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SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS

STATEMENT OF  
VICE ADMIRAL LUKE M. McCOLLUM, U.S. NAVY  
CHIEF OF NAVY RESERVE  
BEFORE THE  
HOUSE SUBCOMMITTEE ON DEFENSE  
COMMITTEE ON APPROPRIATIONS  
FISCAL YEAR 2021 NATIONAL GUARD AND RESERVE

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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.

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

## INTRODUCTION

Chairman Visclosky, Ranking Member Calvert, distinguished members of the Committee, it is my distinct pleasure to report to you today on the unparalleled talent and capabilities provided by the United States Navy Reserve. Today, the Ready Reserve Force consists of 59,641 Selected Reserve Sailors (including 10,153 Full Time Support members) 43,754 Individual Ready Reserve members and 422 civilians. This Ready Reserve Force of over 100,000 deliver strategic depth and operational capability to the Navy and Marine Corps team and the Joint Force in times of peace and war. The Navy Reserve prides itself on being a ready, agile force that provides valuable, vital support to the Navy and the Nation.

Your continued support of key enablers of the Navy Reserve is very much appreciated. Predictable Reserve Personnel Navy (RPN) funding is critical for the success of the Navy Reserve. Keeping this account funded at President's Budget (PB) enables the Reserve Component to execute its missions to the level of performance and professionalism expected of an integrated force multiplier.

In the past, the Navy Reserve focused on providing Individual Augmentees (IAs) to backstop the Joint Force effort to counter violent extremists. Great Power Competition requirements dictate that the Navy Reserve will pivot from an IA model to a unit-centric model capable of rapidly deploying trained and ready forces. A comprehensive review is underway to ensure that force structure, resourcing, manning and mobilization processes are aligned with the National Defense Strategy (NDS) to meet the Great Power Competition.

## **NAVY RESERVE FORCE**

### **Commander, Navy Reserve Forces Command (CNRFC)**

CNRFC operates six regional headquarters and 123 Navy Operational Support Centers (NOSCs), located in all 50 states, Puerto Rico, and Guam. NOSCs are the readiness generation centers of the Navy Reserve that provide administrative, training and readiness support to Reservists. Additionally, NOSCs are the face of the Navy in many parts of America where access to naval units is minimal compared to fleet concentration areas such as San Diego and Norfolk. The NOSC is a vital resource to the Navy that enables access to industry, academia and associations that support the Navy while also completing a vital recruitment mission. NOSCs also provide valuable support to veteran Sailors and fulfill the solemn duty of paying final tribute to Service members who have faithfully defended the Nation by providing funeral honors. Their strategic value to the Navy Reserve cannot be overstated due to the crucial role they play in supporting Reserve Sailors, Veterans and their families.

### **Commander, Naval Air Forces Reserve (CNAFR)**

CNAFR is composed of one Naval Air Facility, two Joint Reserve Bases one air logistics scheduling agency and three air wings. Fleet Logistics Support Wing and Tactical Support Wing both reside at Naval Air Station-Joint Reserve Base Fort Worth, while Maritime Support Wing is headquartered at Naval Air Station North Island, CA. The three air wings consist of 21 squadrons with 167 aircraft assigned. In addition to these standalone commands, the Navy Reserve operates 26 Squadron Augment Units and four fleet support units which directly support various AC Navy squadrons around the country including the Navy's newest, carrier-based platforms, the CMV-22B Osprey and F-35C Lightning. The valued skill sets of over 8,000 aviation professionals in the Navy Reserve are critical to aviation readiness and safety. An

added benefit to the Total Force is that many of these highly skilled professionals perform a similar role in a civilian capacity, bolstering the Navy's strength through their vast knowledge and experience.

A key component of the Navy's ability to operate forward is proficient and well-trained Naval Aviators. During a time when pilot production is a high priority, Reserve Component Aviators provide CNATRA critical support in all phases of Navy, Marine Corps and Coast Guard undergraduate flight training. In 2019, skilled instructors within the CNATRA Reserve Component Command continued to provide 20 percent of the total student production across five Training Air Wings, contributing more than 53,000 flight hours and almost 27,000 student events.

