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COMMITTEE ON APPROPRIATIONS  
SUBCOMMITTEE ON DEFENSE

STATEMENT OF  
VICE ADMIRAL NANCY S. LACORE, U.S. NAVY  
CHIEF OF NAVY RESERVE  
BEFORE THE  
HOUSE SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS  
FISCAL YEAR 2026 NATIONAL GUARD AND RESERVE  
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**Vice Admiral Nancy S. Lacore**  
**Chief of Navy Reserve**  
**Commander, Navy Reserve Force**

Vice Adm. Nancy Lacore, a native of Albany, New York, is a graduate of the College of the Holy Cross, where she earned a Bachelor of Arts and her commission from the Reserve Officer Training Corps program. She earned a Master of Arts from San Diego State University and is a graduate of the Air Command and Staff College and the National Defense University at the Joint Forces Staff College. She was designated a Naval Aviator in 1993.

Her flying tours include Helicopter Combat Support Squadrons Eight in Norfolk, Virginia and Three in San Diego, California as well as Commander, Helicopter Tactical Wing Pacific. She affiliated with the Navy Reserve (NR) in 2000.



Her reserve staff assignments include Naval Air Wing Pacific and Commander Amphibious Squadron 4 Detachment 104. She served as executive officer of Tactical Air Control Squadron 2186 and Commander Strike Force Training Atlantic, as chief staff officer for Commander Second Fleet Joint Force Air Component Commander, and reserve chief of staff U.S. Fleet Forces Command. Lacore was mobilized to Kabul, Afghanistan where she served as chief of Key Leader Engagement at Headquarters, International Security Assistance Force.

Her reserve command tours include Commander Destroyer Squadron 40 Headquarters, Naval Forces Europe / Africa / U.S. SIXTH Fleet Maritime Partnership Program Detachment 413 and U.S. Fleet Forces Command Maritime and Air Operations Headquarters. She was mobilized to serve as commanding officer, Camp Lemonnier, Djibouti.

Lacore's Flag assignments include Vice Commander, U.S. SIXTH Fleet, Chief of Staff, U.S. Naval Forces Europe / U.S. Naval Forces Africa, and Commandant, Naval District Washington.

Lacore became the 16th Chief of Navy Reserve on 23 August 2024. As Commander, Navy Reserve Force, she leads approximately 59,000 Reserve Component personnel who support the Navy, Marine Corps and joint forces.

Her awards include various personal and campaign medals. She also served with teams awarded the Meritorious Unit Commendation Medal and Battle "E" ribbon. She accumulated approximately 1,300 flight hours in military aircraft.

## Introduction

Chair Calvert, Ranking Member McCollum, distinguished members of the Committee, thank you for the opportunity to testify on behalf of the 57,700 Navy Reserve Sailors who are the strategic depth and strategic advantage of the world's most powerful Navy. I want to express my deep gratitude for your unwavering support of our mission, Sailors, civilians, and their families. Your continued leadership ensures the Navy Reserve remains agile, lethal, and indispensable to the Navy Total Force, ready for missions across the globe, in both steady state and conflict.

In December of 2024, I released Navy Reserve Strategic Advantage (NRSA), which lays out my vision for the next four years. NRSA underscores Warfighting Readiness which remains priority one – ensuring the Navy Reserve is fostering an adaptive, accountable, and innovative warfighting culture to win decisively from the outset of any conflict. The Navy Reserve continues to transform our Force, improving and modernizing the way we organize, man, train, equip, and mobilize to generate the combat power and critical strategic depth the Navy requires. This transformation is focused on preparing to mobilize a world-wide deployable Force, delivering strategic depth at scale, trained and ready to contribute to the fight on Day One. The Navy Reserve is the strategic depth our Navy needs and we are continuously assessing our contributions to national security and developing skills to ensure alignment with Navy Fleet Commanders' and Joint Force priorities. We will continue to posture for warfighting, strengthen our warfighters, and accelerate refining the foundation that supports them.

Throughout its rich 110-year history, the Navy Reserve has demonstrated its role as the strategic depth of the Navy – ready to defend this great nation and to prevail in competition, crisis, and conflict. Navy Reserve Sailors are our strategic advantage, bringing specialized skillsets and capabilities unique to our Force and delivering increased capacity as the Navy's

strategic depth. As we continue to transform the organization, training, and mobilization processes of the Force, we remain committed to recruiting, retaining, and promoting Sailors that embody our nation's very best talent.

