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SENATE SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS**

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

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

I have now had the honor of serving as the Chief of Navy Reserve for 20 months. In that capacity, I am privileged to work for more than 66,500 Sailors in our Navy's RC, an elite fighting force which just celebrated its 95th Birthday. I am continuously amazed and humbled by the daily sacrifices our Reserve Sailors are making for our Nation and our Navy. Witnessing such great deeds helps me to focus on the services that I can provide to each of them: to ensure they are given real and meaningful work every day they are on duty; to ensure that they receive every practical material and organizational advantage to support them in their work; and to provide their families and employers with the proper support to honor and ease their sacrifices.

Our Navy needs, and our Sailors deserve, the best Navy Reserve possible, and today's Navy Reserve is as strong and as relevant as it has ever been. Our success is a direct result of the dedication and professionalism of our Sailors, which is a reflection of the tremendous support those Sailors receive from their families and civilian employers.

Last year, the Navy Reserve adopted an official Force Motto: "*Ready Now. Anytime, Anywhere.*" This motto is our pledge to our shipmates, our Navy, and our Nation and serves as the guiding principle of the Navy Reserve Strategic Plan. In that

Plan, the mission of the Navy Reserve is defined: “to provide strategic depth and deliver operational capabilities to our Navy and Marine Corps team, and Joint forces, from peace to war.” As Chief of Navy Reserve, I can report without reservation that our Navy Reserve Sailors accomplish this mission every day.

The Navy Total Force is aligned with and supports the six core capabilities articulated in the Maritime Strategy and is managed by Navy leadership to enable the Chief of Naval Operations’ priorities: (1) build tomorrow’s Navy; (2) remain ready to fight today; and (3) develop and support our Sailors, Navy civilians, and their families. The Navy Reserve is integral to the Navy Total Force—we stand shoulder-to-shoulder with our active duty component executing full spectrum operations that represent every facet of our Navy’s Global Maritime Strategy. Within this Total Force framework, I would like to take this opportunity to update you on the programs that support the Chief of Naval Operations’ focus areas, while also highlighting some key contributions from Navy Reservists in 2009.

## **II. Care for our Warrior Force**

This country owes a great debt to the men and women who have gone in harm’s way in support of contingency operations around the globe and it is our obligation to provide them not just with every opportunity to succeed while deployed, but also with the means to reintegrate once they return from overseas.

Secretary of Defense Robert Gates has stated, “apart from the wars in Afghanistan and Iraq, my highest priority as Secretary of Defense is improving the outpatient care and transition experience for troops that have been wounded in combat.” The Navy Reserve takes this commitment to heart and is setting a higher

standard every day for the care and well-being of our Wounded Warriors. In 2009, we completed implementing programs recommended in the Naval Inspector General's Navy Reserve Wounded Warrior Care report, highlighted by the functional stand-up of the Reserve Policy and Integration organization (M-10) within the Bureau of Medicine and Surgery (BUMED). This organization provides BUMED with a Reserve perspective related to medical policies and issues impacting the Total Force. We continue to provide exceptional service to Sailors assigned to the Navy's Medical Hold (MEDHOLD) units. These units provide necessary medical and non-medical case management to the Navy's RC Wounded, Ill, and Injured (WII) population. For those Sailors and Coast Guardsmen who are seriously wounded, ill, or injured, the Navy Safe Harbor program is the Navy's lead organization for coordinating non-medical care for the warrior and their family members. Through proactive leadership, MEDHOLD helps RC WII members return to service and their communities, and Safe Harbor provides individually tailored assistance designed to optimize the successful recovery, rehabilitation, and reintegration of our Shipmates.

Superior care is not reserved for injured Sailors alone. Medical research indicates that health concerns, particularly those involving psychological health, are frequently identified during the months leading up to and following return from an operational deployment. Current Navy programs, such as Operational Stress Control Training, the Psychological Health Outreach Program, and BUMED's Wounded, Ill, and Injured Warrior Support, are designed to align with critical stages of the deployment cycle.

