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SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS

STATEMENT OF
VICE ADMIRAL JOHN B. MUSTIN, U.S. NAVY
CHIEF OF NAVY RESERVE
BEFORE THE
HOUSE SUBCOMMITTEE ON DEFENSE
COMMITTEE ON APPROPRIATIONS
FISCAL YEAR 2022 NATIONAL GUARD AND RESERVE
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Vice Admiral John B. Mustin
Chief of Navy Reserve
Commander, Navy Reserve Force

Vice Admiral John Mustin is a native of Alexandria, Virginia. He is a graduate of the United States Naval Academy, where he earned a Bachelor of Science degree in Weapons and Systems Engineering and was commissioned in 1990. He holds a Master of Science in Operations Research from the Naval Postgraduate School in Monterey, CA, and a Master of Business Administration (cum laude) in Finance and Management from the F. W. Olin Graduate School of Business at Babson College. He earned his Joint Professional Military Education from the Air University's Air Command and Staff College at Maxwell Air Force Base.



Mustin's sea duty assignments include command of Expeditionary Strike Group 2/Task Force 29; commissioning operations officer on USS Donald Cook (DDG 75), and aboard USS Vincennes (CG 49), where he served as combat information center officer, navigator and the Air Warfare Commander of the Independence (CV 62) Battle Group.

Affiliating with the Navy Reserve in 2001, Mustin served at Navy Reserve (NR) Carrier Strike Group 2 / USS George Washington (CVN 73) Strike Group during Operation Enduring Freedom. Other staff assignments include NR Chief of Naval Operations for Operations, Plans and Strategy (N3N5) at the Pentagon Navy Command Center; Maritime Expeditionary Security Squadron 14; NR Carrier Strike Group 10 / USS Harry S Truman (CVN 75) Strike Group; and Personnel Mobilization Team 101. Additionally, he served as the inaugural Littoral Combat Ship (LCS) Navy Reserve Enterprise Director, responsible for the reserve manning, training and equipping of the 1000-billet LCS surface reserve force.

Other command tours include NR Joint Staff South; NR U.S. Fleet Forces Command Maritime Operations Center, Greensboro; NR Maritime Expeditionary Security Squadron 6; and Inshore Boat Unit 22, including a mobilization to Kuwait during Operations Enduring Freedom and Iraqi Freedom. His other flag assignments include deputy commander of Naval Surface Forces, spanning the Surface Type Commanders of the U.S. Pacific and Atlantic fleets; as a plankowner and the deputy commander of the re-established U.S. Second Fleet; and as Vice Commander, U.S. Fleet Forces Command.

Mustin became the 15th Chief of Navy Reserve on 7 August 2020. As Commander, Navy Reserve Force, he leads approximately 59,000 Reserve Component personnel who support the Navy, Marine Corps and joint forces.

His awards include the Defense Superior Service Medal, Legion of Merit, Meritorious Service Medal, Navy Commendation Medal, Navy Achievement Medal, Navy Battle Efficiency 'E', Military Outstanding Volunteer Service Medal and various service, expeditionary, unit and campaign awards.

Introduction

Chairwoman McCollum, Ranking Member Calvert, distinguished members of the Committee, it is my distinct pleasure to report to you today on the contribution of the Navy Reserve to the national defense, both as it stands today and as we urgently adapt to address future challenges.

The Navy Reserve, like the Reserve Service of each other military branch, provides the strategic depth and surge capacity necessary to assure the security and prosperity of the United States, whenever and wherever needed. In the two decades since 9/11, the Navy Reserve has executed 93,362 mobilizations, with 69,449 individual Sailors responding to support the global war on terrorism and related military operations and contingencies. This past year, in response to the acute early phase of the Coronavirus-19 (COVID-19) pandemic, the Navy Reserve mobilized to support the missions of USNS COMFORT and USNS MERCY in New York and Los Angeles to relieve overburdened local hospitals. In total, the Navy Reserve has executed 7,310 activations as part of the nation's emergency response to the pandemic, and today nearly 900 Reserve Sailors are serving on active duty in support of COVID-19 related missions. These examples highlight the flexibility, readiness and value our citizen-Sailors provide. And yet, these significant contributions merely hint at what may be required from the Navy Reserve in a future conflict with a near-peer maritime competitor.

