness Coordinators. This program is staffed by either civilians or active duty Marines all the way down to the detachment level. Marine Corps Community Services and our Deployment Readiness Coordinators provide a vital link to ensure support reaches those who need it.

Marine Forces Reserve tracks the submission of medical service treatment records to ensure Reserve Component Marines receive timely access to Department of Veterans Affairs (VA) healthcare services. Working across all 160 sites, we aggressively target our performance for submission timeliness to ensure our Marines are able to submit timely VA disability benefit claims.

Marine and Family Readiness Programs remain flexible, constantly adjusting to meet the needs of our 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 offers non-clinical primary and secondary preventative education and professional training to support service members and their families throughout mission, life, and career events—ultimately enhancing readiness. MCFTB training events are delivered both, in person and through interactive webinars, at our 160 sites. During fiscal year 2018, Marine Forces Reserve conducted 113 training events at which 8,691 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. 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. One signature program is the Chaplain Religious Enrichment Development Operations (CREDO) program. The CREDO program provides two transformational workshops: the Marriage Enrichment Retreat and the Personal Resiliency Retreat (PRR). These events equip Marines, Sailors, and their families with practical relationship and communication tools that strengthen marriages and individual resilience while on the home front and during deployments. The PRR curriculum also helps Marines and Sailors set personal goals, make good decisions, deal with stress, and live lives with greater purpose and satisfaction. During fiscal year 2018, fifteen Marriage Enrichment and Personal Resiliency Retreats were conducted with 624 participants.

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), VA 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. The Marine For Life Network links our Marines to employment, education, and community resources to support their overall life goals. Tutor.com offers Marines, Sailors and their children access to 24/7 no-cost, live tutoring services for K-12 students, college students and adult learners. Our Marines are provided with remote access to language courses through Mango Languages. This program supports over 70 languages to include English as a Secondary Language (ESL). Peterson's Online Academic Skills Course helps build math and verbal skills to excel on the job, pass an exam, to advance in a career or continued education.

Our Semper Fit program continues to be fully engaged in partnering with our bases and stations to provide quality, results-based education and conditioning protocols for our Marines and Sailors. The High Intensity Tactical Training program provides hands-on, science-based strength and conditioning courses and online phys-

ical 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 40,000 Marines, Sailors, and family members. In fiscal year 2018, we conducted 51 events with 1,875 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 staunch 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). Marine Forces 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 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 dispersed throughout the country also coordinate with Reserve units to ensure we keep faith with all Marines.

Marine Forces Reserve will not forget the sacrifices our Marines have made for this great Nation; and we will continue to work with the WWR to establish resources and programs that address the unique and ongoing needs of our Reserve population.

Conclusion

The Marine Corps Reserves 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 modernization, readiness and manpower to maintain and enhance our ability to increase the lethality and capacity of the service to be the Nation's force-in-readiness. With your continued support, we will remain ready to augment, reinforce and sustain the Active Component. Semper Fidelis!

Senator SHELBY. Thank you.

At the start of the current fiscal year, 2,125 National Guardsmen were deployed to our Nation's southwest border. Recent projections anticipate 1,807 will remain for the rest of the fiscal year.

General Lengyel, can you give the subcommittee an update here today on the current deployment?

General LENGYEL. Yes, Chairman. We have been deployed. The National Guard has been deployed on the border since a year ago, since April 6th.

As of this morning, we have 2,079 National Guard soldiers and airmen that are deployed still in all four border States, predominantly in Texas and Arizona that have the preponderance of those forces.

They are doing this in a volunteer status under the command and control of the governors in their States. So there are guardsmen on the border.

It is anticipated that the Department of Defense assigned to the National Guard the responsibility to supply up to a total of 4,000—is what we were authorized to put on the southwest border—and fund, using our training dollars to fund them, while they are there.

It is anticipated that the current level of 2,000 who are there about right now should be sustained for about the rest of the year.

Senator SHELBY. Is that enough?

General LENGYEL. It is. Well, if you are down there for the Department of Homeland Security, they would like more, actually, but I would tell you that they are very valued to the Customs and Border Protection and to DHS (Department of Homeland Security) in performing their border security missions.

Senator SHELBY. General, deployments for the guard forces to the southwest border exists as unfunded, unfunded requirements in our cycle, fiscal cycle, because those deployments follow Requests for Assistance, RFA, initiated by the Department of Homeland Security, as you know.

The current RFA, Request for Assistance, extends through September, and some estimates predict a \$247 million shortage of funding for pay and operations, a quarter of a billion dollars.

Could you describe how you plan to mitigate the current shortfall and what planning has gone into the deployments to the border during 2020? Can you tell us how the Department might better account for cost through the normal budget process?

General LENGYEL. Yes, Mr. Chairman. And your numbers are accurate. I mean, it is projected that approximately \$247 million is what we project, the total cost of the National Guard deployment to the southwest border will in fact be.

And I would tell you that if through the course of the year, there is an expectation by the National Guard that funds will be reprogrammed from some other source within the Department to cover those training costs. We are using our training dollars to do this.

As a round number, it costs the National Guard about \$100 million to do one drill weekend for the Army National Guard. So, at the end of the year, we will need a reprogramming of about \$193 million to not impact the normal training schedules that the National Guard is expected to do to be a ready part of the Army and part of the Air Force.

Senator SHELBY. Okay.

General Luckey, I will direct this question to you. In order to identify funds for the modernization priorities managed by the Army Futures Command, the Army recently realigned \$33 billion through the truncation or elimination of 186 programs, many of which provide logistical capabilities.

What is your level of integration with the Army Futures Command at this point, and what was your involvement in the process that produced the reductions?

General LUCKEY. Chairman, let me take the second question first, if I may.

Senator SHELBY. Okay.

General LUCKEY. My involvement was persistent and constant, and candidly, I was a full partner and had many opportunities to discuss with senior leadership all aspects of that process that you just alluded to.

As it pertains specifically to our relationship with the Army from the logistics perspective, as you well know, Chairman, we are fully integrated with the Army as an enabling capability from the very first days of any sort of mobilization for major contingency operations.

I will tell you that inside the Army Reserve, I will not say we have led this effort, but we have anticipated now for some time that this is going to require a prioritization of where do we modernize first, what formations need to be trained to a slightly higher state of readiness so they are able to execute their tasks on time, as I alluded to in my opening statement.

And I will tell you that as part of our RFX, our Ready Force X construct, we have already designated a significant portion of our force to be able to deploy, as I said earlier, in weeks' or months' notice. The aspects of that capability and that readiness impact both how we look at how we man our forces, where we prioritize our full-time support resources to sustain a higher level of readiness to those capabilities, and where we prioritize modernizing an increasing sustainment of certain systems to support those forces.

I am confident sitting here before this committee today in telling you that based on the work that has been done so far and frankly based on some of the prioritization efforts we have made inside the Army Reserve, I am confident that we can continue to meet the requirements necessary to provide those capabilities to the warfighter.

As I have said to several members of this committee in other venues, fundamentally the challenge we have is time and making sure that we have adequate notice to prepare those forces fully for large-scale combat operations.

Senator SHELBY. Thank you.

General LUCKEY. Yes, sir.

Senator SHELBY. I will direct this question to you, Admiral.

Following multiple accidents involving ships at sea in 2017, the Navy produced several reports to ensure that we are learning from our mistakes and, more importantly, working to prevent future tragedies like these.

READINESS REVIEW RECOMMENDATION

It is my understanding that these reports, which include the Fleet Forces Command Comprehensive Review and Strategic Readiness Review, resulted in 117 firm recommendations—that is a lot of recommendations—for reform. Could you provide us an update on the recommendations, either here or for the record, and your role in this process?

Admiral MCCOLLUM. Thank you, Chairman, for that question, and I will be happy to provide the details in a written response.

But I can tell you that of those 117 recommendations, north of 90 of them have been implemented—

Senator SHELBY. Good.

Admiral MCCOLLUM [continuing]. And on their way, and as they are focused on training in a culture of excellence and building a foundation for generating the controls and mechanisms in the surface warfare enterprise, the teams that have been stood up and focused on a steady drum beat are delivering the output on plan.

And we are going to continue to be very focused until all recommendations are delivered.

Senator SHELBY. That is a big part of readiness, is it not?

Admiral MCCOLLUM. Yes, sir. It is very key to readiness. And it is personal readiness, it is equipment readiness, it is warfighting readiness, and it all comes together, role clarity and the training that goes with it.

REACHING END STRENGTH GOALS

Senator SHELBY. General Scobee, I understand that you are focusing on improving personnel programs and reaching Air Force end strength goals. Could you tell us about how this budget request supports your plan to achieve these goals that have been outlined, including converting 1,200 Air Force Reserve technicians to active guard reserve positions, and why is that important?