An integral component of Force Health Protection calls for ensuring all service members are fit to deploy, and Navy has improved the screening procedures for mobilizing Sailors to ensure they are medically able to meet theater requirements. For example, the Medical Readiness Reporting System (MRRS) has improved tracking of each Sailor's suitability for Area of Responsibility-specific expeditionary assignments. In addition, annual Physical Health Assessments (PHA), coupled with the new, standardized consolidated pre-deployment screening and local line support will streamline screening requirements while maintaining fidelity on issues which impact medical readiness. Early screening and associated fitness determinations help alleviate unnecessary stress on our Sailors and provides supported commands with a steady stream of well-prepared and able workforce. We are also actively engaged in implementing the new legislation that makes Reservists eligible for Tricare coverage up to 180 days before a mobilization event. We are thankful to Congress for their work in providing this benefit to our mobilizing service members.

Sailors returning from overseas mobilizations are encouraged to attend a Returning Warrior Workshop (RWW), which is the Navy's "signature event" within the Department of Defense (DOD) Yellow Ribbon Reintegration Program (YRRP). In the eight years since 9/11, the overwhelming majority of Reserve Sailors mobilized to active duty have deployed as Individual Augmentees (IAs). Deployed apart from their parent unit and often assigned duties which differ greatly from their primary specialty, these combat zone deployments can be uniquely stressful. The RWW is a dedicated weekend for Sailors to reconnect with spouses, significant others, and each other following an IA deployment. Staged at a high-quality location at no cost to the

participants, the RWW employs trained facilitators to lead Warriors and their families/ guests through a series of presentations and tailored break-out group discussions that address post-combat stress and the challenges of transitioning back to civilian life. Additionally, my goal is to have a Navy Flag Officer in attendance at every RWW to make a visible statement of Department of the Navy support for this valuable program. A total of 43 RWWs have been held as of 1 March 2010, attended by 3,083 military personnel and 2,329 guests/family members. The Fiscal Year (FY) 2011 budget supports another 25 events. Pioneered by the Navy Reserve, these workshops are now available for all Navy IAs. RWWs are a true success story in honoring our Sailors and their families. It is one of my top priorities to ensure this program continues to have both the full support of Navy leadership and the widest possible participation by all returning Sailors.

RWWs serve as a key component of the Navy Reserve Psychological Health Outreach Program. Outreach teams assigned to each Navy Region Reserve Component Command facilitate the RWWs and engage in other critical aspects of the Deployment Health Assessment (DHA) process. DHAs are regularly scheduled encounters used to screen service members prior to and after deployment and to facilitate appropriate psychological care. The DHA process supports the DOD health protection strategy to deploy healthy, fit, and medically-ready forces; to minimize illnesses and injuries during deployments; and to evaluate and treat physical, psychological, and deployment-related health concerns. The process is designed to identify stress injuries and other health concerns requiring further assessment or treatment as appropriate. The Navy Reserve now has dedicated mental health

professionals and associated assets available to provide psychological health services for the Navy and Marine Corps Reserve communities. Providing psychological health assessment services for deploying reservists will assist in identifying potential stress disorders and facilitate early intervention before these disorders accelerate to a more critical “injured or ill” stage, keeping Navy and Marine Corps Reservists psychologically healthy for continued retention in the Reserves and for future overseas and CONUS mobilizations. Also recently established as part of the YRRP, the Pre-Deployment Family Readiness Conference (PDFRC) utilizes Psychological Health outreach teams to provide education and information to ensure that Sailors and their families are ready for the rigors of deployment and the challenges of family separation.

Additionally, Navy’s formalization and emphasis of the Operational Stress Control (OSC) Program is working to de-stigmatize psychological health issues, which can improve Sailors’ participation in valuable psychological health programs for those in need. The Navy Reserve team is a charter member of the OSC Governance Board. The Psychological Health Outreach teams provide the OSC Awareness brief during periodic visits to Navy Operational Support Centers (NOSCs) across the country. As of 1 February 2010, the psychological health outreach team members have made 196 visits to NOSCs, providing the Operational Stress Control Awareness brief to over 20,200 Reservists and staff personnel.

