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NOT FOR PUBLICATION UNTIL RELEASED BY THE SENATE
COMMITTEE ON APPROPRIATIONS
SUBCOMMITTEE ON DEFENSE

STATEMENT OF
REAR ADMIRAL RICHARD S. LOFGREN, U.S. NAVY
ACTING CHIEF OF NAVY RESERVE
BEFORE THE
SENATE SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
FISCAL YEAR 2027 NATIONAL GUARD AND RESERVE
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Rear Admiral Richard S. Lofgren
Acting Chief of Navy Reserve
Acting Commander, Navy Reserve Force

Rear Admiral Richard S. Lofgren is a 1993 graduate of The University of Texas at Austin where he earned a Bachelor of Arts Degree in History. He was commissioned an Ensign after completing the Navy Reserve Officer Training Corps curriculum at Texas. Upon completion of Surface Warfare Officer School and Steam Engineering School in Newport, Rhode Island, he reported onboard USS WASP (LHD-1) in Norfolk, Virginia. He completed two significant deployments in direct support of Operation Uphold Democracy in Haiti and Operation Joint Resolve in the Balkan region.



Lofgren affiliated with the Navy Reserve (NR) on September 11, 2001, joining NR Commander in Chief Pacific Fleet Detachment 111 as Training Officer. Other assignments include tours as Intelligence Officer for Naval Embarked Advisory Team 111; Executive Officer of Inshore Boat Unit 14; N7 for NR United States Pacific Command Detachment 111; Training Officer and plankowner for Maritime Expeditionary Security Squadron 11; Senior Assessor for Coastal Riverine Group ONE; Reserve Deputy Commodore for Coastal Riverine Group TWO and Chief Staff Officer for Camp Titan, Camp Lemonnier, Djibouti.

His Command tours include Recruit Support Unit 1150; Inshore Boat Unit 15; Maritime Expeditionary Command and Control Division 31; Maritime Civil Affairs and Security Training Squadron ONE; NR Commander LCS Squadron ONE Surface Warfare Mission Module; Coastal Riverine/Maritime Expeditionary Security Squadron 8; and NR Commander, Fourth Fleet. He also served as the Co-Director for the Coastal Riverine Force within the Surface Warfare Reserve Enterprise.

Lofgren became the Acting Chief of Navy Reserve on September 2, 2025. As Acting Commander, Navy Reserve Force, he leads approximately 59,000 Reserve Component personnel who support the Navy, Marine Corps and Joint Force.

Lofgren is a graduate of the Navy Senior Leader Seminar Course at the Naval Postgraduate School in Monterey, California; and completed his Joint Professional Military Education at the Naval War College's Command and Staff College in Newport, Rhode Island. A qualified Surface Warfare Officer, he is authorized to wear the Command at Sea, Command Ashore and Small Craft Officer-in-Charge of combatant craft insignias. His military awards include the Legion of Merit (two awards), Defense Meritorious Service Medal, Meritorious Service Medal (two awards), Navy and Marine Corps Commendation Medals (four awards), Navy and Marine Corps Achievement Medals (two awards) and various unit, expeditionary and campaign awards.

A third-generation Naval Officer, he is the son and grandson of Naval Aviators.

Introduction

Chairman McConnell, Ranking Member Coons, distinguished members of the Committee, thank you for the opportunity to testify on behalf of the 59,000 Navy Reserve Sailors, 2,400 Strategic Sealift Officers, and 400 civilians of the Navy Reserve. I want to express my deep gratitude for your unwavering support of our mission, Sailors, civilians, and their families. Your leadership ensures the Navy Reserve remains resilient, agile, lethal, and combat credible for the Navy Total Force, remaining globally present and ready to deter, fight, and win. Standing side by side with the Active Component service members of the Joint Force, we are ready 24/7/365, with approximately 14,000 Sailors serving on active-duty orders on any given day in support of current operations around the world. Navy Reserve Sailors are supporting Operation Epic Fury, operations at the Southern Border, U.S. Southern Command (USSOUTHCOM), throughout the Western Pacific region, and standing watch in the Horn of Africa, showcasing the flexibility, readiness, and operational support we contribute to national security.