As the President recently expressed in his Interim National Security Strategic Guidance, the United States must “renew our enduring advantage” in response to growing rivalries with China, Russia, and another authoritarian states. The Navy, in partnership with the Marine Corps and Coast Guard, is urgently adapting to generate Integrated All-Domain Naval Power to confront these and other emerging challenges, and the Navy Reserve is similarly transforming to

prepare for the future. Last year, I issued the Navy Reserve Fighting Instructions, directing the Reserve Force to adapt to address the challenges authoritarian regimes pose to the free, open, rules-based international order we have enjoyed for decades. Firmly aligned with the Tri-Service Maritime Strategy and the Chief of Naval Operations' (CNO's) Navigation Plan (NAVPLAN), these Fighting Instructions make clear that my number one – and only – priority for the Navy Reserve is warfighting readiness.

The focus on warfighting readiness begins with our people. The Navy Reserve will continue to foster a diverse, inclusive team of Sailors and Civilians who view respect as our cornerstone attribute. We recognize the critical importance of forging cohesive teams that succeed in cooperation, prevail in competition and win in conflict. We are actively addressing extremism and promoting a positive culture based on the Navy's core values of honor, courage, and commitment. Additionally, the Navy Reserve invests heavily in programs that provide services to those at risk for destructive behavior. With the Culture of Excellence Campaign as our foundation, we will continue to modernize the systems supporting our Sailors and target our investments to train a highly effective warfighting force.

While central and critically important, our team of highly trained and motivated Sailors alone will not win the day in a modern conflict. Achieving warfighting readiness also demands that we provide our Sailors with cutting-edge warfare systems and equipment. For capabilities with relatively low peacetime operational requirements, the reserve component is a cost-effective alternative for providing surge capacity during a conflict. To ensure interoperability with the Navy and Joint Force, the Navy Reserve plans to acquire modern capabilities and to upgrade legacy platforms. As we have demonstrated for over a century, investment in Reserve equipment

and capabilities provides the Navy with surge capacity for long-term strategic competition at a favorable, resource-informed cost.

Our modern, highly trained fighting force must be capable of surging to the battle quickly. To that end, the Navy Reserve is modernizing its mobilization infrastructure to assure the ability to mobilize the entire Selected Reserve population -- roughly 50,000 Sailors -- within 30 days. The design and implementation of a distributed activation process will rely on regional and local Navy Reserve Activities to mobilize Reserve Sailors directly to their wartime billets. Advanced data analytics will allow us to better predict and address the availability of Sailors for mobilization. We are also leveraging information technology to create efficiencies that enable operational capability for our geographically distributed force. Together, these changes will make the Selected Reserve more responsive and accessible to emergent crises and conflict.

Timely, predictable and relevant funding from Congress is critical for the Navy Reserve to meet mission requirements and, as always, we are grateful for your continued support and enduring interest. Specifically, keeping the Reserve Personnel Navy account funded at President's Budget levels enables the Reserve Force to generate warfighting readiness through trained Sailors who are ready to fight and win in the early stages of conflict and sustain combat operations following the outbreak of hostilities. Continued Congressional support will ensure that the Navy Reserve provides relevant, modern capability and capacity and a resilient surge force today, and into the next decade and beyond.

People

Future conflicts will demand a great deal from the men and women of the Navy Reserve. Our Sailors, Civilians and the families who support them collectively embody a Culture of

Excellence that makes a formidable fighting force. To provide a ready, capable force, we owe our Sailors exceptional training, modern equipment, and a network of support that enables them to balance civilian jobs, military requirements, and family obligations.