Finally, and although not solely related to mobilized Sailors, the Navy Reserve has aligned closely with the Chief of Naval Personnel on programs that detect and help individuals who are at risk of suicide. Families, often the first people to notice a desperate change in a Sailor, are included in programs such as the PDFRC and the

RWW. A Suicide Event Report (SER) is completed on all actual or attempted suicides, regardless of duty status, which has provided a more complete picture of the problems afflicting all Navy Sailors. In every instance where the chain of command knows of a Navy Reservist who has attempted suicide, either in a duty or non-duty status, the Reservist is referred to the Navy Reserve Psychological Health Coordinators for follow-up and referral to the appropriate mental health care services. The aforementioned OSC Awareness briefs provided by the Psychological Health Outreach teams also include Suicide Prevention briefs.

### **III. Progress in Programs for our People**

The Navy Reserve Strategic Plan defines the vision for the Navy Reserve as follows: “Our vision for the Navy Reserve is to be a provider of choice for essential naval warfighting capabilities and expertise, strategically aligned with mission requirements and valued for our readiness, innovation, and agility to respond to any situation.” During the last eight years, the Navy Reserve has demonstrated the ability to continue sustained and valuable contributions to the Total Force, in the full spectrum of missions, at home and abroad, and as both an operational and strategic force. We continue to forge ahead with ideas and programs that will allow us to continuously contribute to the strategic aims of the Navy and the Joint Force.

As defined in the Strategic Plan, one of the three Focus Areas for the Navy Reserve is to enable the Continuum of Service (CoS). CoS reflects the reality of our Navy. As our Chief of Naval Operations, Admiral Gary Roughhead, states, “we are one force today. One Navy, with an Active Component and a Reserve Component.” CoS initiatives provide for seamless movement between the Active Component (AC), RC,

and civilian service, while delivering operational flexibility and strategic depth at the best value for the Navy. Responding to the CoS philosophy, we recruit Sailors once and retain them for life through variable and flexible service options that provide a career continuum of meaningful and valued work.

Not long ago, we spoke of creating active duty “on ramps” and “off ramps.” Today, a better analogy is that we’re all on the same career highway, and during our career we may wish to change lanes several times, moving from Active to Reserve and back. Our commitment to our Sailors is to make these lane changes easier and faster.

CoS is forcing us to think differently and make big changes in the way we do business. Changing our culture might be the hardest part. Too often we think the only way to have a Navy career is by serving on active duty alone. Our Navy Reserve gives Navy Sailors many other possible ways to have a full Navy career

There were many important accomplishments associated with our CoS efforts in FY2009. Beginning last year, the Career Management System-Interactive Detailing (CMS/ID) allowed our AC career counselors to assist Sailors transitioning from active duty to consider Reserve units in the location where they planned to live. This is a good example of how an effective career development program can be a fantastic opportunity for Sailors to Stay Navy for Life. Additionally, Sailors in selected ratings and designators are informed about their eligibility for bonuses of up to \$20,000 for affiliating with the Navy Reserve in the specialties we need most.

Our Perform to Serve (PTS) program has given AC Sailors avenues for continued service in the AC Navy, primarily through transitions from overmanned rates into undermanned rates. Last fall, Navy expanded this program to allow AC Sailors the

option to affiliate with the RC in their current rate to continue their Navy career.

Integrating Reserve opportunities early into the Sailor's transition process demonstrates the AC's commitment to CoS initiatives.

One of the most exciting developments supporting CoS is the new Career Transition Office (CTO) within Navy Personnel Command. The goal of the CTO is to counsel Sailors before they leave active duty and through the transition process in order to help them to take full advantage of the opportunities in the Navy Reserve. By engaging our fully qualified, world-wide assignable personnel before they leave active duty, we can turn a personnel loss into a retention transaction without the need to involve a Navy recruiter. We started with officers transitioning from AC to RC, and immediately reaped success by nearly doubling Navy Veteran officer affiliation rates from 28 percent to 55 percent. We have recently expanded the program to include enlisted Sailors who elected the Selected Reserve (SELRES) option in PTS. In the future, the CTO will handle all officer and enlisted transitions from AC-to-RC and RC-to-AC, except mobilizations.