General SCOBEE. Mr. Chairman, all the changes that we are making in our personnel systems are to get after our readiness, but it is through the personnel readiness piece. And that starts with making sure that we meet our end strength. So all the programs and all the programs that you have seen in our budget that is what I am trying to get after.

There are three things that I am driving towards. One is our medical readiness piece of it and ensuring that we have that. With the appropriations we received last year, we had a 3,000-member backlog in our medical readiness. It is zero today because of the on-time appropriations that we received, and we were able to focus some money into our medical readiness.

Additionally, our programs, some of our antiquated systems, we are updating those in order to keep that friction of our members being able to serve as a minimum, and that includes their pay and benefits. So if we can solve those problems, that retention rate will come up.

Additionally, my Air Reserve technician status has been difficult for us to fill for a myriad of reasons, but the AGR (Active Guard Reserve) pay status that Congress has asked us to put into the Air Force Reserve Command, we have been able to do that. So by putting the active guard and reserve personnel positions into our force, it enables me to give people the pay status that best suits the needs of their families, and it also will help me with our readiness.

So those are all the programs that we are changing right now in order to work on the personnel piece of our readiness in the Air Force Reserve Command.

Senator SHELBY. Senator Durbin.

SOUTHWEST BORDER

Senator DURBIN. Thanks, Mr. Chairman. I want to follow up on one of your questions.

General LENGUEL, as I understood your answer to the Chairman, you anticipate a shortfall of \$190 million that the guard will need to pay for the President's decision to deploy the State National Guards to the border; is that correct?

General LENGUEL. Senator, that is correct. If we do not reprogram funds back into our training accounts, we will have to make modifications within our current appropriation that will either re-

duce our training opportunities or do things like cancel drill weekends to find the money.

READINESS

Senator DURBIN. General, have not you come before this committee repeatedly and told us that you need readiness more than anything else?

General LENGYEL. Well, readiness is our primary goal in accordance with the number one priority of the National Defense Strategy.

Senator DURBIN. So would you like to explain to me how canceling drill weekends enhances the readiness of the National Guard?

General LENGYEL. Senator, so the National Guard is part of a mission on the southwest border. We have routinely deployed and do missions assigned to us that have impacts on our readiness.

At the end of the day, we are going to accomplish the mission that was given to the National Guard, which is to assist the Department of Homeland Security and secure the border.

Senator DURBIN. I am not questioning your dedication or following the orders of the President. I am just trying to work out the equation here.

General LENGYEL. Sure.

Senator DURBIN. When you answer his call and it costs \$247 million and you have \$190 million shortfall and the Appropriations Committee asked you a very direct question, how are you going to pay for it? What you have suggested is the cancelation of drill weekends at \$100 million a weekend, and I am asking you if readiness is the goal, is the cancellation of those weekends consistent with the goal of readiness?

General LENGYEL. Canceling drill weekends will impact readiness, and I would tell you that what our hope is is that the Department finds funds available inside the Department that are reallocatable to that so we do not have to do that.

Senator DURBIN. How much money is asked for in the President's budget for next year when it comes to this mission on the southern border?

General LENGYEL. So right now there is no additional money requested.

Senator DURBIN. So we are going to play this out again next year. We will find out exactly when the President decides to declare the next invasion, send down good men and women who leave their jobs and their families to supplement what the border agents are doing, create a whole in the budget that the President is not even preparing for or not even anticipating, and run the risk that will cancel drill weekends across the board for our guard and compromise their readiness. Is this any way to run a national defense?

General LENGYEL. Well, Senator, I would say that currently this mission is assigned to us through the end of this fiscal year, and so if there is a further assignment beyond the end of this year and into next year, we will have to make accommodations to find the—

Senator DURBIN. General, I know you will do your duty.

General LENGYEL. Yes, sir.

Senator DURBIN. And I obviously am questioning some decision-making at a higher level.

RECRUITMENT

Let me ask you why the National Guard and the Army Reserve had such difficulty in recruiting.

General LENGYEL. So, sir, I think the entire Army last year had trouble finding recruits. I mean, the reasons why could be—you know, I think it is the economy has been very good. It is a very competitive environment.

Senator DURBIN. The economy is also very good for prospective marines, sailors, and airmen.

General LENGYEL. It is.

Senator DURBIN. And they met the recruiting goals.

General LENGYEL. Well, as a component, we have to recruit big numbers of folks into our force. Every year the Army National Guard has to recruit about 50,000 people into our force to maintain our numbers, and the Army was growing a little bit. So, as the Army was growing the active component, sometimes it becomes a competition amongst all of the components to find the relatively small number that fit the requirements to be part of our force.

General LUCKEY. So, Senator, not to interrupt, but since the question is directed to the Army Reserve, as the leader of the Army Reserve, let me respond directly to your question to the Chief of the Guard Bureau.

So, first of all, candidly, recruiting has not been a significant issue for us. I would acknowledge before this committee, as I think I have acknowledge to you before, the Army Reserve is not where its current authorization is from an end strength perspective. So I acknowledge implicitly that we have had some problems from a strength perspective, but I would not concede that fundamentally we have a challenge with recruiting.

In fact, this last month is an example. The Army Reserve exceeded its current sort of trend for the year by exceeding our recruiting goals for over 700 new enlistees into the Army Reserve.

I would also tell you that from an attrition perspective, attrition or losing soldiers out of the Army Reserve is the lowest it has been in 18 years.

Fundamentally, I would attribute the challenge that I have not so much to achieving end strengths. We are, as I said now, actually increasing our end strength and have consistently now for some period of time.

The truth of the matter is—and I take some responsibility for this, Senator. In a vigorous push for readiness over the last couple years, fundamentally directed by me to try to make sure we reduce the non-deployable soldiers in the Army Reserve and readiness force for major contingency operations in any number of potential theaters in a full domain of operational challenges, I have in fact insisted on additional readiness in terms of medical readiness, deployability, and all other aspects of warfighting skills.

I would acknowledge that there has been some attrition in some soldiers who, frankly, probably had not been as challenged as they have in the last couple years to remain in this force.

RECRUITMENT

Senator DURBIN. General Luckey, the numbers speak for themselves, and I am just asking why the Army Reserve and Army National Guard have run into difficulties which the other branches have not run into.

General LENGYEL. And, Senator, I will continue my question to you based on the Army National Guard. Part of it has been a reduction in our full-time recruiters in order to recruit the force.

Last year we were authorized an additional 440 recruiters, which will mitigate this year's shortfall. We will make our end strength this year. We believe that is probably not enough. We need to continue to add additional full-time support to help us recruit the force and sustain the force to the levels we need and to maintain its readiness.

Senator DURBIN. Perhaps some of the reprogramming for the southern border can go for recruiters. That might be an interesting investment as well.

I asked in a general way to prepare each one of you for this question, and I only have a few seconds left. So I am going to pick on the Navy, the Navy Reserve. What has happened in the last year that you found most challenging or disruptive in terms of what you had planned for the budget for the Navy Reserve?

Admiral MCCOLLUM. Senator Durbin, thanks for the question.

Well, first of all, let me thank the committee for giving us a budget on time, and that provided predictability. A reservist is at their best when they had that predictability with family, with their employer, and their military requirements. Anything that competes with that then worries us.

Quite frankly, the demand that is generated for the shift of the focus on the National Defense Strategy, CNO has directed me to create a more lethal reserve, to move reserve billets to warfighting and the move from less administrative and more warfighting, and as we shift to a maritime focus, support of great power competition, that movement and how we do it the right way has got my attention and takes most of my time as I think about it, sir.

Senator DURBIN. Thank you.

Let me say about appropriations bills on time. Fortunately, we are all in the loving arms of our chairman here who has done such a magnificent job this fiscal year. We are confident he is going to do it again next year against all odds. He brings such skill to this task, and well just stand here and just honor him today.

Senator SHELBY. Thank you, Senator Durbin. I hope your statement becomes true. Thank you.

[Laughter.]

Senator SHELBY. Senator Murkowski.

Senator MURKOWSKI. Thank you, Mr. Chairman, and know that I echo the support and the encouragement for timely budgets. I know how critical it is certainly for the Department of Defense. Thank you all for your leadership in all ways.

INNOVATION

I wanted to ask very quickly about the Innovative Readiness Training Program. We have seen just really extraordinary benefits

from this program. Both Army, Marine Corps have been involved in specific projects up in my State that have gone a long way. The IRT funding is from a line in the defense-wide civil military appropriations and in part through, I believe, your training budgets.

So for current fiscal year, we increased funding for that defense line by \$10 million. The administration budget eliminates that adjustment. I am going to seek to restore that, but the question that I would have for you all is whether your services would benefit from an increase of greater than the \$10 million in the defense-wide line and perhaps if there should be other areas that we should look to enhance these opportunities.