Collectively, the Reserve Components represented here today provide an indispensable connection to the communities you represent. Like my fellow Chiefs here at this table, I am immensely proud of our Sailors. They are your neighbors, from hometowns in all 50 states, Puerto Rico, and Guam. All of us here represent that vital link between America's main streets and our global military presence. When America's vital interests are threatened, our adversaries should know that the full might of our military, industrial, and technological capital will be brought against them – this is our strength, and this is deterrence.

The Navy Reserve Force's North Star is clear; we are unambiguously focused on Warfighting Readiness, and we will deliver 50,000 Navy Reservists to the Joint Force within 30

days. We will ensure Navy Reserve Sailors are mobilization and mission ready to restore peace through strength by supporting the Secretary of War's and Navy Leadership's strategic priorities. We will focus on our warrior ethos, rebuilding our military, reestablishing deterrence, and strengthening the Foundry, the Fleet, and How we Fight.

The Navy Reserve is designed for two core functions: to provide strategic depth via surge capacity and to serve as a repository for hedge capabilities. First, your investment provides strategic depth by ensuring 50,000 trained Sailors will be mobilized and ready to fight within 30 days, backed by more than 37,000 Individual Ready Reserve Sailors. Crucially, our force delivers Strategic Sealift Officers, our professional mariners who will crew our nation's sealift fleet and transport the Joint Force to war.

Second, we are our Nation's term insurance policy; affordable, providing the return on investment our country deserves. The Navy cannot afford a fleet for every possible threat. The Navy Reserve provides unique, cost-effective capabilities that allow the Active Component to focus on the primary fight while we guard against other risks, increasing the lethality and survivability of the entire force. These capabilities include two SEAL teams; three Expeditionary Medical Facilities; two-thirds of the nation's submarine rescue capability; 130 aircraft, to include the entirety of the Navy's organic intra-theater air logistics and adversary fighter representation capabilities; approximately half of the Fleet's Maritime Operations Center capacity, and a significant portion of the Navy's Expeditionary Combat Command and intelligence capacity.

This year's Rim of the Pacific exercise will again showcase how the Navy Reserve delivers on those two functions. When you walk onto the watch floor of the Combined Forces Maritime Component Commander, you will find Navy Reservists serving as Battle Watch Captains, leading watch teams, and executing operational plans developed by Navy Reservists

integrated with the Active Component. Intelligence teams are also fully blended, with active and reserve specialists working as one. When you fly on one of the Navy's CMV-22B Osprey carrying distinguished visitors and supplies to and from the ships, some of the pilots may be Navy Reservists who man the Squadron Augmentation Unit for Fleet Logistics Multi-Mission Squadron 30. The Navy Reserve's ability to surge warfighters at short notice, who integrate seamlessly with the Active Component and with allies and partners, creates unacceptable risk for our adversaries. This is deterrence by denial: confronting them with a fleet that is deeper, more resilient, and more lethal than they can ever predict.

Simultaneously, at sea, Undersea Rescue Command trains with allied partners to optimize planning and interoperability in case the unimaginable happens. Our undersea rescue capability and interoperability with the International Submarine Escape and Rescue Liaison Office is our Nation's hedge against disabled submersed submarines. Placing a portion of that capability in the Navy Reserve reduces operational risk by designing the Reserve Component/Active Component force to more effectively address low probability-high consequence contingencies and supports the Chief of Naval Operations' (CNO) hedge strategy.

At sea and in the air, we are taking action to reduce operational risk and prepare for the most challenging contingencies. Our ability to continue these vital efforts and sustain our deterrence posture is only possible with your steadfast support. Therefore, I have two priorities where your help is essential.