Expanding our CoS efforts is one of my top priorities for FY2010. In the upcoming year, we will further our participation in the World Class Modeling initiative sponsored by the Chief of Naval Personnel to anticipate Navy warfighting needs, identify associated personnel capabilities, and recruit, develop, manage, and deploy those capabilities in an agile, cost-effective manner. Additionally, we will place Reserve information in the Navy Retention Monitoring System to provide enhanced reporting and analysis capabilities for retention metrics.

With regard to educating a ready and accessible force, we thank Congress for its support of the Post 9/11 GI Bill. The opportunity to transfer post-secondary education funds to a spouse or child is a significant benefit for our Sailors and their families. Since implementation on 1 August 2009, over 3,000 reserve members have been approved for transferability. We will continue to assess the impact of transferability on enlisted and officer retention.

Another Focus Area for the Navy Reserve is to Deliver a Ready and Accessible Force. Reserve support for contingency operations in the Central Command Area of Responsibility (AOR) is one of the most critical elements in the success our forces have experienced throughout Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF). In FY2009, Navy Mobilization Processing Sites (NMPS) processed more than 7,400 Sailors for long-term active duty service. Of those Sailors, over 6,100 were mobilized to support Operation Iraqi Freedom and Operation Enduring Freedom in combat, combat support, and combat service support missions; the remaining 1,300 were on Active Duty for Special Work orders providing valued support throughout the Fleet.

In FY2010, Navy will continue to improve advance notification of personnel for upcoming mobilizations, with a goal of consistently providing at least 180 days prior notification for all recurrent and rotational mobilization assignments. Further, the Navy Reserve will continue to leverage the already robust Total Force Command IA Coordinator (CIAC) program at all NOSC's in order to optimize the frequency, quality, and depth of communications with mobilized reservists and their families throughout the deployment cycle. The CIAC program, complemented by the extraordinary efforts of

our command and unit leadership teams, is significantly increasing quality of life for our deployed warriors and their families. Also, full-time, long-term support of Navy and Joint Flag Officer requirements by Reservists will help expand the expertise and knowledge of the Navy, and I thank you for the increased ability for Reserve participation in those assignments due to the legislation passed as part of last year's National Defense Authorization Act (NDAA).

The Navy Reserve executed the Navy Reserve Personnel (RPN) and Operations and Maintenance (OMNR) accounts, valued at \$3.2 billion, at 99.9 percent in FY2009. The force executed nearly \$150 million in discretionary Reserve Personnel funding in support of missions world-wide, including \$98 million in Active Duty for Training (ADT) funding—a 32 percent increase over FY2008--contributing 311,345 man-days of on-demand expertise to our Navy and Marine Corps team and Joint Forces. This operational support is a critical enabler to the Navy as Navy Reservists provide full-time excellence through part-time and full-time service. In FY2011, the budget requests \$1.94 billion in baseline RPN, to include \$190 million in discretionary RPN, and \$1.37 billion in baseline OMNR appropriations.

In addition to personnel support, Navy Reserve units and hardware contribute to Navy's warfighting effort across multiple mediums, in missions ranging from combat operations or combat support operations, to logistics support around the globe, to training and readiness facilitation for soon-to-be-deploying units. The wide spectrum of missions that can be completed with Reserve units is in keeping with the third of our focus areas: Provide Valued Capabilities. Even when a Reserve unit itself is not

mobilizing, our focus is centered on guaranteeing that Sailors are ready to provide necessary capabilities to the supported Combatant Commander.

In FY2010, it is one of my top priorities to ensure the use of long-term budgeting processes to ensure sufficient Operational Support funding to meet Navy and Joint Force requirements. Demand for the services of our talented Sailors has never been greater, and we must solidify our access to the ADT dollars used to fund this on-demand expertise. Navy Reserve Sailors can be incredibly cost-effective, but there is a cost, and that cost must be incorporated in any long-term plan. This means planning and budgeting for the Navy Reserve to do the part-time work of the Navy.