So I guess the question to you all is whether or not, in your judgment, there are enough good training opportunities out there to support more substantial increases in this IRT program.

General LENGYEL. Senator Murkowski, I would like to take a shot at that. Anytime we can leverage a readiness training with finding incidental benefits or benefits to our States, our communities, our services, anything, is a good thing.

I would like to take an opportunity for the record to go specifically get you the numbers from at least what the National Guard's contribution to that is, but our ability to do real-world training on real-world scenarios, real-world events, I think is—as some of my colleagues have talked about, the ability here to manage the time required by our soldiers and our airmen, sailors, and marines as we do things. If we can get training doing real-world duties for our States, for our communities, for our services in innovative readiness training, it is something that we should maximize to the degree that we can.

Thank you.

Senator MURKOWSKI. But I appreciate that and would encourage you to look specifically at that. Again, we have seen great benefit in very remote islanded communities, whether it is Old Harbor on Kodiak, down in Metlakatla in Southeast, up in Newtok, as that village is being threatened by coastal erosion and needs relocation.

So the benefit out there that we have seen has been truly extraordinary, and everything that we hear is that it is fabulous training for you all, so if I can ask you to look specifically to that.

ASSOCIATIONS

Let me ask you another question, General Lengyel, and I would be remiss if I did not put on the table again the interest of the 168th Air Refueling Wing. They want to enter into an association with the active components to address the refueling assets there in the North Pacific. We have been talking about it for a couple years now.

Do you think that we can reasonably expect a resolution to this in the near future? We have got the F-35s coming, beginning next year, and then also on the issue of assets is the combat rescue helicopters. We are very, very proud of the extraordinary work that the National Guard search and rescue does there in the State, but the assets, the iron that is up there is very heavily utilized and needs replacement.

So do we need to be moving more aggressively here to bring the new combat rescue helicopters online? So twofold for you.

General LENGYEL. So for the two questions, with respect to the association, I have seen personally the benefits of associations and the benefits that gives in terms of productivity to the warfighter by blending together the systems of the reserve components and the active component.

And I think that Alaska, the Air Mobility Command, the United States Air Force, would need to look at this and make sure that we can do it, and if the manpower is available and the funding is available to put into—there are various different flavors of associations, as you know, to find manpower to put there against the association. With the increase in aircraft and F-35s and things that are going through Alaska, I think that is a good thing, and we need to stay on it and make that happen.

Senator MURKOWSKI. Well, I appreciate you staying on it. Thank you.

General LENGYEL. Yes, ma'am. And with respect to the combat rescue helicopter, it is a unique environment, lots of rescues all the time—

Senator MURKOWSKI. All the time.

General LENGYEL [continuing]. Going on with the increased training opportunities and activities that happen in Alaska all the time as well. Those combat rescue helicopters not only deploy routinely around the world in support of combatant commanders, but they get a lot of business right there in Alaska.

It is an old platform. The Air Force is in the process of recapitalizing that platform, and I know that General Scobee and the Air Force are going to do that as quick as they can, and the Alaska National Guard and the rescue helicopters need to be part of it.

ARCTIC ENVIRONMENT TRAINING

Senator MURKOWSKI. Well, we are going to keep pushing on that one as well.

Let me ask, then, because you have mentioned several times the value of the training up north. The National Defense Strategy and its projection of future of great power competition has the active component once again looking to the possibility that American forces are going to be needed to be fighting in cold weather in conditions that are climate of the Arctic. Well, we have got the training grounds, certainly.

The National Guard Bureau has stood up its Arctic Interest Council to begin to prepare for this challenge. We really thank you for your leadership with that.

But I do not know that I have ever had the opportunity to raise this with the other reserve commanders. So I would ask you what you all are doing now in terms of doctrine, training, equipment and anything else that you might deem relevant to prepare for training opportunities, to train your units in an Arctic environment if called upon, and if so, what do we need to do from a resourcing perspective?

One of the things that we are pushing is some basic things, like making sure that we have got outer wear that is sufficient to protect from the cold, but can you very quickly just speak to this—

General LUCKEY. So, Senator, if I may. As the leader of America's Army Reserve, as I said, some 200,000 soldiers, we are actu-

ally very acutely aware of the conditions in which we might have to operate, and I acknowledge your question.

I will tell you we have made significant investment, both in terms of equipping—at least some portion of this force is necessary to operate in those environments in terms of literally the clothing you are speaking of and equipment that will operate in that environment.

And at the risk of expanding the conversation a little bit, I will tell you that in addition to acknowledging that we have Army Reserve soldiers in Alaska that are obviously trained and are very proficient to operate in that environment, we also are very proud of—the Army Reserve is very proud of the training platform it has at Fort McCoy, Wisconsin, which is also another cold weather training environment, not necessarily quite what you would get in northern Alaska, but—

Senator MURKOWSKI. I think it is going to be colder in Wisconsin than it is in Alaska right now.

General LUCKEY. But I think Senator Baldwin would agree that it can get cold in Wisconsin.

We actually take that very seriously and are increasing our proficiency to operate in that environment.

Senator MURKOWSKI. Good. I appreciate that.

Others want to tell me what they are doing?

General JAMES. Senator, thanks for the question from the Marine Corps side. Our commandant has been talking about going north here for a couple years, and so we—

Senator MURKOWSKI. We welcome those conversations, you know. We are looking at ADAC with great interest.

General JAMES. Yes, ma'am.

Senior leadership, we have sent some senior leaders up to take a look.

I had the opportunity to go up to Alaska the last three summers with Old Harbor IRT in progress, and I see a lot of benefits going up there.

From the Marine Forces Reserve side, I have directed an exercise up into Canada this year, tried to get it over into Alaska, but just the tyranny of distance was too much for our first one. So we will continue to develop that.

It is mostly aviation-based this year, but we are going to go into the ground side and the battalions, their off years from our integrated training exercises out in the desert.

So it is a challenge, though, for the sheer numbers during the wintertime, the cold season, if you will, just because we have so many students. So, obviously, our high-demand season is the summer, but it is something we can do at a smaller level to get our marines cold and get them used to it.

Senator MURKOWSKI. Thank you.

Admiral MCCOLLUM. Senator, on the Navy side, we recently undertook an exercise with the Harry S. Truman Strike Group and did an exercise in the high north with our allies and partners in the late fall timeframe, and in many cases, we relearned a lot of lessons of the past. It had been many, many years since we had operated up there in cold weather.

So not only the things, how we equip our sailors with working in cold weather, but things that happen when ice occurs, how do you break the ice and many things. So we have a pretty exhaustive amount of lessons learned from that endeavor with that entire strike group, and the Navy is looking at that to prepare to be very versatile and capable in cold weather domains.

Senator SHELBY. I would appreciate that. Thank you.

General LENGYEL. Senator, if I could just add one thing. You mentioned the Guard. I would just say that given the increased activity in the Arctic, as you know, the National Guard, not just in Alaska, but all of the States on the Arctic Interest Council are preparing for inevitable activity up there—search and rescue activity, disaster response activity when humans need to be up there.

And not only that, but as part of the National Defense Strategy, working with allies and partners in the Arctic together, we do a lot of that through Alaska and a lot of that through the National Guard Interest Council. So we think it is a very important future mission area for the National Guard to be part of.

Senator MURKOWSKI. Greatly, greatly appreciate it.

Thank you all.

Thank you, Mr. Chairman.

Senator SHELBY. Senator Tester.

Senator TESTER. Thank you, Mr. Chairman.

I want to echo the comments of our Ranking Member of this Committee and your leadership skills.

I want to thank you all for being here. I appreciate it very, very much, and I appreciate the people that you represent in our military.

I have been a longtime proponent of upgrading the C-130H's, and so, General Lengyel, this is directed at you.

You know, I get it. I run a farm. It is easier. It is cheaper to repair than to buy new, but you give up some things when you are working with an airframe that was originally built in 1956, the same year I was born, and I am about wore out. So I guess they probably wore out too.

But the point is that things have changed a lot, and now we have got these 130J's out there, which I can only imagine if it has changed like it has in my tractors—and I would bet it has changed a lot more than that—I would be hard pressed to put my dad, who is long passed, on the tractor that we run today and have him run it.

C-130 TRAINING

So the question is on a 130-H—and they are in active military and they are flying the C-130J's, which is the newer airframe, and they go to a guard unit that has 130H's, is their retraining necessary for that?

General LENGYEL. To change from the C-130H to the C-130J, there is——

Senator TESTER. Or vice versa.

General LENGYEL. Or vice versa, yes. Yes, sir, there are some differences in training that the aircrew would have to do and maintainers as well.

Senator TESTER. Not to get back to the point that Senator Durbin made, but that could have an impact on your recruitment too and keeping folks in the active military in the Guard, which is an incredible asset, right?

General LENGYEL. Absolutely, sir. Without a doubt.