On any given day, the Navy Reserve has about 57,700 Sailors, 2,300 Strategic Sealift Officers, and 415 civilians. The Reserve Force provides critical operational support through a wide array of capabilities, including 2 SEAL teams, 3 Expeditionary Medical Facilities, nearly 130 aircraft and approximately half of the Navy's Expeditionary Combat Command and intelligence capacity. The Navy Reserve is ready 24/7/365, with approximately 15,000 Sailors serving on active-duty orders on any given day supporting current operations around the world. Navy Reserve Sailors are supporting operations at the Southern Border, throughout the Indo-Pacific region, in the Red Sea, and in Europe showcasing the flexibility, readiness, and operational support our citizen Sailors contribute to our national security. I am incredibly proud of the dedication and professionalism of Navy Reserve Sailors, civilians, and the families that support them and enable their service. Reserve Sailors provide the foundation that underwrites more than a century of critical support and strategic impact to the Navy and our Joint Force.

Timely and predictable funding from Congress enables the Navy Reserve to deliver strategic advantages and meet operational mission requirements. We are grateful for your continued support and enduring interest, including the single KC-130J in fiscal year (FY) 2024 and the two KC-130Js in fiscal FY2025. However, Continuing Resolutions degrade our readiness, disrupt training cycles, and limit access to the capabilities needed to fight and win – negatively impacting the warfighting readiness of the Navy Total Force. Maintaining the Reserve Personnel, Navy account funded at President's Budget levels ensure the Navy Reserve remains a modern, lethal, and rapidly deployable Force – ready to meet the demands of a persistently

complex security environment. The National Guard and Reserve Equipment Account affords the Navy Reserve agility in rapidly procuring and implementing equipment solutions that provide parity with active-duty equipment and fill mission-critical shortages in generating readiness. Continued Congressional support today will determine our nation's ability to deter aggression and, if necessary, decisively prevail in conflict. I look forward to working with this Committee to ensure the Navy Reserve remains the enduring strategic advantage for our Navy, our Joint Force, and our Nation.

### **Posture for Warfighting: Multi-Domain Lethality**

For more than two decades following the unprovoked attacks of September 11th, and throughout our global fight against violent extremism, the Navy Reserve provided critical operational support in land-based combat environments. While proud of this legacy, we recognize that the challenges of facing strategic competition in the maritime domain are now more complex and demand readiness and excellence. When the call comes, we must be prepared to respond decisively and effectively on Day One.

With the resurgence of strategic competition in the maritime domain, Warfighting Readiness demands a force design process focused on modernization, integration, and the accelerated delivery of current, relevant capabilities for naval operations. We are deliberately posturing our Force to meet the Fleet's evolving operational requirements – ready to mobilize at speed and deliver decisive advantage across all domains. By optimizing our force structure and refining and focusing our training toward mobilization billets, we are delivering a combat-credible, lethal, and agile Reserve Force that is aligned with the Navy's maritime mission.

### *Multi-Domain Warfighting Capability and Capacity*

Ensuring the Navy Reserve delivers relevant, modernized capability and capacity is essential to achieving multi-domain lethality and sustaining maritime superiority. As we posture for warfighting, we are deliberately investing in capabilities that directly contribute to future warfighting success, including Maritime Operations Centers, contested logistics, integrated fires, Naval Special Warfare, Maritime Expeditionary Security Squadrons, and unmanned vehicle operations. We are expanding capabilities in emerging technologies and mission-sets such as space, cyber, imagery analysis, battle damage assessment and repair, artificial intelligence, machine learning, and data analytics. These emerging capabilities leverage the unique expertise of our Reserve Sailors and the civilian workforce that enables our operational success, ensuring the Navy Reserve delivers unique operational advantages that enhance the Fleet's competitive edge and resilience.

The Navy Reserve delivers these modern capabilities through three employment models: readiness units that integrate directly with active component commands, individual Sailors with unique skills that enhance the Total Force, and stand-alone operational units that supplement active component operational capabilities. Targeted investments in modern equipment, platforms, and training are required to ensure Navy Reserve operational units remain combat-credible and strategically relevant. This includes advancements in contested logistics, aviation, security, medical capacity, special warfare, and other critical warfighting enablers. With the continued support of Congress, we will ensure the Navy Reserve remains postured to deliver integrated, multi-domain lethality when and where it matters most.