First, we must continue to replace the Navy Reserve's aging C/KC-130T Hercules fleet with modern KC-130J Super Hercules. This remains the Navy Reserve's number one equipment priority. We are grateful for your continued support of this priority – these aircraft are essential to enabling contested logistics in support of Distributed Maritime Operations (DMO). This is not

simply a Navy Reserve issue; it is a direct investment in the combat readiness and logistical resilience of the entire Sea Service. My C/KC-130T Hercules fleet, manned and operated only by Navy Reservists, is the Navy's *only* organic intra-theater air logistics capability, providing the backbone for moving critical wartime supplies, from F-35 Lightning engines to offensive and defensive munitions for the ships and aircraft inside the Weapon Engagement Zone. Our aging fleet faces a crisis of parts obsolescence and critically low mission-capable rates, creating a challenge to meet the Fleet's contested logistics requirements.

Second, I need your support funding Reserve Personnel Navy (RPN), Operation and Maintenance Navy Reserve (OMNR), and the National Guard and Reserve Equipment Account (NGREA) at President's Budget levels to ensure the Navy Reserve remains a credible deterrent. Fully funding these accounts will enable our force to recruit and retain the best America has to offer through pay and bonuses that are competitive with private industry and on par with our Active Component service members. We depend on these accounts to invest in modern capabilities such as specialists in robotic and autonomous vehicles and command center strategists. RPN provides the travel budget to get our people from the hills of West Virginia and Kentucky, the beaches of Delaware, and the cities of Illinois, to where the fighting forces train. OMNR buys us the necessary flight hours and fuel for our aircraft and boats. NGREA affords the Navy Reserve agility in rapidly procuring and implementing equipment solutions that provide parity with active-duty equipment and fills mission-critical shortages such as unmanned surface vessels (USV), unmanned underwater vehicles (UUV), and Vertical Launching System re-load equipment.

Replace Aircraft - Fleet

The Navy Reserve is integral to the Fleet, our Nation's decisive maritime power. Our Sailors deliver the essential capabilities to build the CNO's vision of a lethal, resilient, and ready force that deters aggression and secures our interests. From providing the Navy's entire organic intra-theater airlift and high-end aviation adversary training, to delivering strategic depth in helicopter maritime strike and pioneering the integration of unmanned systems, our contributions are integral to daily naval operations.

Right now, more than 170 of the Navy Reserve's Fleet Logistics Support Wing (FLSW) personnel are deployed across U.S. European Command (USEUCOM) and U.S. Central Command (USCENTCOM), where Navy organic logistics are being put to the test and delivering real results by moving personnel and equipment, conducting evacuations, and sustaining critical missions even while conflict is underway. A significant portion of these assets are assigned to Commander, Task Force 53, where Navy Reserve C-40A Clipper aircraft conduct daily inter-theater runs between USEUCOM and USCENTCOM in support of evacuations and continuity of operations, while KC-130T aircraft move cargo to reduce logistics backlogs and provide both intra- and inter-theater airlift. Additional C-40A aircraft assigned to Commander, Task Force 63 sustain Carrier Strike Group logistics across USEUCOM, while Navy Reserve KC-130T Hercules aircraft have expanded fleet aerial refueling capability, allowing the Navy and Marine Corps to move faster and operate with greater agility without waiting on Joint Force transportation. These forces have already evacuated more than 2,900 people from USCENTCOM, including families and pets, with operations ongoing. At the same time, FLSW aircraft have continued to sustain the Fleet's day-to-day requirements globally, supporting 21 different units, moving more than 2,100 personnel and over 250,000 pounds of cargo, including

Carrier Air Wings, Naval Special Warfare, Explosive Ordnance Disposal units, Marine Corps Forces, and logistics support to USS Nimitz (CVN-68) and Carrier Strike Group 11. Much of this lift is being carried by KC-130T aircraft that are more than 35 years old and lack modern communications and survivability equipment, highlighting both the dedication of the crews flying them and the growing need to replace this critical capability for the Fleet.