Senator TESTER. Then I also know that getting parts for the older equipment is kind of hard to get, and so we had a bunch of H's that were grounded because of a prop issue, and unfortunately, some people got killed that pointed out the prop issue, which is very unfortunate, tragedy. Were there any 130-J's that were grounded because of the prop issue?

General LENGYEL. No, sir. I think your point about the C-130H models being older and more expensive and more difficult to maintain and staying operational is spot on.

Senator TESTER. And you are a little different because when you have a mission to do and you go to fire up the old plane and the generator does not work or the starter does not work, you cannot go down the road 75 miles and get a part. My guess is it probably takes a while to get those parts. They would probably have to be made, right?

General LENGYEL. In some cases, yes, sir. In some cases, the older equipment is harder to find parts for, for sure.

C-130 RECAPITALIZATION

Senator TESTER. So does this budget take a significant step forward in replacing those H's?

General LENGYEL. Sir, this particular budget does not, not in terms of replacing them.

There is some money in the budget that will do Avionics Modernization Program II, which will actually keep the airplanes more modern and more flyable, but things that the C-130 needs—you mentioned one of them that they were grounded for propeller issues—there are programs that can fix the engines, that can change the propeller systems, that can make the airplane modernization go further, and there is no money in this budget to do that.

Senator TESTER. Yes. You know better than I. You are still flying an airplane that potentially could be 62 years old.

General LENGYEL. Yes, sir. No doubt about it.

Senator TESTER. Okay. I just think as we move forward here—and we have to prioritize what we are doing, and I know you prioritize what you are doing. All of you do. I think this is a pretty high-priority item. I mean really.

General LENGYEL. Senator, it is, and I would mention over the last 3 years, we have had the good fortune to have some 16 new C-130J models added to the National Guard. Those will be stationed here at some point in the future, but—

Senator TESTER. Can we get about eight of those in Great Falls, Montana?

General LENGYEL. There is a basing process that will determine where they ultimately go.

Senator TESTER. Okay.

General LENGYEL. But the Air Force, in my view, we need to continue to upgrade some of them, while seriously considering a mod-

ernization program, a recapitalization program that seriously considers continuing the extension of new J models.

Senator TESTER. I appreciate that, and I think that—and I think it is all about budgets and priorities, and it is about actually getting to a situation where we are actually meeting the needs of this Country from a security standpoint and you being able to do your job. And I just think that a lot of these planes should be in museums, quite frankly, and we are still trying to keep them up in the air.

MENTAL HEALTH SERVICES

I want to talk about mental health because I know it is an issue that you all are concerned about, and I think we have got some good programs out there. I think the Air Force Yellow Ribbon Program has been a good program. I think the Navy Reserve Psychological Health Outreach Program has been a good program.

I guess the question I have is when it comes to mental health services—and be as brief as you can—do we have adequate access to mental health services for our guards and reservists?

General LENGYEL. Well, sir, from the National Guard perspective, we certainly could use more. There are access programs. There are some, but some of our guardsman do not qualify for all of them.

Senator TESTER. But they are a bit deficient right now as far as access to mental health folks, especially in rural areas.

General LENGYEL. Yes, sir. No, in rural areas, clearly there are places where we do not have it.

Senator TESTER. Okay. Anybody else want to respond to that?

General LUCKEY. Senator, I would concur. I think it would be inappropriate for me to tell you it is common across the board—

Senator TESTER. Right.

General LUCKEY [continuing]. Because you all know some of it depends on where our soldiers are.

Senator TESTER. Yes. That is right now. Yes. Okay.

General JAMES. Senator, from the Marine Corps Reserve, we have about 60 counselors out there, mostly full time, some part time. They are contracted out.

I do not have the details or their work flow, but we could always say we could use more with our dispersal of all of our marine reserves.

Senator TESTER. Okay. Let us talk about the programs that appear to be working and doing things that I think cover the gaps that are out there for our fighting men and women.

Do you guys share? I mean, you are kind of siloed, but you probably should not be and particularly mental health standpoint, but are you able to share successes to be able to utilize best practices between the different branches?

Admiral.

Admiral McCOLLUM. Senator, thank you.

It is a very important topic for the Navy Reserve as we manage this in the aegis.

First of all, for redeploying sailors who have gone on deployment, we offer both services and a program, Returning Warrior, part of the Yellow Ribbon program, and then over time, with—you men—

tioned PHOP (Psychological Health Outreach Program). It has been very effective for us, and what we have learned, that the opportunities to engage and communicate is where we get the best value out of this.

Now, as we track metrics and whether it is in the suicidal ideation, where we have seen an uptrend, we actually do not view that necessarily as negative, because they are willing to talk about it, because we track that when they are willing to talk about their issue. Whereas, perhaps before, without a PHOP counselor, et cetera, maybe they would not have talked about it and have held that thought internally.

Senator TESTER. Spot on. But are you able to share what works, and is it transferrable to the other components of the military?

Admiral MCCOLLUM. We know it works through testimonies.

Senator TESTER. And are you able to share it?

Admiral MCCOLLUM. With the individuals and without individual names, we can share.

Senator TESTER. How about between the branches of the military? Can you share?

Admiral MCCOLLUM. We should be able to share our best practices, of course.

Senator TESTER. And do you?

General LUCKEY. I would say unqualifiedly yes.

Senator TESTER. Okay, good. This is a problem that I know is on your guys' radar screen, every one of your radar screens, and the more people we can get at the table, I think the better off we are.

If one of the branches has got something that works, hopefully you guys make a real solid effort to say, "Hey, guys, this is working for me. You might want to give it a shot."

General LUCKEY. So, Senator, I will just assure you I pay very close attention to what all of my compatriots are doing and making sure we are using best practices everywhere we can to get after this challenge.

Senator TESTER. Thank you.

Thank you, Mr. Chairman.

Senator SHELBY. Senator Blunt.

Senator BLUNT. Thank you, Chairman.

C-130

General Lengyel, let us talk about C-130s just a little bit more, totally parochial, as all those discussions usually are. This is Rosecrans.

Before I would ask my question, let me say that actually on this topic generally, on the airlift training, and the weapons training, that used to be much more year to year and much less specific in funding than it is now. I think both the Air Force and the Guard have really worked hard with the Committee to try to get that to where it is more understood.

At the 139th at Rosecrans, they do training in both of those areas, for people from sometimes up to 20 countries in a year that we are friends with to train on airlift and weapons. We lost an aircraft last year, I think on the topic of just being sure that our equipment is everything it ought to be. Obviously that and readiness are appropriate.

I think you knew I was going to ask this. When do you think we will see a return of that eighth aircraft to that training base?

General LENGYEL. Sir, I think over the Air Force, every C-130 unit lost a funded primary aircraft. That is how the Air Force spread its financial reduction around, and the Air Force is going to relook at that towards the end of the FY DP (Future Years Defense Program), and I will give you a question for the record. I will come back to you and make sure that I know when that is going to be ready.

Senator BLUNT. All right. I will let you follow up with the Air Force on that with me, and I will expect that for the record.

CYBERSECURITY

On a question I would like all of you to think about and respond, if you have a response, obviously in the cyberspace—I am also on the intel committee—the cyber warrior space, the cyberspace, a real challenge for us—I have always thought there was a unique opportunity for the guard and the reserve to have that cyber warrior who is out there every day in another capacity seeing what is happening, and I just wonder what kind of programs, General Luckey, starting with you, that you are looking at and if we are able to take advantage of that capacity of someone who is in a different situation most of the time who actually because of that is probably better prepared for the daily challenges of cyber than others might be.

General LUCKEY. So, Senator, first of all, thank you for the question. I would acknowledge and agree with your implicit assumption, which you stated at the end.

In many cases, we had a lot of soldiers, sailors, airmen, and marines out there working in the private sector developing and sustaining incredible skills, and we want to obviously bring them into a retain—in the U.S. military.

As for the Army Reserve, as I said in my opening statement, Senator, about 2 years ago, we re-tasked a two-star command down in Houston, Texas, the 75th Training Command to be the 75th Innovation Command, and it is now in the posture to both operationalize some of the challenges you are talking about and, candidly, take it beyond cyber to artificial intelligence, to take it to quantum computing and other places, I call it “digital key terrain,” as I said in my opening statement. We can go out there and essentially move structure to capture that talent and retain it for America and for the U.S. Army.

So I will tell you we are very aggressively pursuing that strategy. It is already paying dividends, and we are in direct support of Army Futures Command which, as you know, is located in Austin. So we will continue to press this. This is a journey of discovery, but I totally agree with your implicit assumption on this. And we will continue the operation.

Senator BLUNT. I just think this scenario where people who are not in the full-time service bring a different set of facts and understandings to their effort to be a cyber warrior.

General SCOBEE.

General SCOBEE. Senator Blunt, you are exactly correct.