#### **Commander, Naval Information Force Reserve (CNIFR)**

CNIFR, based in Fort Worth, TX, is the executive agent for nine Joint Reserve Intelligence Centers (JRICs) located throughout the country. In partnership with the Defense Intelligence Agency Joint Reserve Intelligence Program, 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 JRICs located across the country, providing members of the Navy Reserve a "train as you fight" environment utilizing the same systems and tactics, techniques and procedures as the parent commands. For the last 17 years, Reserve Component Information Warfare (IW) Sailors have provided approximately 80 percent of the total IW Individual Augmentation manpower, and continues to source 551 recurring IW mobilization requirements. This has been a critical mission in the fight against violent extremists requiring an enormous commitment by Reserve Sailors. Additionally,

the Navy Reserve is poised to support space operations. Today, the Reserve Space Cadre contains approximately 125 qualified officers focused on space operations and acquisition, enhanced warfighting capabilities, and integration of space knowledge into fleet operations.

### **Navy Expeditionary Combat Command (NECC)**

Headquartered at Joint Expeditionary Base Little Creek-Fort Story, Virginia, NECC is comprised of Coastal Riverine and Naval Construction Forces; Explosive Ordinance Disposal, Diving and Salvage Units; and expeditionary units providing logistics capabilities. Currently, NECC is manned with more than 8,000 Sailors, 50 percent of which are Reserve Component Sailors working alongside their Active Component counterparts in the Navy and Joint Force to provide invaluable expertise based on prior service experiences. NECC Forces execute full spectrum military operations to shape the battlefield environment, provide humanitarian assistance and disaster relief, and conduct major combat operations.

## **PERSONNEL**

### **Civilian Skills**

The specialized skillsets that Navy Reserve Sailors possess make it an indispensable force multiplier that is leveraged on a daily basis in support of Navy and Marine Corps missions. In order to capitalize on the individual expertise of Reserve Sailors, the Navy Reserve has embarked on an initiative to enroll Selected Reservists in a Reserve Civilian Skills Database. To date, over 12,000 Selected Reservists have voluntarily reported their unique civilian skills and certifications. Capturing these skills enables the Navy to leverage the maturity and diversity of Reserve Sailors. Recent examples include Data Science, Science and Technology Researchers and Additive Manufacturing.

The Navy Reserve is also an integrated force provider that extends the unique skillsets of Reserve Sailors to provide medical and religious services to the Marine Corps, which has proven to be a combat capable and cost effective model.

## **Mobilization**

On any given day, roughly 20 percent of the Selected Reserve Component is operational, delivering critical support to our forces around the globe. The Navy continues to mobilize thousands of Reservists to fill un-serviced requirements of the Combatant Commanders. In 2019, Reserve Sailors provided nearly three million man-days of support to Navy missions worldwide, to include nearly 3,000 individual mobilizations. Since 2001, 65,349 Navy Reserve Sailors have executed more than 87,000 mobilizations. These Sailors support Combatant Commands around the globe, and add to the broad and diverse set of operational support missions the Navy Reserve executes on a daily basis, including, but not limited to, Expeditionary Warfare, Naval Air Warfare, Naval Special Warfare, Fleet Air Logistics, Cyber Warfare, Unmanned Aerial Vehicles, Strategic Sealift and Shipyard Maintenance. The high utilization of Reserve Sailors to fill gaps in the Joint Force comes at a high readiness cost to operational plans (OPLANS). While mobilized as IAs, Sailors are unavailable to their active commands and are deferred from further mobilizations during their “dwell” period after returning. Cumulatively, this takes a significant toll on the Navy Reserve’s overall OPLAN readiness. As such, the Navy Reserve continues its effort to comply with current (and past) Chief of Naval Operations’ (CNO) guidance of moving away from IAs in order to support OPLAN readiness.

## **Distributed Mobilization (DM)**

The Reserve Component’s ability to rapidly mobilize the entire force during a large-scale contingency will be critical to mission success. Meeting the logistic and administrative demands



of a large activation requires a process change that is different from the current model which is centered on a single mobilization site. The Navy Reserve is now implementing a Distributed Mobilization model that will leverage multiple existing processing sites to meet mobilization requirements more effectively. Accelerating and expanding mobilization capacity will align the Navy Reserve with the current Total Force modernization effort in support of GPC.