### *Navy Unique Fleet Essential Airlift*

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, comprising 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 transporting bulk cargo including missiles, torpedoes, sonobuoys, boats, diver recompression chambers, submarine masts, and F-35 Lightning II engines. Recapitalizing the aging C/KC-130T Hercules fleet with KC-130J Super Hercules aircraft is essential to enabling contested logistics in support of Distributed Maritime Operations and remains the Navy Reserve's number one equipment priority.

In fiscal year (FY) 2024, Navy Reserve NUFEA aircraft transported 80,449 passengers and 20.3 million pounds of cargo in support of the Navy and the Department of Defense. This capability resulted in an estimated cost avoidance of \$1.55 billion compared to the cost of using alternative transportation methods. Despite its demonstrated value, the aging C/KC-130T Hercules fleet faces growing challenges including parts obsolescence, declining mission-capable rates, and rising operating costs, which are creating a widening gap between operational demand and the Navy'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 through the integration of modern survivability and communication protection systems, including the AN/ALE-47 Airborne Countermeasures Dispenser System, AN/AAR-47 Missile Warning System, AN/ALR-56M Radar Warning Receiver, Link 16, and secure Satellite Communications. In addition, it

provides aerial refueling capability and ensures seamless interoperability with Department of Defense and allied forces, all while operating at approximately \$5,000 less per flight hour compared to the legacy platform.

### *Maritime Expeditionary Security Force*

The Navy Reserve's Maritime Expeditionary Security Force (MESF) provides over 60 percent of the Department of Defense's port security and harbor defense, playing a crucial role in protecting critical maritime assets and infrastructure across the globe. Central to this mission are our patrol boats, which provide agile and flexible force protection capabilities in harbors, ports, and littoral waters to include harbor security, high-value unit escort, and other critical missions to secure the maritime domain. In addition to the MESF's ongoing forward-deployed missions, since FY14, they have also been responsible for conducting high-value unit escort missions within the Continental United States, a mission they assumed from the United States Coast Guard. This responsibility spans five strategic locations across both the East and West coasts.

Our current fleet of 34-foot Patrol Boats is nearing obsolescence. To address this, the Navy began procuring the modernized 40-foot Patrol Boat (40PB) in 2017. These 40PBs are equipped with advanced sensors, communications, and defensive capabilities that provide enhanced situational awareness, increased speed and maneuverability, and improved force protection for our Sailors. NGREA funding has been critical in the recapitalization of the patrol boat fleet. Continued funding is critical to fully realize the 40PB's potential and ensure the MESF can keep executing its important missions.

### *Maritime Patrol and Reconnaissance*

The Navy Reserve completed its transition from the P-3C Orion to the P-8A Poseidon in 2023. The P-8A aircraft is the nation's only full-spectrum, broad-area Anti-Submarine Warfare platform. Additionally, it provides armed Anti-Surface Warfare and networked intelligence, surveillance, and reconnaissance capability. The Navy Reserve's Maritime Patrol and Reconnaissance Aircraft (MPRA) squadrons mirror the active component units in design and mission and integrate seamlessly into the Global Force Management (GFM) deployment cycle.

In FY24, the Navy Reserve received two new P-8As and the sixth of six P-8A transfers from the active component, increasing the current inventory to eight aircraft. Production aircraft expected in FY25 and FY26 will bring the total inventory to 11 aircraft. Both Patrol Squadron Six Two (VP-62) and Patrol Squadron Six Nine (VP-69) achieved full operational capability in FY23. In September 2024, while serving as Commander Task Group 32.1, VP-69 launched on a high priority sortie against an adversary in direct support to Commander, U.S. Pacific Fleet. In October 2024, VP-62 executed their first planned GFM obligation with Commander, U.S. Sixth Fleet, augmenting the active component with one P-8A, a single aircrew, and maintenance support.

Transitioning Reserve MPRA squadrons to the P-8A and building the hangars to support these airframes ensures equipment parity with active MPRA units and delivers operational resiliency. This transition and the hangars that support the P-8A sustains the Joint Forces' military advantage over our pacing threat by providing a worldwide, continuously deployed presence to deter adversaries and provide robust airborne support for maritime operations.

Recapitalizing the P-3C airframe to P-8As exemplifies the importance of modernizing our aging aircraft. Without this upgraded airframe the Reserve Force would have lost critical

maritime patrol and reconnaissance capability. Just like the P-3C, it is critical that we recapitalize our aging C-130T Hercules to modern KC-130J Super Hercules, preserving and improving the Reserve Force's ability to deliver intra-theater lifts in contested logistics environments. This capability is essential to succeeding in distributed maritime operations and if needed, winning the fight in the Indo-Pacific theater.