I will put a fine point on this. I will tell you what we have really seen in the Air Force Reserve Command. This year we stood up our first cyber wing. It is in San Antonio, and what we see there is recruiting and retention is very high in that wing because what we give our airmen the ability to do is our part-time airmen that work in this industry across America, they will fly out and work the cyber mission that is there in San Antonio.

We actually have them spread all over the country, too, in squadrons, and they are directly responsible and move into active component organizations as well. So there are these components that we have working hand in hand with the active duty and the reserve command, and they work very well.

What we are able to do is we gain significant talent from industry where they have great expertise, all the tech industry that you can imagine, and then we bring that to bear.

One of the things that is very interesting is the things that you can do in the military are much different than they are than you might be able to do in civil society. So it is interesting to them, which really helps with our retention, as you know from your other committees you sit on.

Thank you.

General LENGYEL. Yes, sir. We have 59 cyber units in the Army and Air National Guard. We have three Cyber Protection Teams that are mobilized today. For all the reasons my colleagues mentioned about location of commercial and the nexus between the civil sector and the military sector, the ability to train a cyber warrior and then retain him as a potential warfighter is something that the reserve component does extremely well.

We have started a unique program this year called Cyber Mission Assurance Teams. It is a program that looks specifically inside States, Federal facilities, and makes sure that those facilities that are tied to utilities and sectors that are not necessarily military in nature, that we can assure that power and support goes to the Federal installations, and we are continuing that.

Senator BLUNT. General James and then Admiral.

General JAMES. Senator, spot on with the question. So we are taking advantage of the civilian skill sets we have out there. We do have talent within the Marine Forces Reserve.

Our largest IMA is in the Marine Corps currently at Marine Forces Cyber. We are currently standing up two defensive cyber companies, one on the East Coast and one on the West Coast, realigning structure. No additional structures have been thrown to this yet.

Senator BLUNT. Thank you.

Admiral MCCOLLUM. Senator, equally said, specialty codes is how we identify sailors in their skill said, and a cyber specialty code is identified as critical. When it is critical, it allows us to pull levers, which maybe restrict us otherwise. So things like recruiting quotas, we can go beyond those quotas if we see a skill set.

Training recruiters what to look for, joining partnerships which we have done with academic institution and industry, where those skill sets for cyber have evolved faster than the Navy's capacity to train to in some instances. In that regard, the ability to bring in, give constructed service credit for a validated industry skill that we

can bring in sometimes and lateral into the Navy, so we are laser-focused on this.

Senator BLUNT. Excellent. Thank you all.

Thank you, Chairman.

Senator SHELBY. Senator Baldwin.

Senator BALDWIN. Thank you, Mr. Chairman, and thank you to all of our witnesses for being here today and your service.

General Luckey and General Lengyel, you have done a great job of improving the operational capacity of the total Army. However, as you know, insufficient funding can widen capability gaps and will harm the Reserve's ability to support the Joint Force.

TACTICAL WHEEL VEHICLE

So I have observed that consecutive budget requests have failed to keep pace with the Tactical Wheeled Vehicle modernization requirements. In fact, in the fiscal year 2020 request, there is no funding for recapped Heavy Tactical Wheeled Vehicles for the reserves, and the request zeroes out funding for HEMTT RECAP beyond fiscal year 2020.

The Army budget basically eliminated all funding for mediums and heavies for the guards and reserves, despite those known requirements.

Consequently, the reserves increasingly relies on National Guard and Reserve equipment appropriation, which has been helpful, but as a planning tool is unpredictable as it falls outside of the normal appropriations, and it limits the ability to forecast.

Further, the Army's funding strategy fails to support the minimum sustaining rates—and you know that is something I talk about a lot—for a very fragile supply base that supports Heavy RECAP industrial base that is across the Midwest.

Finally, I am not suggesting that we modernize mediums and heavies, rather than improving the Bradley fighting vehicle. However, I suggest that we learn from the past and keep in mind that countless support and sustainment soldiers have traveled down those same dangerous roads in Iraq and Afghanistan, oftentimes in HEMTTs and FMTVs, and they will continue to do so in future conflicts.

So my question for you, General Luckey and General Lengyel, is, Do you agree that Tactical Wheeled Vehicles such as the HEMTT and FMTV provide a critical capability that ensures the Army Reserve components can execute their required missions of homeland defense, domestic emergency responses, and providing military support to civil authorities?

General LENGYEL. Senator, I do. I think that from the Guard perspective, I support the Army's modernization programs. We need to be part of it as the reserve component, the National Guard. We need to modernize in concert with the Army as they replace their tactical vehicles across the spectrum of tactical vehicles.

I think that we do have a unique eye on the homeland requirements to make sure that our vehicles will be able to sync up and do things here in the homeland, as you mentioned, but we need to be embedded with the active component—whatever we have in the Army National Guard needs to be deployable, sustainable, and

interoperable with what they have in the Army. And so that is where we come down on that.

Senator BALDWIN. Thank you.

General LUCKEY. Senator, if I may. As I have said before, my view of this is—and I would echo what General Lengyel just said to the extent that I am very much focused on making sure those formations that go out early on or affects construct, which I know you are more than familiar with, have the same mobility, the same lethality, the survivability, and the netted mission command architecture to operate completely in an inoperable fashion with every other formation on the battlefield. There is both—it is just absolutely the right thing to do. It also gives you the capabilities you need in combat to operate without having somebody too slow or unable to keep up or keep pace or survive across the total force.

I would also tell you, as you well know—and I acknowledge your point about NGREA, and I appreciate the support that this committee along with the House has given us to have some flexibility in this regard. But, as I think you know, I am committed to making sure that the Army Reserve continues to lead this conversation as far as modernizing key aspects of our force.

As you know, we have made an early investment with NGREA dollars into a small but very important capability in the JLTV program, which as you know we are bringing together right now at Fort McCoy, Wisconsin, to make sure that we are preparing ourselves for the future, training ourselves for the future, and learning how to essentially ingest these new technologies and capabilities as quickly as possible to reserve component of the United States Army.

Senator BALDWIN. Thank you.

And then, General Lengyel, as we have discussed—and I know you are very aware of—I am extremely proud of the men and women at the 115th Fighter Wing located at Truax Air National Guard Base in Madison, Wisconsin.

In 2017, the 115th was selected to perform the F-35A mission, and our community stands ready to support that mission. However, it is my understanding that there have been some delays in the process, which include the Air Force's environmental review process and public hearings.

So I just would appreciate it if you could give me a status update as well as any potential impacts of these delays on the plan bed-down schedule for Ops 5 and 6.

General LENGYEL. Senator, I will commit to do that.

I am not aware of any meaningful delays in the program. I believe everything is on track that everything is funded, but I will double check that and deliver you my assessment.

Senator BALDWIN. Okay. Thank you very much.

Senator SHELBY. Thank you.

Senator Hoeven.

Senator HOEVEN. Thank you, Mr. Chairman.

Thanks to all of you for your service and for your leadership. It is greatly appreciated.

General Lengyel, the Guard is not able to use the full tuition benefit along with the GI Bill for their education as the active-duty

forces are, and so that is something that I think we need to address.

Senator Boozman, who is also a member of this committee, and myself have now put in a bill to do that, but essentially it would provide that any member of the Guard for their education could use both GI Bill and the full tuition benefit. Would you please give me your thoughts on whether you support that?

General LENGYEL. Senator, I fully support many of our Guard members joining the reserve components to get the education benefits that come with it, and a more educated force is a more valued, ready force of the United States Army and United States Air Force. I fully support both Federal assistance and GI Bill assistance.

Senator HOEVEN. And, in fact, that can be an important component for recruitment and retention.

General LENGYEL. Absolutely, no doubt about it.

Senator HOEVEN. Right.

And I would note for the record that the Department of Defense also supports the legislation, so we appreciate it.

Along that same line, the Army Guard offers a tuition benefit. Air Guard does not. So where are you in terms of getting that?

General LENGYEL. Sir, the Air National Guard is putting together a process right now, and I believe it is their intent to implement a situation similar to the Army National Guard so that you could do both.

Senator HOEVEN. Good. We need to have both in place-

General LENGYEL. Yes, sir.

Senator HOEVEN [continuing]. For our fantastic guardsmen.

You and I have talked about it, but the 119th, the Happy Hoolligans in Fargo, North Dakota, operate the MQ-9. As a matter of fact, I think they were first or one of the first guard units to get, at that time, the Predator Mission, now the Reaper Mission. Based on their missions, which they perform very well and they very much want to keep because they are very important missions, they do need a new building. But if the new building is not brought online in time with the upgrades that they need to operate the MQ-9, it would force them to stand down for a period of time, which you could say, well, maybe it is not a big deal, except they do have clients they are serving that they very much want to keep. And those clients want to keep them because of the incredible service.