### **Individual Ready Reserve (IRR) Management**

There are approximately 43,754 Sailors that make up the Individual Ready Reserve. As a key component of strategic depth, the IRR consists of trained Sailors who are fulfilling their minimum service requirement in an unpaid status. The Navy Reserve is developing a tiered readiness model that better tracks unique skills to make it easier to quickly employ IRR Sailors where they are needed most. Efforts to further cultivate strategic depth will support a focused engagement plan to deliver robust processes in support of seamless Reserve Component to Active Component transitions and mobilizations.

### **Reserve Incentive Programs**

The Navy Reserve uses special incentive pays and bonuses to recruit and retain Sailors in hard-to-fill specialties while maintaining the right balance of seniority, skills and experience to meet the Navy's mission today and in the future. The Navy Reserve is grateful for the current bonus structure that provided \$31M in FY20 toward Reserve incentive programs to mitigate manning shortfalls in specific skill sets and paygrades. Your continued congressional support of RPN funding in PB21 is necessary to ensure the Navy Reserve continues to recruit, onboard, train, qualify, promote and retain the RIGHT Reserve Sailors to fill critical war-fighting capability gaps.

## **Personnel and Pay Transformation**

There are many examples of Reserve Sailors experiencing delayed or inaccurate pay as a result of outdated and ineffective systems. This directly impacts the readiness of the force and puts unnecessary stress on Reserve Sailors and families. As part of MyNavy HR Transformation, the development of Navy Personnel & Pay (NP2) will provide a modern, cloud-based, Commercial-Off-The-Shelf solution that combines personnel and pay functions into one consolidated and seamless system that improves user interface and maximizes Sailor self-service across the Active and Reserve Components. The initial NP2 capability, will allow seamless transition of Navy Reserve Sailors to active duty without delays in establishing pay accounts, which is key to AC/RC permeability and the ability to smoothly perform mobilizations within the timelines established by Combatant Commanders. This is an urgent need and is a topic on the minds of Navy Reserve Sailors. The Navy Reserve encourages full support of the PB21 request for NP2, which will enable the RC to leverage modern technology to meet the expectations of a millennial workforce, promote seamless AC/RC permeability, and address Reserve Sailor pay concerns.

## **EQUIPMENT**

### **Reserve Maritime Capabilities: P-3 to P-8**

For the third year in a row, the P-8A is the top equipment priority of the Navy Reserve. Currently the RC operates the P-3C in Jacksonville, FL at Patrol Squadron 62 (VP-62) and in Whidbey Island, Washington at VP-69. These squadrons provide strategic depth for the AC Maritime Patrol Reconnaissance Force through the planned P-3C sundown in 2023. The replacement aircraft to the P-3C, the P-8A Poseidon, a militarized version of Boeing's 737 jetliner, provides broad area, full spectrum, anti-submarine warfare, armed anti-surface warfare,

and networked maritime Intelligence Surveillance and Reconnaissance capabilities. Last year, congressional support of CNO's unfunded priorities list provided P-8As for the Navy Reserve, which will facilitate the transition of VP-62 at Naval Air Station Jacksonville in FY23.

### **Navy Logistics: C-130 and C-40**

Since World War II, the Navy has relied on aviation combat logistics to enable the forward leaning and expeditionary posture exclusive to naval operations. Operated entirely by the Navy Reserve, Navy Unique Fleet Essential Airlift (NUFEA) is made up of 25 C/KC-130T and 17 C-40A aircraft and remains the Navy's only source of organic intra-theater air logistics. Last year, fleet logistics (VR) flew 22,707 flight hours and transported 111,625 passengers and 22.2 million pounds of cargo in support of Navy and Department of Defense (DoD). This was done at a cost avoidance of nearly \$1.0B per year compared to alternative means of transportation.