## **Strengthen our Warfighters: Invest in the Navy Reserve Team**

Navy Reserve Force Sailors are our strategic advantage – delivering the foundation of warfighting readiness, through operational depth and surge capacity when and where our Nation needs it most. Strengthening the Navy Reserve begins with a deliberate investment in our greatest asset: our people. Recruiting, developing, and retaining top-tier talent is essential to sustaining a ready, lethal, and resilient Force.

We are committed to building elite warfighting teams by providing Reserve Sailors with world-class training, meaningful career opportunities, and the tools they need to seamlessly integrate into the Total Force. Strengthening the Navy Reserve means more than just preparing for the next fight, it means supporting Sailors and their families. This includes enhancing Quality of Service (QoS) through modernized training environments, career flexibility, a mission-driven culture, and family readiness initiatives that promote stability, predictability, and balance.

The Navy Reserve is a proven, cost-effective Force multiplier. Continued investment in our people, training, and support infrastructure will ensure our Sailors remain postured to respond with speed, precision, and strength, ready to fight and win whenever called upon.

## *Recruiting and Retention*

In today's competitive labor market, the Navy Reserve is actively strengthening its recruiting and retention strategies to attract and keep top talent. By adopting an aggressive approach that ensures 100 percent contact with Sailors leaving active duty, the Navy Reserve preserves critical skills within the Reserve Component, increasing strategic depth and enhancing readiness. For example, to address end strength shortfalls, reserve component recruiters have implemented parallel efforts to access Sailors with and without prior service. To ensure we can fill critical gaps, the Navy Reserve must maintain a deep reservoir of talent, which requires Sailors with prior active-duty Navy service to affiliate with the Navy Reserve. To further bolster recruitment and retention, the Navy Reserve established Navy Recruiting Reserve Command (NRRC), along with subordinate Navy Reserve Talent Acquisition Groups. These entities focus on facilitating the seamless transition of active-duty Sailors into the Reserve Component, ensuring the Navy retains those valuable skills. Additionally, the creation of the Training and Administration of the Reserve (TAR) Permanent Professional Recruiter community has enhanced market penetration in key areas, effectively engaging potential recruits. NRRC also established Prior Service Detachments in the five stateside fleet concentration areas and at two locations outside the continental United States. These detachments are staffed with Reserve Benefits Advisors whose purpose is to educate Sailors on the transition process, and on the benefits and opportunities associated with service in the Navy Reserve. The results of these two initiatives are positive. Just last month, the Navy Reserve hit 100% end strength for the first time in five years and the Force is projected to end FY25 approximately 633 Sailors above the authorized end strength of 57,700.

The Reserve Force is proactively engaging in accession and retention strategies, including promoting transitions from Active Component to Selected Reserve in Transition Assistance Program sessions and mandatory career development meetings. Programs were launched to promote enlisted Selective Reserve (SELRES) members volunteering for critical mobilization positions to the next higher pay grade. Other efforts include increased bonus programs for affiliation and retention, adjusting High Year Tenure policies for greater flexibility, and the continuation of SELRES Sailors. Additionally, Tuition Assistance has been extended to SELRES members and exit surveys are reviewed quarterly to identify further improvements for recruitment and retention.

### *Administration and Management of the Individual Ready Reserve*

A ready, adaptable, and surge-capable Force is essential to ensuring the Navy Reserve delivers warfighting readiness whenever and wherever it is needed. The Navy Reserve is comprised of 57,700 drilling SELRES and TAR Sailor billets, and 37,059 Individual Ready Reserve (IRR) members, totaling over 94,759 Ready Reserve Sailors. The IRR is a critical component of the Navy Reserve, enabling additional surge capacity for the Navy Reserve Force at a significantly reduced cost. The IRR is a component of a Sailor's Military Service Obligation, requiring them to maintain basic readiness standards while affording them opportunities to voluntarily perform training and/or active duty to provide strategic depth to the Navy. IRR Sailors also maintain many of the primary benefits associated with military service such as access to military exchange, commissary, Morale Welfare and Recreation facilities, Space-Available travel, Military OneSource, Psychological Health and Outreach Program (PHOP), and Sexual Assault Prevention and Response services.