So that building construction really needs to be in fiscal year 2021. It is under design now. Your thoughts on getting that done so we do not have a disruption in service?

General LENGYEL. So, yes, sir. My thoughts is that I believe that the current facility can sustain operations in this mission set until the new building is up and running. It is our desire and our plan to make sure that it is a seamless transition and that the building does not have to stand down mission while a move into a new facility takes place.

Senator HOEVEN. Good.

General LENGYEL. But I will follow up and report back to you again.

Senator HOEVEN. Yes. Very important. And if it is not on schedule—well, either way, if you could just keep me apprised of that schedule of that very important unit.

General LENGYEL. Senator, I will.

Senator HOEVEN. One of the other things that I want to ask you about is when you look at our Guard—and I was governor for 10 years out there. You rely on the Guard for so much. I mean, it is not only the incredible service throughout the war on terror, which has just been unbelievable, four and five deployments in some cases, reserve as well, but every time there is a flood, like we are having up there now, or fires or tornadoes or just anything you can think of, the first group you call is the National Guard. Every time. It is amazing.

FULL-TIME SUPPORT

But just based on both my service as governor and my service here, what I see is a shortage of full-time positions. When I look at the size of our Guard and what their mission staffing is supposed to be, there may be 70 percent at most of their full-time relative to what they really need based on their mission requirement, maybe 70 percent, maybe less, okay? Is that typical throughout the Guard, and do not we need to be looking at more full-time positions in the Guard?

And we can have the Reserve members respond afterwards, but based on my experience as governor, I really see it in the Guard, and I see it as a pressing need. What are your thoughts on that?

General LENGYEL. Yes, sir. My thoughts are that the Adjutant General has told me that their number one concern with respect to maintaining the readiness of the force is the number of full-time support that they have inside the Army National Guard.

We are currently manned at 64 percent of the requirement, so not even 70 percent.

Senator HOEVEN. Right.

General LENGYEL. Whatever the Army says we need, we are funded at 64 percent of what that requirement is.

There is no other readiness program inside the National Guard funded and inside the Army National Guard funded at that level, so there certainly is risk.

I mean, I have been sitting up here saying how operational we are and how deployable we are and we are the best National Guard, and all those things are true. But there certainly is risk, both in the maintaining of readiness for our Federal mission, which is the primary thing we do, and then to be ready to be mobilized by the governors to have the full-time force there that sustains our operations, our facilities, our equipment, so that it is ready to work. It is a significant risk that I have conveyed to the Army.

Senator HOEVEN. Well, and as we look at bang for the buck and you look at the rate of deployment throughout the war on terror and everything else and then you add in all of the natural disaster stuff, everything from putting you at the border to anything you can think of, it just seems to me like this is a huge priority when we look at manpower funding for the overall DOD (Department of Defense).

General LENGYEL. Senator, what I have recommended is that we move towards a funding level of not 64 percent, but 80 percent of the requirement. And that is roughly an increase across the country of about 10,000 more full-time positions, convert part-time bil-

lets. I am not saying grow the whole Guard. I am just saying convert part-time billets to full-time billets and allow us to increase the percentage of full-time force there. That is about 1,000 a year. We can show you the readiness that will generate to everything we have discussed across the board today from recruiting the force to retaining the force, to make sure that everything works so that the M-day soldier can come to work and train and be ready to deploy when the country needs it to.

Senator HOEVEN. Well, if I could get more information on that from you, I would be willing to talk to our absolutely outstanding Chairman and Ranking Member and others about it.

General LENGYEL. Yes, sir. I will pass it to you. Thank you.

Senator HOEVEN. Thank you.

Senator SHELBY. Senator Collins.

Senator COLLINS. Thank you, Mr. Chairman.

ENVIRONMENTAL RESTORATION

General, my understanding is that current DOD policy restricts the use of defense environmental restoration funding for the clean-up of PFAS, a chemical that has been found to have contaminated certain National Guard State facilities. As a result, many installations or units may be forced to use operations and maintenance funds to conduct those cleanups.

In Maine, our governor has set up a task force charged with reviewing the prevalence of PFAS in our State. This is an issue that the TAG in Maine has mentioned to me as well.

Should the Guard, in your judgment, have full access to the defense environmental restoration funding in order to remediate these sites that are contaminated by PFAS?

General LENGYEL. Senator Collins, I fully believe that we should. Two years ago, up until 2 years ago, we did have access to this account.

I think they should treat our installations like they treat every installation. We used those products because they were mandated by the Federal Government to use it in, of course, our Army and Air National Guard facilities, and I believe that they should treat us just like every Federal installation and let us have access to their account.

Senator COLLINS. It does seem very odd that you do not already have access, so I appreciate you getting that on the record.

Later this month—and I hope to be there at the sendoff—the Maine Army National Guard's 286th Combat Sustainment Support Battalion in Bangor will be deploying to Europe in support of Operation Atlantic Resolve. Since Russia's invasion of Ukraine in 2014, U.S. forces have been rotating, as you are well aware, through Europe for this vital mission to deter further Russian aggression and conduct multinational training with our NATO (North Atlantic Treaty Organisation) allies and other European partners.

Could you describe the importance of the role that the National Guard plays in supporting the Atlantic Resolve?

General LENGYEL. Senator, thank you for that question.

We play a role, first and foremost, as part of the United States Army. We deploy into Europe and into NATO. They look across—our potential adversaries, the Russians, look across, and they see

a United States flag, and they see the United States Army. And we see a well-trained, well-equipped ready force that can deter potential aggressive activity.

What the National Guard also brings is our unique relationships in the State Partnership Program, the relationships we have with 22 nations across all of Europe. They know us. They trust us. They train with us. They deploy with us. It is a unique security cooperation tool that only enhances our ability to assure our partners and allies and make a ready force.

So keeping us ready makes us a part of that force, making sure that we assure our allies and partners that we are there when they need us is part of the National Defense Strategy.

And we have 2,000 people over there right now deployed as part of Operation Atlantic Resolve.

Senator COLLINS. Well, soon you will have 70 very capable Mainers joining them.

General LENGYEL. Absolutely. Thank you for that.

STATE PARTNERSHIP PROGRAM

Senator COLLINS. I am glad that you mentioned the Guard State Partnership Program. I view this as a high-leverage, low-cost program that benefits the United States beyond just military cooperation, and I am very proud of the role that the Maine National Guard has played in preparing Montenegro for a session into NATO. And I know the partnership has also benefited the Maine Guard as well.

I visited Montenegro, and I cannot tell you how grateful they were to the United States and to the Maine National Guard specifically for helping them get ready for NATO membership, and they just went on and on about how valuable the training and assistance had been. And that has strengthened those countries, which were once in the orbit of the Soviet Union, and also, if we can get stronger partners in NATO, that benefits all of us.

So, given the growing importance of the State Partnership Program, what would be the impact if funding is inconsistent or not sustained as far as your ability to plan and execute those State Partnership engagements?

General LENGYEL. Secretary—or excuse me. Senator Collins—Senator COLLINS. I like that. That “Secretary” is okay.

[Laughter.]

General LENGYEL. I think that the impact of not having the funding would be very harmful to the program.

One thing that I want to say about this year’s funding is we got it on the 1st of October. We got all of our funding so we can execute throughout the year, and this year, we will be able to execute all of the funding that we get for the State Partnership Program, which is about \$29 million. Thank you for the budget on time and the funding on time and a full year to use it.

This year in the President’s budget, the funded level, as requested, is at about \$16 million. We need another \$14 million to bring us up to the current level of funding that we have.

This program now has 83 partners. Last year, we were in New York Harbor, and we added Brazil to the Partnership Program. We have Sri Lanka and Nepal standing by to be assigned states now

to partner with them, and this program is still growing at a rate of two to three partnerships per year. And it is doing amazing security cooperation work that is directly tied to the National Defense Strategy under the command and control and auspices of the combatant commander, and it is a hugely important program.

Every time we add two to three partners, we need to add about a million dollars a year to sustain that program, and over time, I think this is going to be a legacy of the National Guard. It is our relationships with these friends, as you saw Secretary General Stoltenberg talk about last week when he was addressing Congress and said, "It is good to have friends." We build friends in this partnership and combat capability.

We have deployed to the combat zone more than 80 times with our partners and our host nations. That is a good thing for the United States.

Senator COLLINS. It is a great partnership program, and I hope we can fully fund it.

Mr. Chairman, I want to echo my thanks for your leadership in getting the Department funded on time. That has made such a difference. Thank you very much.

Senator SHELBY. We hope to do it again.

Senator COLLINS. We are going to do it again.

Senator SHELBY. Thank you, Senator.

Senator COLLINS. Thank you.