The replacement of critical assets, such as our legacy C/KC-130T Hercules airlift fleet, is not merely an equipment upgrade – it is a strategic necessity to ensure the Navy Reserve can continue to provide the ready, interoperable, and modern capabilities the all-domain fleet requires to dominate across the competition continuum. The following sections detail how our Navy Reserve Force is delivering on this promise, contributing directly to maritime dominance across a spectrum of critical mission sets.

Navy Unique Fleet Essential Airlift

Serving the Active Component Navy and operated exclusively by the Navy Reserve, the Navy Unique Fleet Essential Airlift (NUFEA) category consists of 27 C/KC-130T Hercules and 17 C-40A Clipper aircraft, which comprises the entirety of the Navy's organic intra-theater air logistics capability. The C/KC-130T Hercules aircraft serves as the Navy's only long-range aerial logistics platform capable of aerial refueling and transportation of bulk cargo including missiles, torpedoes, sonobuoys, boats, diver recompression chambers, submarine masts, and F-35 Lightning engines. Over the past couple months, our Navy Reserve C/KC-130T Hercules crews have evacuated families out of harm's way in USCENTCOM, delivered thousands of pounds of critical cargo and tactical airlift support to USSOUTHCOM – protecting our homeland and safely relocating our teams out of the path of Hurricane Melissa, and demonstrated critical aerial refueling capability. Replacing the aging C/KC-130T Hercules fleet with modern KC-130J Super

Hercules aircraft is essential to enabling contested logistics in support of DMO and remains the Navy Reserve's number one equipment priority since FY 2022.

In FY 2025, Navy Reserve NUFEA aircraft transported 71,780 passengers and 22 million pounds of cargo in support of the Navy and the Department of War. This capability resulted in an estimated cost avoidance of \$1.72 billion compared to the cost of using alternative transportation methods. Additionally, Navy Reserve C/KC-130T Hercules aircrew began training to conduct aerial refueling missions in support of DMO following requests for capabilities from the United States Pacific Fleet Command. Navy Reserve C/KC-130T Hercules crews demonstrated the first Navy organic proof-of-concept CMV-22B Osprey detachment reposition from Elmendorf, Alaska to Seattle, Washington. Using one KC-130T Hercules, Navy Reserve aircrew repositioned and aerial refueled two CMV-22B Ospreys while simultaneously transporting 10,000 pounds of Support Equipment used to maintain the Osprey detachment and their crewmembers. Despite its demonstrated value, the aging C/KC-130T Hercules fleet faces immense challenges including aircraft parts obsolescence, declining mission-capable rates, and rising operating costs, which are creating a widening gap between operational demands and standing requirements and the Navy Reserve's ability to meet it.

Compared to the legacy "T" variant, the KC-130J Super Hercules provides a modern and efficient solution delivering nearly three times the mission capable rate, enabling greater aircraft availability, and faster response times. It offers enhanced survivability and crew effectiveness through the integration of modern survivability and communication systems, including the AN/ALE-47 Airborne Countermeasures Dispenser System, AN/AAR-47 Missile Warning System, AN/ALR-56M Radar Warning Receiver, Link 16 communications system, and secure satellite communications. The C/KC-130T Hercules aircraft, which the Navy Reserve currently

operates, does not have any of these critical capabilities. This modern survivability and communications suite will provide aircrews with the capability to safely integrate with fleet operations and maintain access to contested and restricted airspaces worldwide by meeting advanced communications, surveillance, and interoperability requirements. In addition, the KC-130J Super Hercules provides aerial and ground refueling capabilities ensuring seamless interoperability with Department of War and allied forces, all while operating at approximately \$5,000 less per flight hour compared to the legacy “T” platform.

