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COMMITTEE ON APPROPRIATIONS

STATEMENT OF  
VICE ADMIRAL LUKE M. McCOLLUM, U.S. NAVY  
CHIEF OF NAVY RESERVE  
BEFORE THE  
SENATE SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS  
FISCAL YEAR 2020 NATIONAL GUARD AND RESERVE  
APRIL 10, 2019

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# United States Navy Biography

## **Vice Admiral Luke M. McCollum** **Chief of Navy Reserve** **Commander, Navy Reserve Force**

Vice Adm. Luke McCollum is a native of Stephenville, Texas, and is the son of a WWII veteran. He is a 1983 graduate of the U.S. Naval Academy and is a designated surface warfare officer. McCollum holds a Master of Science in Computer Systems Management from the University of Maryland, University College and is also a graduate of Capstone, the Armed Forces Staff College Advanced Joint Professional Military Education curriculum and the Royal Australian Naval Staff College in Sydney.



At sea, McCollum served on USS Blue Ridge (LCC 19), USS Kinkaid (DD 965) and USS Valley Forge (CG 50), with deployments to the Western Pacific, Indian Ocean, Arabian Gulf and operations off South America. Ashore, he served in the Pentagon as naval aide to the 23rd chief of naval operations (CNO).

In 1993 McCollum accepted a commission in the Navy Reserve where he has since served in support of Navy and joint forces worldwide. He has commanded reserve units with U.S. Fleet Forces Command, Military Sealift Command and Naval Coastal Warfare. From 2008 to 2009, he commanded Maritime Expeditionary Squadron (MSRON) 1 and Combined Task Group 56.5 in support of Operation Iraqi Freedom. He also served as the Navy Emergency Preparedness liaison officer (NEPLO) for the state of Arkansas.

As a flag officer, McCollum has served as reserve deputy commander, Naval Surface Force, U.S. Pacific Fleet; vice commander, Naval Forces, Central Command, Manama, Bahrain; Reserve deputy director, Maritime Headquarters, U.S. Fleet Forces Command; and deputy commander, Navy Expeditionary Combat Command.

McCollum became the 14th chief of Navy Reserve in September 2016. As commander, Navy Reserve Force, he leads approximately 59,000 Reserve Component personnel who support the Navy, Marine Corps and joint force.

He is the recipient of various personal decorations and campaign medals and has had the distinct honor of serving with shipmates and on teams who were awarded the Joint Meritorious Unit Award, the Navy Unit Commendation, the Meritorious Unit Award and the Navy "E" Ribbon.

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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 (FY) 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 two 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 FY 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 FY19 on-time appropriation. 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 health care 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 health care 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 FY18, 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)***

CNFRFC 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 FY2022, 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% increase in engine longevity and a 12-17% 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 FY19 and 24 F/A-18E/Fs in the Navy's FY20 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 FY20 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 FY19.

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 FY19,
- 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.