ADDITIONAL COMMITTEE QUESTIONS

Senator SHELBY. This will conclude our hearing. We appreciate all of you appearing before the committee today. There were other Senators at other committee meetings, and they would probably want to submit additional questions, and perhaps I even have a couple of questions. And I would hope if they are submitted, you would answer them in a reasonable time.

General LENGYEL. Yes, Chairman.

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

QUESTIONS SUBMITTED BY SENATOR MITCH MCCONNELL

Question. C-130J Recapitalization for the Air National Guard: In recent years, Congress has appropriated a total of 16 C-130Js to the Air National Guard (two in the fiscal year 2017 defense appropriations law, six in the fiscal year 2018 omnibus appropriations law, and eight in the fiscal year 2019 defense appropriations law). Will you please provide an update on the basing plans for these aircraft?

Answer. The Air Force Strategic Basing Process is being used to achieve Secretary of the Air Force (SecAF) approval for the basing location for the 16 C-130Js appropriated for the Air National Guard in fiscal year 2017–2019. The basing process is currently in the early stages of the process where it first seeks SecAF approval of the "Enterprise Definition" and "Scoring Criteria." SecAF's approval of the "Enterprise Definition" and "Scoring Criteria" is expected this summer.

Question. How many Air National Guard C-130H units are expected to be recapitalized with these new aircraft?

Answer. The intent is to recapitalize two existing units with the new aircraft.

Question. When are these aircraft scheduled to deliver, and is the basing process on track to align with the expected delivery schedule for these aircraft?

Answer. Currently, the 16 C-130Js are scheduled to be delivered between the first quarter of fiscal year 2021 and the fourth quarter of fiscal year 202. The basing process is on track to ensure delivery during that period.

QUESTIONS SUBMITTED BY SENATOR LISA MURKOWSKI

Question. What do you need to be doing now in terms of doctrine, training, equipment and anything else you might deem relevant to prepare your units to operate in the Arctic if called upon?

Answer. The National Guard recognizes the emerging strategic importance of the Arctic region given the geographic, geo-political, and threat environment. However, without validated requirements it is difficult for the Guard to unilaterally address doctrine, resources and training necessary to operate in the Arctic. Nevertheless, the National Guard has taken a proactive approach to overcome these challenges within its statutory confines.

DOCTRINE: Today we lack the ability to effectively navigate, communicate and sustain operations within the Arctic. In order to develop doctrine to better operate in Arctic conditions, the National Guard participates in the Arctic Capabilities Advocacy Working Group (ACAWG), which seeks to bring together Arctic stakeholders across the defense enterprise. Further in 2018, the National Guard Arctic Interest Council (AIC) was established to address doctrine development and identify key initiatives and possible solutions to known capability gaps. The National Guard will use these vehicles to explore, support, and develop Arctic doctrine.

TRAINING: It is imperative that the National Guard exercise in Arctic conditions to identify potential shortfalls in Arctic response doctrine, training, and equipment. Exercises such as ARCTIC EAGLE are critical to the National Guard. Additional exercises and training opportunities will build off of this framework to ensure a prepared force.

EQUIPMENT: The National Guard requires additional research and training opportunities to properly understand the scope and scale of the difference between their expected performance and their likely actual performance in extreme cold environments. (Additional details in follow on answer)

Question. What suggestions do you have to this subcommittee for resourcing to be effective in that mission, should you be called upon?

Answer. The National Guard is postured to respond to current requirements in the Arctic but there are areas of risk that can be mitigated. In keeping with recommendations outlined in the 2016 Report to Congress on Resourcing the Arctic Strategy, funding and resourcing should be made available for additional research for Arctic response, military infrastructure, and capabilities. Other areas of focus should include increased exercises, Arctic communications, Chemical, biological, radiological and nuclear (CBRN) equipment, skiway construction, extreme cold weather tents, heaters and clothing. The LC-130s are also owned by two different organizations—the United States Air Force and the National Science Foundation. Split ownership causes conflicting aircraft configuration, competing priorities, and competition for resource, which has increased cost-sharing for moderation. These issues are problematic to the National Guard's warfighters.

QUESTIONS SUBMITTED BY SENATOR JERRY MORAN

Question. What does the National Guard Bureau need in order to continue supporting the mission of the Kansas National Guard Advanced Turbine Engine Army Maintenance (ATEAM)? Contracting personnel? What resources were required to establish the MOA with Army Material Command in support of the current contractual obligations of the ATEAM?

Answer. Resources for the ATEAM should rely on foreign military sales demand to support its infrastructure. The current MOA is between The Deputy Assistant Secretary of the Army for Defense Exports and Cooperation, the Program Executive Office Ground Combat Systems, the National Guard Bureau, and the Kansas National Guard. The National Guard Bureau currently provides contracting support and fiscal oversight of funds transferred to the Kansas National Guard.

Question. The Kansas Intelligence Fusion Cell (KIFC) is a State-level intelligence entity that partners with the Department of Homeland Security, the Department of Defense, the Intelligence Community and Public-Private Sector Critical Infrastructure and Key Resources (CIKR) operators to fulfill a mission focused on intelligence analysis on counterterrorism, cybersecurity, and weapons of mass destruction. I understand that based on the success of the KIFC, the National Guard is proposing to expand this capability to multiple other States, a concept known as the Joint Force Headquarters Analysis Cells (JAC). As you look to expand and create this structure, will you continue to maintain the decentralized approach at the State-level that has served as the cornerstone of the KIFC and enabled their success with CIKR partners? Will you rely on and consult with the Kansas National Guard to

develop the JAC model and leverage the successes of this entity in order to develop your proposal and plan to expand?

Answer. The National Guard would consult with the Kansas National Guard to develop the Joint Analysis Cells model with the goal of maintaining a decentralized approach. However, the National Guard currently lacks the authority and funding to stand up and operate Joint Analysis Cells. The non-Federalized National Guard is prohibited from engaging in Federal intelligence activities (foreign intelligence and counterintelligence), like Joint Analysis Cells. There are additional statutory issues related to the potential execution of foreign intelligence activity defined in the Joint Analysis Cells Concept of Operations under the command and control of the Governor and with mission control and oversight of the Chief of the National Guard Bureau.

QUESTIONS SUBMITTED BY SENATOR JOHN BOOZMAN

Question. I am a cosponsor of a bill led by my good friend Senator Daines that would allow dual-status technicians to use Tricare Reserve Select, even though they are eligible for the Federal Employees Health Benefits program (FEHB). I am interested in your thoughts on how important that is to you as Chief—giving service members the option for TRS eligibility.

Answer. The National Guard would like to thank you and Senator Daines for your efforts on this front. The legislative proposal would provide better options for full time Forces especially dual status technicians, and create a retention incentive for the full time force.

Current law excludes our dual status service members from coverage under TRICARE Reserve Select (TRS) when they are eligible for health insurance under the Federal Employee Health Benefits (FEHB) program. In a cost comparison, Guard Member TRS premiums are significantly lower than FEHB. On average, TRS coverage costs less than half of what FEHB costs an individual and depending on the specific FEHB plan could save our dual status Guard Members thousands of dollars annually. Additionally, Guard Members encounter a cumbersome administrative process when transferring on and off of active duty orders that can affect the timely health coverage of the Guard Member.

Question. I have been interested in Duty Status Reform as a means to provide flexibility for service members to serve in the capacity that best fits their lifestyles. More generally, I am interested in providing maximum flexibility for members to move quickly between Active and Reserve Components. What input has the Guard provided to DoD in its preparation of the report that the Department owes to Congress by April 30 on reforms?

Answer. This legislative proposal is the result of a 3-year-long comprehensive review by a Duty Status Reform working group with participation from members of all seven Reserve Component Services, as well as staff from the office of the Assistant Secretary of Defense for Manpower and Reserve Affairs. The National Guard has been involved with OSD and the working group for over 2 years. The National Guard has also hosted visits, calls, and briefings to leadership, coordinated with various in-house subject matter experts, and had members from the Assistant Secretary of Defense for Manpower and Reserve Affairs team brief State Adjutants Generals in November 2018. Additionally, the National Guard formed an internal working group, with State representatives, was formed in March 2019 to specifically review concerns raised by States with the draft legislation.

Question. In your statement you highlighted the strengths of our State Partnership Program. Can you comment on the light attack aircraft program and how beneficial this specific platform can be in building partnership capacity?

Answer. The Light Attack Aircraft program has the potential to increase coalition lethality through improved capabilities, capacity, and interoperability. The potential air platform will improve partners' ability to employ airpower alone or within a coalition in a permissive environment, such as combatting violent extremism. Leveraging this platform with State Partnership Program relationships can enable access to critical regions and encourage greater defense cooperation in order to build partnership capacity.

Question. I believe the Guard requires modern weapons systems and air platforms that are proportional to their active components to ensure interoperability of the military as a whole. As this relates to the Air Force's C-130 fleet, what do you believe the ANG requires to recapitalize and modernize its current inventory?