Support PB on RPN, OMNR, NGREA - Foundry

Our most significant contribution to the Nation’s defense, and the very foundation of our deterrence posture, is our people. A lethal, ready, and resilient force is not built of steel and circuits alone; it is forged from the talent, training, and motivation of our Sailors. Therefore, I ask for your full support in funding the RPN, OMNR, and NGREA appropriations at the President’s Budget level. RPN funding is essential for recruiting and retention; it is also how we fund the force design to deliver the Navy Reserve’s part of the CNO’s strategy. It is how we get our people to where they need to train. Like you, our talent lives in your communities. Just like we need you to travel to Washington to perform your duties, we need our Sailors to travel to where the training is done.

OMNR is critical for funding flight hours, aviation depot maintenance, combat operations/support, and facilities maintenance/repair. OMNR is how we fly our aircraft. Our flight hours are used not just for training but for real world logistics missions. For example, last March, Fleet Logistics Support Squadron 64 (VR-64) “Condors” from Joint Base McGuire-Dix-Lakehurst, New Jersey, flew pallets of high explosive bombs from Rota, Spain, to Souda Bay, Greece. Last summer, Fleet Logistics Support Squadron 53 (VR-53) “Capital Express” out of

Joint Base Andrews used OMNR dollars to evacuate over 400 dependents out of USCENTCOM in support of U.S. Fifth Fleet Operations.

I'd also like to highlight the impact NGREA has on the Navy Reserve. The Navy Reserve has a consistent demand signal from aviation, expeditionary, special warfare, security forces, and medical forces for that account. It is also the primary way that the Navy Reserve procures organic UUV and USV hardware for training and operations.

Reserve Personnel Navy

Your full support in funding the RPN appropriation at the President's Budget level is critical to helping us strengthen our Foundry. Every dollar in this account is a direct investment in the credibility of our deterrence, as it funds our most decisive asset: our people.

We continue to be in a fierce war for talent. However, our focus has shifted from pursuing sheer numbers to competing for the low-density, high-demand specialists who provide a decisive edge. Your support for this account last year enabled us to meet our recruiting goals for 2025, hitting 104.7 percent for our officers and 100.5 percent for our enlisted Sailors. This was not by accident. It was the direct result of using RPN funds to empower our recruiters and offer the targeted bonuses needed to attract these skilled individuals.

This success allows us to evolve our manning priority for FY 2026 to focus on community fit – ensuring the right talent is in the right place to improve warfighting readiness. A prime example is the modernization of our Maritime Cyber Warfare Officer community, where we are now authorized to directly access corporate tech and innovation executives, embedding their expertise into our force to develop cutting-edge warfighting solutions.

However, recruiting this talent is only part of the battle. RPN funding is our primary tool for retaining the invaluable expertise we cultivate. This is why Special Pays and Bonuses are so vital. Our analysis consistently proves that bonuses are the most cost-effective tool for retaining critical skills, and that parity between our Active and Reserve Component incentives is essential.

Ultimately, we recruit the Sailor, but we retain the family. In a force where most of our members are married, quality of service is a strategic imperative. The RPN appropriation underwrites the programs – from childcare to spouse employment support – that provide stability for our Navy Reserve families, ensuring our Sailors can focus on the mission.

After we recruit and retain the best talent, we must train them. A core strength of the Navy Reserve lies in its connection to communities across the United States, drawing specialized talent and civilian expertise from every corner of the nation. This geographic distribution, however, presents a fundamental logistical challenge that RPN directly solves. It provides the essential travel budget to bring Sailors from their hometowns to the specialized training centers and fleet concentration areas where they hone their warfighting skills. This funding allows a Reservist from Anchorage, Alaska; Fargo, North Dakota; or Portsmouth, New Hampshire to travel to Norfolk, Virginia, Jacksonville, Florida, and Fort Worth, Texas to receive training in critical warfare areas that directly support the active fleet and enhances our collective maritime strength.