The Navy Reserve's multi-year transformation includes changing the management of the IRR to better align with the warfighting readiness requirements and strategic competition. Accordingly, we have refined critical skills for the IRR, shifting the focus from the Global War on Terror and Individual Augmentee-specific skills to those focused on maritime operations. Additional enhancements include a web-based application that improves the screening of IRR members by centralizing personnel data and providing real-time readiness data for the IRR Force, which helps ensure accurate strength reporting. Since its implementation, screening has improved mobilization availability and contributed to recruiting and strategic depth.

### *Quality of Service*

The Navy Reserve is steadfast in its commitment to enhancing the QoS for our Sailors, recognizing that their well-being directly influences warfighting readiness and operational excellence. At the heart of QoS are the dual pillars of Quality of Life and Quality of Work, which encompass Sailors' time both in their professional work environments and outside the workplace. These efforts are critical for ensuring our Warfighters and teams are unequivocally prepared to excel in their missions and that their families are supported.

The Navy Reserve has significantly improved support for Reserve Sailors and their families through the launch of the Weekend Drill Childcare (WDCC) which directly supports the well-being and operational preparedness of our Force. The WDCC program provides low cost, critical childcare support during drill weekends, effectively removing a major barrier to our Sailors' participation. Launched in 2023, the WDCC has transitioned from a pilot initiative to a formal program, providing affordable, government-approved childcare for Reserve Sailors. Initially available to eligible Reservists at Navy Reserve Centers (NRC) San Diego, Ventura

County, Jacksonville, New Orleans, Baltimore, Fort Worth, Kitsap/Bremerton, the WDCC program has expanded to Everett, North Island, Washington, D.C., Whidbey Island, Great Lakes, and Norfolk. WDCC phased expansion is planned quarterly through March 31, 2027, with a goal of availability for all NRCs.

In addition to the WDCC, the extension of Tuition Assistance program for SELRES Sailors demonstrates the Navy Reserve's commitment to investing in our Sailors, including their professional growth and higher education aspirations. This program fosters personal development and enhances the collective expertise and readiness of our Force. This initiative and WDCC are not solely retention benefits; they represent strategic investments in our Force's professionalism, skills, and Warfighting Readiness.

### *Suicide Prevention*

Ensuring the mental health and well-being of our Reserve Sailors, civilians, and their families remains a top priority for the Navy Reserve. Despite an increase in 2024 from 2023, we've seen consistent year-over-year decrease in suicide-related behaviors since 2019. We recognize the ongoing need to destigmatize mental health treatment and ensure accessible support for all service members and their families. The PHOP provides counselors, coordinators, and resources 24/7/365. Electronic behavioral health screenings are available to every Sailor and family member for immediate access to PHOP services while Resiliency Check-ins provide screening and referrals as necessary. In FY25, PHOP staff have completed a total of 109 NRC site visits and 2,460 Navy Reserve referrals.

The Navy Reserve has implemented several initiatives to enhance mental health support including transitioning the Sailor Assistance and Intercept for Life (SAIL) program to a fully

virtual model in January 2024. The SAIL program provides dedicated remote counseling, increasing accessibility and privacy for Sailors seeking assistance.

Our commitment to the health, wellness, and safety of our personnel is unwavering. Through continuous investment, proactive initiatives, and a culture that promotes seeking help, we strive to maintain a resilient and ready Force.

## **Accelerate Refining the Foundation: Build Trust, Align Resources, Be Ready**

The Navy Reserve continues to evolve into a more agile, lethal, and operationally integrated Force. Training has shifted from routine monthly drills to dynamic, scenario-based exercises, ensuring Reserve Sailors are proficient in their warfighting roles and ready to contribute effectively on the first day of mobilization. The Navy Reserve Force is focused on Warfighting Readiness, ensuring that Reserve Sailors are prepared and proficient in their designated mobilization billet. To sustain this momentum, the Navy Reserve has modernized legacy mobilization processes, streamlined personnel and pay processes, and optimized NRC functions and locations to enhance operational support to the Fleet. By accelerating building the foundation and aligning resources efficiently, the Navy Reserve is committed to ensuring its Sailors are relevant and ready to deliver maritime dominance in today's unpredictable security environment.

### *Adaptive Mobilization*

The legacy mobilization model of processing individual Reserve Sailors through a centralized facility over several weeks no longer meets the demands of today's rapidly evolving security environment. To ensure the Navy Reserve is postured for warfighting and ready to mobilize at speed and scale, we have fully implemented the Adaptive Mobilization (AM) model.