Some of the Navy's work is ideally suited for the RC. For example, billets that require specialized skill sets on a periodic and predictable basis are the billets where the Navy Reserve can deliver great value on an ongoing basis while at the same time providing critical strategic depth in case of emergency. By working closely with the Navy to identify and quantify the work for the Navy Reserve, we can ensure the Fleet receives the support it requires and our Sailors will have real and meaningful work, delivering full-time excellence through part-time and full-time service.

The Office of the Secretary of Defense (OSD) designated the Navy Reserve as the lead agency for managing the RC Foreign Language / Culture Pilot Program. This exciting new program encourages our Reserve Sailors to take classes at institutions of higher learning to expand their awareness of critical foreign language and cultures. Incentivizing our Sailors' natural desire to learn will foster understanding across cultural lines which will shape our force for the better. Bonuses are awarded based on

performance which can add up to \$5,000 for strategic languages and cultural areas studied which are in high demand within DOD.

The Navy continues to strive for “Top 50 Employer” recognition and the Navy Reserve is in lock-step with those efforts. Top 50 organizations encourage innovation and focus on performance while taking care of their people through programs and policies that support a culture of trust, respect, communication, and collaboration. Maintaining a work environment that is conducive to quality work and leads to equal treatment of all personnel is paramount to the success of any organization. Sexual assault is a detractor from a healthy work environment, and it will not be tolerated in the Navy. The Navy Reserve participates in the Navy’s Sexual Assault Prevention and Response (SAPR) Cross Functional Team to ensure compliance with the Navy’s Total Force SAPR program instructions, policies, and procedures. Navy leadership continually communicates a “Not in my Navy” stance towards Sexual Assault through the ranks.

The policies focused on enhancing the quality of life in the Navy have paid dividends for the Force. FY2009 marked the second consecutive year Navy attained enlisted and officer recruiting goals in both Active and Reserve components. In the Reserve, enlisted recruiting was at 100.6 percent of goal; officer recruiting finished at 107.7 percent of goal. Not only did Navy find the quantity of recruits necessary to meet requirements, but the measured educational achievement of our recruits was at the highest level in years. SELRES retention numbers were equally strong, with attrition rates approximately 20 percent improved from FY2008 totals. There is still room for improvement in SELRES Officer strength, and numerous initiatives are underway to get

SELRES Officer communities “healthy” by 2014, including targeted Officer affiliation and future retention bonuses, the increase of accession goals, refinements in the CTO process, and development of retention measurements and benchmarks. The value of recruiting incentives and special pays has been critical to every success the Force has enjoyed in this arena, and I thank you for providing us with the tools necessary to populate the Navy Reserve in the right manner while working towards the FY2011 budgeted end-strength of 65,500. Bonuses have helped shape the “Fit versus Fill” successes of recent years; however, for certain enlisted wartime skills sets and in the officer inventory in general, the Navy Reserve requires the help bonuses provide to continue to meet recruiting and retention goals.

#### **IV. Way Ahead**

In addition to the continuing attention to the programs and policies listed above, there are several other topics that have priority status this Fiscal Year to enhance our force-wide effectiveness, make it easier for each of us to serve, and to fully support our deploying members and their families.

Foremost among my list of priorities is to achieve resolution on a path to fielding a Total Force Future Pay and Personnel System (FPPS). The Navy and Navy Reserve currently have separate pay and personnel systems, designed and built in an era when Sailors rarely mobilized or transitioned between components. With the present system, it can take weeks to properly transition a Sailor from one pay and personnel system to another. This creates a barrier to realizing our CoS goals.

FPPS would enable Sailors to transition quickly and seamlessly on and off active duty without the commensurate delays and confusion regarding pay and benefits. The

Navy Total Force goal is to transition a Sailor from one component to another within 72 hours. Navy leadership understands the urgency of resolving this issue, which impacts every Sailor. I am confident that in FY2010, we will make considerable progress towards this goal.