The C/KC-130T Hercules is a medium lift aircraft used for cargo and personnel a transport with an ability to operate from unprepared airfields. It is the Navy's only transport aircraft capable of moving oversized cargo (fully-intact F-35 engines, AMRAAM and Harpoon missiles, submarine masts, etc.). Currently there are five Reserve C/KC-130 squadrons with 25 aircraft. The Navy Reserve will continue to upgrade these legacy airframes via the ongoing Avionics Obsolescence Upgrade program, NP2000 propellers, and engine performance improvements. Until recapitalization is possible, efforts will focus on sustainment and readiness, which are critical to preserving the Navy Unique Fleet Essential Airlift requirement. Ultimately,

a transition from the aging C/KC-130T to the C-130J is necessary to ensure interoperability and capitalize on the existing supply chain for these more modern aircraft.

The Navy C-40A Clipper provides the Fleet with on-demand, medium cargo airlift capability to rapidly support ongoing naval operations as a critical intra-theater logistics connector. Six squadrons with 17 aircraft provide transportation of items critical to forward-deployed naval operations, to include vital parts and personnel, and unique support for Naval Special Warfare, often at short notice, around the clock. The Navy Reserve successfully completed the transition from the C-9B Skytrains to the C-40A Clipper last year when VR-51 on Oahu, Hawaii, received its final two aircraft. These aircraft provide greater airlift capacity in the INDO-PACOM area of responsibility and are a critical asset in Great Power Competition.

### **Attack Fighter Aircraft**

Within the next decade, most of the Navy Reserve's adversary aircraft will reach the end of their service life. In FY19, Active Component F/A-18 E/F Super Hornets flew 18,000 hours of adversary support and added costly flight hours on inventory-limited fleet aircraft. Increasing Navy Reserve capacity and capability to support Navy adversary requirements will improve warfighting strike fighter service life.

The Navy Reserve operates legacy F/A-18C in two squadrons, VFA-204 in New Orleans and VFC-12 in Oceana, Virginia. These aircraft are some of the oldest in operation and are not interoperable with AC squadrons who are operating F/A-18E Super Hornets and the F-35C Joint Strike Fighter. The Navy's current Master Aviation Plan shows an RC transition from the F/A-18C to the F/A-18E in 2024-2025. Recapitalizing these jets will help maintain a strategic reserve and a more robust, threat-representative adversary capability. Continued focus on this transition

is necessary to enhance lethality and preserve the operational and strategic value of these Reserve squadrons.

## **RESILIENCY AND QUALITY OF LIFE**

The Navy and the Nation asks a great deal from Reserve sailors and their families; and, therefore, remains committed to providing the best support before, during and after their service. Unlike their active duty counterparts, Navy Reserve Sailors find themselves in the unique position of having to balance their civilian jobs, military obligations and families. Predictability is critical in enabling Reserve Sailors to achieve this balance. The Navy Reserve is focused on delivering programs that improve resiliency and quality of life for Sailors and families.

### **Suicide Prevention**

The Navy Reserve is committed to building command climates that increase awareness and support the mental health of Sailors. The Navy Reserve is actively engaged in Cross Functional Teams charged with suicide prevention efforts and to assist with the implementation of the Defense Strategy on Suicide Prevention. The way ahead is focused on resilience-building tools such as a commander's mitigation dashboard, which will be used along with the numerous resources provided by the 21<sup>st</sup> Century Sailor Office.

### **Psychological Health Outreach Program (PHOP)**

The Psychological Health Outreach Program was established in 2008 to ensure that Reserve Sailors and their family members have full access to appropriate psychological health care services to increase resilience and facilitate recovery. PHOP currently has 29 locations within the continental United States, one in Puerto Rico and one in Hawaii. PHOP covers a

broad range of topics to include psychological health assessment, surveillance, resilience education as well as legal, financial and medical training. In 2019, PHOP trained and educated 33,000 Reserve Sailors and supported 8,128 service member referrals.

### **Yellow Ribbon Reintegration Initiative Program (YRRP)**

The Yellow Ribbon Reintegration Program is a Department of Defense-wide effort to promote the well-being of National Guard and Reserve members, their families and their communities, by connecting them with resources throughout the deployment cycle. The theme for FY-20 events is “Families, Our Home Front Warriors”. It will focus on providing more flexible program policy decisions and additional advertising campaigns will be implemented to increase attendance at Navy Returning Warrior Workshops (RWW). The RWWs use presentations and group sessions to provide insight into how Sailors and family members can be successful in reintegration with family, friends and careers following deployments. The Navy Reserve will continue to support Sailors and their families throughout all facets of their service.