This focus on talent is inextricably linked to our strategic transformation. As directed by the CNO's Fighting Instructions, the Navy Reserve is building a differentiated, "Hedge Force" – one that provides unique, asymmetric advantages and strategic depth. Over the last five years, we have deliberately divested from legacy capabilities that do not align with our core mission. This has allowed us to reinvest RPN resources into the people and skillsets that matter most for

today's threats. We are building a force that provides unique operational advantages to the Fleet. This includes targeted investments to expand our Robotics and Autonomous Systems capacity, adding 191 Selected Reserves billets to support USV and UUV squadrons in the Indo-Pacific. It includes building out our ranks of Maritime Cyber Warfare Officers and manning vital Maritime Operations Centers. These emerging capabilities in space, cyber, artificial intelligence, and integrated fires leverage the unique civilian expertise of our Navy Reserve Sailors, providing an affordable, scalable capability that strengthens the Navy's operational hedge.

Recruiting, retention, and force transformation are not disparate budget lines; they are the interconnected core of our warfighting readiness. To build the force we need – one that is credible, lethal, and postured to deliver on the CNO's vision – we must fully fund the RPN appropriation.

Operation and Maintenance Navy Reserve

The OMNR appropriation represents the very lifeblood of our readiness, a critical investment that directly translates into warfighting capability and tangible support for the global Navy. This funding is the engine that drives both the essential training of our force and the execution of real-world operational missions. It is far more than a simple administrative account; it is a direct investment in the men and women who provide an immediate surge of combat power and a vital strategic hedge for the nation. By funding everything from individual training to facility sustainment, OMNR ensures the Navy Reserve remains a lethal, ready, and resilient force, prepared to answer the call at a moment's notice.

What this vital funding "buys" the Navy is a force that is prepared for the complexities of modern warfare and global logistics. OMNR covers the cost of annual training exercises, ensuring individuals and units are deployment ready. It finances the essential maintenance and

overhaul of ground equipment, from combat vehicles to critical electronics, and sustains the 105 Navy Reserve training centers across the country. This appropriation also funds the operational support that moves equipment, ammunition, and personnel where they are needed most, directly enabling the Navy Reserve to augment active-duty forces seamlessly and effectively.

Conversely, any reduction to the OMNR appropriation would send a detrimental shockwave through the entire Navy Reserve Force. Cuts would immediately translate to diminished readiness, as critical training exercises would be canceled and travel for essential courses curtailed. Equipment would fall into disrepair without funding for maintenance, and the facilities where Sea Service Reservists train would degrade, hindering their ability to prepare. This would not be a simple administrative setback but a direct erosion of the Navy's strategic depth, leaving the nation with a less capable and less responsive force.

Ultimately, the story of OMNR is the story of readiness itself. A fully funded OMNR appropriation ensures that the Navy Reserve is not just a force in name, but a powerful and effective component of the total Navy, ready to contribute decisively to any contingency. To cut this funding is to accept a decline in warfighting capability, to risk the degradation of essential equipment and facilities, and to gamble with the preparedness of the very personnel we rely on to be our nation's vital strategic reserve. It is an investment in security that the Navy cannot afford to lose.

National Guard and Reserve Equipment Account

While our people are our most critical asset, they cannot win the wars of tomorrow with the equipment of yesterday. NGREA is the venture capital that equips our Sailors with the modern tools needed to win. Its strategic value lies in its unparalleled agility. In an environment where the speed of technological change outpaces traditional acquisition timelines, NGREA

provides an indispensable, flexible tool to rapidly fill our most critical equipment gaps, ensuring our Navy Reserve units are a ready force with the right people and right equipment.

Your support has yielded immediate and tangible returns, and future NGREA investments will be equally pivotal. They will directly improve warfighting readiness by upgrading and modernizing our contested logistics capabilities, which are critical for successful DMO. These are not miscellaneous procurements, they are deliberate investments that make the CNO's "Hedge Force" concept a combat-credible reality. This includes purchasing expeditionary reload systems for rearming ships in austere environments and fielding essential ordnance and material handling equipment for our expeditionary logistics forces.