Culture

Consistent with the Chief of Naval Operations' direction, the Navy Reserve continues to nurture a Culture of Excellence and to develop the resiliency of the force, while eliminating destructive behavior of all kinds. The warfighting readiness of the Navy Reserve depends on a diverse force with varying perspectives, united by a firm resolve to uphold our core values of honor, courage and commitment. Our organization has no tolerance for discrimination, extremism, or sexual assault and sexual harassment. Similarly, we are committed to the mental wellness of our Sailors and addressing the complicated and tragic issue of suicide.

Diversity, Equity and Inclusion

The Navy Reserve is committed to cultivating diversity, equity and inclusion across the Force. This effort promotes organizational trust and transparency, and is a key factor in generating and maintaining warfighting readiness. To this end, the Navy Reserve played an active role in Task Force One Navy's efforts to identify and dismantle barriers to equality. We will continue to fortify a culture that values diversity and will inculcate the CNO's ten Signature Behaviors as a way of life for our Sailors and their families. These efforts leverage our differences and capitalize on individual strengths to create a cohesive and unified force where each Sailor's unique experiences, background and contributions are valued.

In alignment with the Secretary of Defense's direction, the Navy Reserve is also committed to eliminating extremism in the Force. Our policies prohibit Reserve Sailors from participating in organizations that advance supremacist, extremist or criminal gang doctrine,

ideology and causes. This prohibition includes organizations that advocate illegal discrimination or encourage the use of force to deprive individuals of their civil rights. Leaders in the Navy Reserve are empowered with the full range of disciplinary authority, including administrative separation and criminal prosecution, to deal with Sailors who engage in extremist activities. We are also incorporating screening for these behaviors and ideologies as new Sailors apply to join the Reserve Force. We value inclusion and will remove those individuals whose extreme views are contrary to the law or our standards of conduct.

Sailor Wellness

Each Sailor, Civilian and family member is invaluable to our warfighting force, and we are dedicated to ensuring their wellness. The 21st Century Sailor office provides the policy guidance for the support network, programs, resources, training, and skills needed for our Sailors and families, both active and reserve, to overcome adversity and thrive. Tailored to our deploying and returning Sailors, the Yellow Ribbon Reintegration Program provides preemptive services, such as Returning Warrior Workshops, Deployment Readiness Training, and Deployment Health Assessments to address challenges facing Reserve Sailors and their families while serving the nation. We also provide the Psychological Health Outreach Program (PHOP) as a resource to enhance the resiliency of our Reserve Sailors. PHOP counselors and coordinators provide Resiliency Check-In events to new Sailors and Commands, enabling one-on-one mental wellness assessments and electronic behavioral health screening for immediate access to services.

In addition to programs that promote Sailor well-being, we provide safety nets for those Sailors who are struggling with depression or post-traumatic stress, and who may be at risk for suicide. To prevent such tragedy, we provide easily accessible resiliency-building resources,

promote seeking support as a sign of strength, and encourage the connectedness of our people. Sailor Assistance and Intercept for Life, an evidence-based suicide prevention program, provides rapid assistance, ongoing risk assessment, and care coordination and reintegration assistance for activated Reserve Sailors who have demonstrated suicide related behavior. The prevention of suicide is an “all hands on deck” effort.

Eliminating Sexual Assault and Sexual Harassment

All members of our team perform at their best when the prevailing culture is one of inclusion, diversity, and respect. Conduct contrary to these values undermines our readiness and impacts our ability to execute warfighting missions. Sexual assault and sexual harassment are crimes that must be eliminated. We are breaking down the barriers that lead to non-reporting, and training all Sailors on the programs available to assist them in addressing sexual assault and sexual harassment. The Sexual Assault Prevention and Response program is an integral piece of our concerted effort to eliminate sexual crimes in the Force. Leaders at every level are responsible and accountable for the culture of their command and our resolve to eliminate sexual assault is focused and indefatigable.