Another top priority this year is to ensure Navy has the funding allowing the RC to perform directed missions. In addition to working through the long-term budgeting process needed to pay for our Sailors, we are fully engaged in the development of Naval Aviation Plan 2030 to ensure that the valued capabilities delivered by the Navy Reserve are properly resourced.

Navy Reserve aviation trains the Fleet, moves the Fleet, and when needed, surges to the fight. Twenty-eight squadrons, eight Fleet Replacement Squadron (FRS) Squadron Augment Units (SAUs), and 17 Chief of Naval Aviation and Training SAUs provided more than 70,000 flight hours in FY2009, including 80 percent of the Navy's direct and indirect Fleet operational support. Our four adversary squadrons provided 76 percent of Navy capacity, and the Fleet Logistics Support Wing provided 100 percent of the shore-based Navy Unique Fleet Essential Airlift (NUFEA) with an average weekly cost avoidance of \$655,000. These assets provide strategic surge capacity and maintain warfighting readiness at a lower cost, both in terms of payroll and airframe life, than AC squadrons. Navy Reserve's lower Fatigue Life Expenditure (FLE) has provided Navy inventory managers increased options that have been a valuable part of Naval Aviation's recapitalization plan generally, and of P-3Cs and F/A-18s in particular.

Historically, Reserve aircraft have been procured via a combination of routine procurement processes, the use of National Guard and Reserve Equipment

Appropriations (NGREA), Congressional buys, and the transfer of aircraft from the AC to the RC as new production aircraft enter the Total Force inventory.

Current aviation procurement trends will challenge RC aviation capabilities as the Navy Reserve continues to recapitalize assets. Priorities include completing the C-40A (airlift) procurement and recapitalizing the electronic attack capability that is fully integrated into the Airborne Electronic Attack (AEA) deployment plan that has provided 12 years of combat deployments in support of COCOM requirements. I am very appreciative of the Congress' support for the purchase of three C-40A aircraft in the last two budgets. The C-40A provides twice the range, twice the cargo load, and twice the Ready for Tasking (RFT) days of the C-9B it replaces. The overall burdened hourly operating cost of the C-9B is \$8,147/flight hour versus the C-40A cost of \$6,141/flight hour. As a result, a \$42 million per year cost avoidance will be realized by completing C-40A procurement and retiring the 15 remaining C-9Bs.

The FY11 budget also supports the creation of a fourth Riverine Squadron for the Navy Expeditionary Combat Command (NECC). This additional unit was expressly addressed in the most recent Quadrennial Defense Review, and recognizes the unique skills and capabilities that the joint forces desire for current operations. NECC is manned equally by AC and RC personnel.

We will continue to utilize NGREA as available to meet the needs of the Navy. NGREA has been a high impact capital infusion for the Navy Reserve since its inception in 1981, but has taken on added importance in recent years. While the Navy Reserve's NGREA service allocation has decreased from 11.3 percent in 2004 to 5.0 percent in 2009, the appropriation has been instrumental in resourcing the capability of NECC and

has bolstered the recapitalization of critical RC equipment in both Naval Aviation and the Surface Navy. In FY2009, the Navy Reserve executed NGREA funding to equip the Maritime Expeditionary Support Force, Explosive Ordnance Disposal, Naval Construction Force, Naval Expeditionary Logistics Support Group, Naval Aviation and Surface Warfare units with: tactical and armored vehicles; Civil Engineering Support Equipment; communications equipment; Table of Allowance equipment; aviation modernization upgrades; and Rigid Hull Inflatable Boats. I am thankful for the \$55 million NGREA allocated to the Navy Reserve for FY2010.

Secretary of the Navy Ray Mabus has committed the Navy and Marine Corps to meet bold, ambitious goals to advance Navy's energy strategy. The Navy Reserve, in cooperation with the Naval Installations Command, is committed to providing the Secretary an innovative and agile RC that can and will be a significant force multiplier in the pursuit of these goals.