Answer. In order to continue to meet current airlift capability requirements, the Air Force will need to balance modernizing existing C-130H aircraft while recapitalizing aging platforms with newer C-130J aircraft. Propulsion and avionics mod-

ernization efforts are necessary to extend the lifespan of newer H model aircraft so recapitalization can focus on replacing older aircraft characterized by diminished maintenance capability rates and increased sustainment costs. The Guard should be modernized and recapitalized concurrently and proportionally to the Active Components.

Question. The Administration has determined that the creation of a Space Force is necessary to continue to transition space from a benign environment to a warfighting domain. What role do you see the National Guard playing if Congress decides to create the new branch, and how would this affect the current National Guard space mission?

Answer. Since 1995, the National Guard space forces have been integral to operational space missions such as strategic missile warning, expeditionary space electronic warfare, satellite communications, Joint Forces space support, and space intelligence. If Congress establishes a U.S. Space Force and associated Space National Guard, the Space National Guard should continue in its unit-equipped, surge-to-war reserve component role as they currently do for the Army and Air Force. The concurrent establishment and transfer of existing Active, Guard and Reserve space forces to the U.S. Space Force are intended to ensure no degradation in the mission and associated responsibilities. Any delay in transfer, or any effort to create unique organizational constructs instead of concurrent transfer, will create a Service/National Guard misalignment that is inherently counter to the current mission.

Question. At the onset of the war on terror, the National Guard shifted from a strategic reserve into an operational force, with a much higher Ops Tempo, and a vastly shorter mobilization period. Since the National Guard is expected to be ready to deploy with a shorter mobilization period than in the past, does the Army National Guard have the proper percentage of full-time support to meet today's readiness posture?

Answer. No, the Army National Guard's full time support is currently authorized and funded at 64 percent of its validated manpower requirements, which represents a challenge to support operational demands. Any full time support authorization below 80 percent creates an unacceptable level of risk for providing ready units to Combatant Commanders. Currently, there is a 10,000 full time support shortage within the Army National Guard. The Army depends on higher levels of readiness in select Army Guard units to meet Combatant Commander requirements. Emerging operational demands are driving increased workloads primarily in unit level support and maintenance.

Question. And, as a follow-up, how does full-time support effect the National Guard's ability to recruit and retain soldiers?

Answer. The decrease in full time support has had a negative impact on recruitment and retention of soldiers. This is evident over the past 5 years, where the number of full time billets decreased, causing the enlisted accessions to fall by 23 percent, which resulted in the Army National Guard missing its end strength goals in fiscal year 2018 for the first time in over two decades.

The fiscal year 2019 NDAA took steps to correct this shortfall by increasing the Army National Guard's full time support authorization for recruiters by 440 positions. Since adding the 440 Active Guard recruiters, the ARNG has seen an increase of 3,271 new accessions compared to the previous 12 months and can see consistent signs of increased accession momentum. Further, increased full time support directly translates to increased retention rates of traditional Guard Members because these members can focus on their primary mission and training requirements, rather than focus on increased administrative burdens and paperwork. Increased full time support has created an environment for to a more prepared, better equipped force that is able to conduct the mission they signed up to perform.

QUESTIONS SUBMITTED BY SENATOR PATRICK J. LEAHY

Question. Americans rely on the National Guard for response in times of disaster, first under the command of their governors, then under State-to-State agreements, and finally as part of a coordinated response with support from Federal authorities. Please describe the Bureau's role in supporting States' planning and response.

Answer. The 54 States, Territories, and the District of Columbia are the most capable and best postured military entity to support domestic operations in the United States. Further, the National Guard supports States' planning and response by coordinating with State and Federal entities to integrate and synchronize Homeland Defense, Homeland Security, and Civil Support. On a national level, the National Guard Bureau assigns a planner for each Federal Emergency Management Administration region to support the 54 States, Territories, and the District of Columbia's

planning efforts. This includes annual exercises to test plans and the real-world response to natural events. On a State level, the National Guard Bureau coordinates annually with each State to identify required response capability and capacity, and then assists with mitigating shortfalls.

Question. As an official charged with ensuring the Guard is prepared for its Federal mission, please describe how disaster response is relevant training.

Answer. Response to natural disasters affords the National Guard realistic training opportunities. The complexity, chaos, and pressure inherent in large disasters provides opportunities to train across a variety of National Guard capabilities and units. For example, following Hurricane Irma and Maria in 2017, the 182nd Airlift Wing from Peoria Illinois flew 153 personnel to support immediate response efforts for Puerto Rico and the Virgin Islands. The 182nd used training funds to pay for this mission acquiring real-world training experience for Guard Members to assist during these most challenging circumstances. These flights were not only instrumental in the immediate recovery efforts of the region, but were primarily authorized to ensure Guard Members are able to train in an environment that they will likely never see outside of combat.

Question. What changes to policy or legislation would improve your ability to support governors' ability to utilize the National Guard for disaster response in their own States or as part of a multi-State coordinated effort?

Answer. The Department of Defense should continue to follow their long standing policy that delegates U.S.C. 32 Section 502(f) authorities to the Service Secretaries. This will increase flexibility and greater National Guard participation as a larger part of the Department's federally- resourced domestic response. Further, both the Department of Defense's and FEMA's current policies and processes strongly favor cost as a source selection criteria over efficacy. This strict focus on cost, without a more balanced consideration for efficacy, discourages a federally- resourced (Title 32) National Guard response and pushes active component military forces or Federal Emergency Management Administration contract options.

Question. As discussed during the hearing, the National Guard faces a shortfall of funding in fiscal year 2019 for its required training due to deployments to the Southwest border, and the President has proposed no funding for those deployments in fiscal year 2020, should they be extended. If no reprogramming is made available, what training will you cut, and how will you come to that determination?

Answer. Without reprogramming, the National Guard will experience shortfalls in personnel and operation and maintenance funding for the duration of fiscal year 2019.

Potential impacts of no reprogramming to cover this requirement are that the National Guard would curtail September drill periods, and possibly August drill periods. Alternatively, if the National Guard conducted all statutory programs in fiscal year 2019, including August and September drills, the Guard would not be able to make the required fiscal year 2019 contribution to the Military Retirement Trust Fund.

Question. If you are ordered to find funding to reprogram within the Bureau's budget, how will you make the determination about which funded priorities to terminate?

Answer. With only two appropriations to draw from the National Guard is limited in its mechanisms to curtail expenditures. Drill periods and curtailing certain contracts are the primary measures.

Question. I am pleased to hear that you are evaluating new structures for addressing mental resiliency, mental health and suicide. As we have discussed, moving to a model of preventative mental health that recognizes its inherent linkages to everyday fitness helps remove stigma for seeking help and get ahead of trauma so our women and men will be more prepared. I understand you have asked for a proposal related to establishing a Warrior Resiliency and Fitness program or office that could coordinate activities across the force. How soon could such an office begin to provide preventative mental health recommendations, support, and assistance to National Guard units across the country?

Answer. The National Guard has analyzed the necessary requirements to staff a Warrior Resilience and Fitness Program Office and developed what we believe to be an appropriate staffing model. The National Guard has begun to hire personnel to support daily functions. The projected date to formally establish this office is June 30, 2019. Once the office is established, it will help develop and resource programs to enhance the quality of services available to our members, expand access to care, and improve the culture around help-seeking behavior.

Question. It is my understanding that the fiscal year 2020 budget does not have any funding specifically budgeted for these efforts. When will Congress receive a budget request to support these efforts?

Answer. As the office matures and permanent staffing requirements are determined, we will validate the manpower requirements and request additional full time support in future budget requests.

Question. How could such an office leverage the lessons learned and successes of other components and branches of the Armed Services to provide preventative mental health recommendations, support, and assistance to National Guard units more effectively than the service-specific process today?

Answer. The Warrior Resilience and Fitness Program Office will be organized and structured to appropriately interface with internal and external partners (to include the other military components) in order to specifically leverage best practices and innovative strategies to improve the National Guard's overall prevention and resilience efforts. The Warrior Resilience and Fitness Program Office staffing will include Liaison Officers whose primary responsibility will be to support the integration of a holistic approach to wellness and fitness across the National Guard. Liaison Officers will regularly participate in meetings with outside agencies, DoD, and non-government organizations to support the implementation of Warrior Resiliency and Fitness initiatives within the National Guard under the Total Force Fitness framework.

SUBCOMMITTEE RECESS

Senator SHELBY. The Defense Subcommittee will reconvene in open session on Wednesday, May the 1st, at 10:00 a.m. to receive testimony from the Department of the Navy.

The subcommittee stands in recess. Thank you.

[Whereupon, at 11:27 a.m., Wednesday, April 10, the subcommittee was recessed, to reconvene at 10:00 a.m., Wednesday, May 1.]