## **INFORMATION TECHNOLOGY**

### **Cloud Computing, Mobility Innovations and Digital Capabilities**

Navy Reserve strategy for Enterprise information technology (IT) provides world-wide access to critical Navy and IT business systems for approximately 60,000 geographically dispersed Selected Reservists. The IT strategy improves efficiency and lethality through three core technological advances: Cloud Computing, Mobility Innovations and Digital Capabilities. Emphasis on access and mobility made it possible for RC Sailors to use their personal devices to access secure, encrypted email via the Ready-2-Serve (R2S) mobile website application. The ability to have remote access is essential for Reserve Sailors who are geographically dispersed

and lack permanent location to access to Navy computer systems. IT initiatives have enabled business practice modernization that better aligns to fleet and warfighting by sustaining communications and IT capabilities across the Navy Reserve Force.

## **OPERATIONAL MAINTENANCE SUPPORT**

### **Shipbuilding and Surge Maintenance**

The Engineering Duty Officer and Naval Sea Systems Command Reserve Component (EDO/NAVSEA RC) is a fully integrated, mission ready force of 472 Officers and 2,011 Enlisted Sailors spread across 91 units. This responsive and transformative engineering force provides leadership and advanced skillsets that support the delivery of ships and systems on-time and on-cost for the United States Navy. In FY19, the EDO/NAVSEA RC contributed an unprecedented 68,066 days of operational support (12,000 days more than FY18) and 2,553 days of Engineering Duty Officer Qualification training. Today, there are more than 100 EDO/NAVSEA Sailors on active duty supporting Navy shipbuilding and surge maintenance operations around the world.

Last year, SURGEMAIN executed 17,064 days of in support of all four Navy shipyards [Norfolk Naval Shipyard, Pearl Harbor Naval Shipyard, Portsmouth Naval Shipyard and Puget Sound Naval Shipyard]. EDO/NAVSEA Sailors continue to fill critical roles supporting technical efforts in advance of the construction of COLUMBIA-class submarines, trouble shooting and system testing the USS GERALD R. FORD (CVN-78) and as part of the Shipyard Infrastructure Optimization Plan. Additionally, the NAVSEA SURGEMAIN Reserve Force team ‘surged’ over 30 Sailors to USS DWIGHT D. EISENHOWER (CVN-69) resulting in the delivery of another carrier on-time from a maintenance availability at Norfolk Naval Shipyard.

## **Navy Reserve Activity Infrastructure**

The average age of Reserve facilities is 43 years and over 20 percent are designated substandard. A lack of sufficient sustainment, restoration and modernization funding has a compound effect on infrastructure over time and, in turn, has a profound impact on the readiness of the Reserve Force. Both Operations and Maintenance Navy Reserve (OMNR) funding and Military Construction (MILCON) funding is critical to support Reserve structures that enable the readiness of Reserve Sailors. Your continued support of Reserve infrastructure funding through consistent investments in Reserve MILCON and OMNR will greatly improve infrastructure readiness.

## **CONCLUSION**

The Navy Reserve remains a committed, resilient force delivering strategic depth and unique capabilities to the Joint Force. As such, Reserve Sailors stand ready to answer the Nation's call by filling vital, strategic roles to ensure the Total Force can meet the challenges of the Great Power Competition. Looking ahead, it is clear that modernization will be vital for seamless integration of the Navy Reserve Force with the Total Force of the future.

Serving the men and women of the United States Navy Reserve Force has been the honor of my lifetime. As I travelled and met the Sailors of the Navy Reserve Force, I personally witnessed the commitment to the mission and to each other as they serve tirelessly wherever the Nation asked them to go. I am truly humbled by their service and that of their families. Thank you for your steadfast support of Navy Reserve Sailors, their families, and their employers. Your continued support is essential to preserve the lethality of the Reserve Force and to ensure the Navy Reserve operates seamlessly as part of the Total Force.