This decentralized, billet-specific approach accelerates the activation process, ensuring that Reserve Sailors can rapidly transition into their warfighting roles within 30 days – a capability that is vital in an era of strategic competition. Employing the AM model, six regional Readiness and Mobilization Commands (REDCOM) and their subordinate NRCs support distribution of current and future-activations by mobilizing the entire SELRES population – with a goal of doing so within 30 days. This model capitalizes on the TAR staff, located at the REDCOMs, NRCs, and within the Fleet, and leverages the nationally distributed NRC infrastructure unique to Reserve Forces to execute the AM model across the country. The Navy Reserve is aggressively exercising these processes through Force-wide mobilization exercises (MOBEX) that test our capabilities and drive future improvements. In 2024, the Navy Reserve Force conducted four MOBEXs designed to identify and address barriers within the AM process and continue to incorporate and refine our processes and training for future activations. In 2025, five MOBEXs are testing additional barriers. Two of the five MOBEXs will be conducted in conjunction with Large Scale Exercise 2025 and will build upon the lessons learned from the previous MOBEXs as well as look at the Reception, Staging, and Onward Integration to successfully integrate the Reserve Component on active duty at their assigned commands.

### *Navy Reserve Center Optimization*

The 107 NRCs maintain a presence in each of the 50 States, Puerto Rico, and Guam, and make up a critical support network for Reserve Sailors across the world. In FY20, the Navy Reserve began an effort to optimize this network by strategically realigning TAR personnel to better support reserve Sailors at under-staffed NRCs and REDCOMs and strategically closing a small number of NRCs. The effort supported and aligned with the Secretary of the Navy’s 10-year infrastructure reset strategy, which directed the divestment of the Navy’s facility footprint,

in this case reducing the Navy Reserve infrastructure footprint by 10.3 percent. Additionally, the NRC optimization effort reduces the number of stand-alone, off-installation NRCs, decreasing risk to the Force and eliminating the expense and Sailor dwell impact of Armed Watch Stander programs. FY25 is the last year of this effort, and we will close our final two NRCs, bringing the total to 105 NRCs.

## Conclusion

My strategic vision is clear, Warfighting Readiness is Priority One. We will continue to transform the Navy Reserve by fostering an adaptive, accountable, and innovative warfighting culture which will allow for a fully integrated Force, ready on Day One. Through Force-wide equipment and technology modernization, AM, scenario-based training, and QoS initiatives we will ensure that Reserve Sailors are proficient, ready, and seamlessly integrated into Fleet operations from the first day of mobilization. NRC modernization has enhanced our ability to align resources where they are needed most, while efforts in recruiting, retention, and QoS initiatives continue to strengthen our Warfighters and sustain the Force. However, transformation must continue, through focusing on our warrior ethos, rebuilding our military, and reestablishing deterrence. To maintain our competitive advantage and remain postured for warfighting, we must accelerate efforts to build our foundation, strengthen the Navy Reserve team, and optimize our Force structure to meet evolving threats.

Today, strategic competition requires us to adapt with urgency while preparing for the high-end fight of tomorrow. QoS, mental health support, and suicide prevention improvements remain paramount, ensuring that Reserve Sailors, civilians, and their families are supported, valued, and mission ready. Investments in modernized training, cutting-edge technology, and the sustainment and upgrades of critical capabilities – such as the KC-130J Super Hercules

recapitalization, 40PB recapitalization, and P-8A fleet expansion – will ensure that the Navy Reserve continues to provide strategic depth and combat power to the Fleet and Joint Force. With congressional support, we will continue to advance these priorities, ensuring that the Navy Reserve remains a lethal, globally deployable Force capable of deterring aggression and, if necessary, winning decisively in combat.

For over 110 years, the Navy Reserve has delivered operational readiness, strategic depth, and warfighting capability - projecting power globally and responding whenever and wherever our Nation has called. Today, that legacy continues, strengthened by your steadfast support and investment in the Reserve Force.

With your continued advocacy, we will build on this proud tradition by modernizing our capabilities, sustaining readiness, and ensuring we are postured to fight and win if called upon. Your support enables a cost-effective, combat-ready Force that delivers real-time value to the Navy and the Joint Force, across every domain and every theater.

On behalf of the men and women of the United States Navy Reserve, thank you for your commitment to our Sailors, civilians, and families. Together, we will ensure the Navy Reserve remains a lethal, integrated, and agile Force that is ready to meet the demands of today and prepared for the challenges of tomorrow.