Furthermore, these investments are vital for procuring critical spares for our NUFEA operations and funding the modernization of our aviation assets. NGREA allows us to pursue essential upgrades to our helicopter fleet and acquire advanced simulators for pending aircraft replacement efforts. It is also the sole procurement source for the initial outfitting of our new Base Operating Support Integrator units – fully Reserve-manned teams designed for globally deployable airfield operations, logistics, and security.

The demand signal from the Fleet for these capabilities is overwhelming. These needs span everything from modernizing our expeditionary medical units to fielding advanced gear for our Naval Special Warfare, intelligence, and security teams. This also includes urgent needs like new firearms training simulators, required to ensure our Sailors are proficient with the Navy's new standard-issue weapons.

Without NGREA, we risk sending Sailors to the fight unable to communicate, integrate, or contribute, turning a strategic asset into a tactical liability. The agility of this account allows

us to identify and validate needs at the speed of relevance. To maintain our momentum and to continue building a Navy Reserve Force that is modern, lethal, and fully integrated, we must leverage this vital funding tool to its maximum potential. I urge your full and robust support for NGREA, recognizing it as one of the most effective ways to directly and rapidly increase the lethality and readiness of our force.

Mobilizing at the Speed of Relevance - Fight

To provide the deterrence our Nation requires, the Navy Reserve continues to build the capability to mobilize 50,000 Sailors in 30 days. Achieving this ambitious goal requires a fundamental redesign of how we man, train, and deploy our force from both the Active Component and Reserve Component perspective. We have moved beyond legacy, centralized models to the Adaptive Mobilization framework – a decentralized, billet-specific approach that accelerates the activation process. We are aggressively stress-testing this model through large-scale Mobilization Exercises (MOBEX), which have already yielded a 90 percent improvement in order processing times. Our efforts are focused on three interconnected priorities: ensuring seamless Active Component/Reserve Component permeability, streamlining Force Flow, and optimizing Force Design.

First, Active Component/Reserve Component permeability is essential. Sailors must be able to transition between the Active and Reserve Components without administrative friction.

Second, we are working to streamline our Force Flow to integrate seamlessly with global force management. Our goal is to make Navy Reserve units and capabilities visible and accessible to Combatant Commanders through inclusion on the Time Phased Force Deployment Data (TPFDD). This ensures Navy Reserve assets are part of the initial planning, not an afterthought. We are also refining the Reception, Staging, and Onward Integration process, as

tested during MOBEX 25-4, to ensure our Sailors arrive at their supported command ready to contribute on day one.

Finally, none of this is possible without a deliberate Force Design. We are building our force into modular "units of action" – the smallest, stand-alone capabilities that can be effectively employed by the Fleet. Designing our force in this way is what makes their inclusion on the TPFDD possible and provides combatant commanders with ready-made solutions they can request and deploy at speed. Together, these priorities ensure the Navy Reserve can deliver the right force, with the right capabilities, at the speed of relevance.

Conclusion

I ask for you to view the Navy Reserve not as a line item, but as a strategic investment in our nation's security. This investment – in the vital replacement of our C-130 fleet, in the Sailors from your hometowns, in our readiness accounts, in the Reserve equipment procurement account – is the capital required to deliver an extraordinary return. That return is a force of 59,000 Sailors providing both an immediate surge of combat power and unique hedge capabilities that support the Navy and Joint Force. It is the assurance that our strategic sealift will be crewed and the Joint Force will get to the fight.

Your support delivers deterrence by denial, confronting our adversaries with a Navy made deeper and more lethal by the very people you represent. On their behalf, I thank you for your commitment. I look forward to working with this Committee to ensure this partnership continues to provide a return on investment our nation cannot afford to pass up.