Navy Reserve Military Construction and Facilities Sustainment, Restoration and Modernization (FSRM) projects will be stringently evaluated for efficient use of energy and water, use of new and emerging energy technologies, employment of innovative strategies and best practices, use of renewable energy sources, and energy-efficient mobility. Large-scale, comprehensive organizational efforts will be made in the use of energy efficiency and management tools. All Navy Reserve Military Construction and FSRM projects will incorporate conservation measures and environmental stewardship practices into their design and execution. The focus will be to reduce the cost and environmental impact of Navy Reserve construction projects by advancing energy

efficiency and water conservation, promoting the use of distributed and renewable energy, and improving utility management decisions at all Reserve facilities.

Additionally, these energy goals can be helpful in facilitating transformation of the force; for example, completion of C-40A fleet logistics squadron recapitalization will offer a 13.2 percent fuel consumption reduction over the aging C-9B. Fuel savings in excess of 43,300 barrels per year will be realized when the C-9s are finally retired.

The Navy Reserve is an agile, innovative force, and in no arena is that description more apt than in the realm of Information Dominance. Navy Reserve has engaged in a directed, efficient transition from legacy systems and has successfully piloted state of the art solutions that are currently in use and will be used by the Fleet of the future. Continued use of this responsive Force as the Navy's' test platform is critical in successfully deploying the latest technology in the most timely and cost effective manner possible.

The threat posed to the government from aggressive actors in the cyber arena grows every day, and the Navy is engaged in actions to keep our country's systems protected. Key to the Cyber Manpower Strategy is the development of an RC Surge capability. The vision is to transition current Cyber manpower into Reserve Cyber Units that would serve in this capacity. Also, an enhanced direct-commission program would allow for increased accession of Cyber specialists. Finally, the Navy is considering a Civilian Cyber Augment Force: an "on call" team of experts that can provide strategic relevance and depth to the Navy as the cyber environment changes and technical progress is made. Civilian experts and consultants can be rapidly hired under existing authorities to meet the emerging critical requirements of Fleet Cyber

Command/Commander Tenth Fleet. We feel this effort can open unexplored areas of expertise in support of Navy's Cyber vision and mission execution.

## **V. Conclusion**

Since 9/11, more than 62,000 mobilization requirements have been filled by SELRES personnel, along with an additional 4,500 deployments by FTS Sailors in support of the on-going conflicts in Iraq, Afghanistan, and the Horn of Africa. On any given day, more than 20,000 Navy Reservists, or about 31 percent of the Force, are on some type of orders providing support to global operational requirements of Fleet Commanders and COCOM global operational requirements. Our Navy Reserve Force-- more than 66,500 Sailors-- are forward deployed in support of Coalition forces, at their supported commands around the world, or in strategic reserve and ready to surge 24/7 if and when additional Navy Total Force requirements arise.

I am proud to be a Navy Reservist, and I am humbled by the commitment of the men and women of our Navy Reserve. It is very rewarding and fulfilling to stand shoulder to shoulder with the Navy's AC as we meet our Nation's call to duty. I am honored to receive the support of Congress on key initiatives, such as providing TRICARE eligibility to "gray area" retirees. Although I readily admit my bias, there has never been a better time to be part of the Navy-Marine Corps team, and our Navy Reserve is clearly an integral part of the this hard-working, high-spirited and amazingly capable force.

The Navy's ability to be present in support of any operation, in war and peace, without permanent infrastructure in the area of operations, is a key advantage that will become even more important in the future. Our Navy remains the preeminent maritime

power, providing our Nation with a global naval expeditionary force that is committed to global security, while defending our homeland as well as our vital interests globally. The Navy Reserve's flexibility, responsiveness, and ability to serve across a wide spectrum of operations clearly enhances the Navy Total Force, acts as a true force multiplier, and provides unique skill sets towards fulfilling Navy's requirements in an increasingly uncertain world.

On behalf of the Sailors, civilians, and contract personnel of our Navy Reserve, we thank you for the continued support within Congress and your commitment to the Navy Reserve and our Navy's Total Force.