Supporting Our Sailors

Just as our Sailors cannot thrive without a positive culture, they would be hamstrung without practical policies and processes that enable their service. To that end, we are streamlining pay and personnel processes that govern how we bring Reserve Sailors onto active duty and how they are paid. Duty status reform, incentive pay and bonuses, and the Navy Personnel and Pay (NP2) system are the practical means that retain the best Sailors and help forge an effective warfighting force.

Duty Status Reform

For the past 25 years, efforts to reform the complex system of RC duty statuses have garnered attention without closure. Recently, in response to urgent tasking to combat the Coronavirus pandemic, we placed Navy Reserve Sailors in important roles, but in a variety of dissimilar order types. The varied benefits associated with myriad duty statuses makes it possible for us to compensate Sailors differently, and to provide dissimilar protections, for equivalent work -- a situation that highlights the need for reform, simplification and standardization. The Navy Reserve supports the Department of Defense's efforts to consolidate and simplify the approximately 30 existing Reserve duty status legal authorities. This consolidation will address imbalances and disruptions in pay and benefits, reduce overall complexity, and ensure programming and budgeting processes align to the categories, purposes, and duration of the orders.

Navy Reserve Special and Incentive Pay and Bonuses

The Navy Reserve must recruit and retain Sailors with the skills required to compete and win in today's challenging security environment. Recognizing that many of our Sailors' specialized skills are highly sought after in the civilian marketplace, we provide special and incentive pay and bonuses to attract Sailors in hard-to-fill specialties. The current bonus structure for Reserve incentive programs is critical to mitigating manning shortfalls in specific, high-demand skills and paygrades. Sustained Congressional support of predictable, critical RPN funding is necessary to ensure the Navy Reserve can attract and deliver the talent we need to prevail in a modern conflict.

Navy Personnel and Pay

Pay problems, largely caused by antiquated pay systems, continue to challenge and frustrate our Reserve Sailors and their families. An integral component of the MyNavy HR

Transformation, the Navy Personnel and Pay (NP2) system offers a modernized pay system that will enhance the quality of life for our citizen-Sailors while serving our nation. NP2 will integrate active and reserve component personnel and pay systems into a single Navy system. Specifically, in 2022, NP2 will achieve Initial Operating Capability for Treasury Direct Disbursement, with continued development of Personnel products and capabilities to achieve Full Operating Capability. The resulting changes will enable Reserve Sailors to seamlessly transition on and off active duty, without a disruption in pay. A seamless transition to active duty provides the efficiency necessary to mobilize large numbers of Sailors in a short time, as may be anticipated when surging forces to confront a near-peer rival. Similarly, this system will enable seamless demobilization processing without the burdensome, manual pay processes that characterize today's workflow.

Training the Warfighter

Changing global dynamics and growing rivalries with authoritarian states demand a renewed focus on maritime tactics, techniques and procedures. With an inclusive culture and supporting systems as a foundation, we will emphasize training our Sailors to develop the critical warfighting skills required to prevail in high-end conflict. We are assessing and updating policies to focus our Sailors on training for their mobilization billets, while reducing land-based individual augmentations and distracting administrative commitments unrelated to the Navy Reserve's traditional maritime role.

Mobilization to Billet

Following the tragic events of September 11, 2001, the Navy began augmenting the Joint Force with Sailors who deployed as Joint Individual Augments (IAs) to alleviate land forces' high operational tempo during Operation Enduring Freedom and Operation Iraqi Freedom.

Initially, the Navy sourced IAs from both the active and reserve components equally based on mission suitability. Over time, however, the reserve component assumed the majority of IA mobilizations. Specifically, in the last three years (FY18, 19 and 20), the RC sourced over 76% of the Navy's IA requirements, many outside the maritime domain. During this same period, the Navy Reserve has adhered to the Department of Defense's mobilization to dwell ratio policy. Under this policy, following a one year deployment, each Sailor requires Secretary of Defense approval to deploy with their unit if less than four years from the previous mobilization period, resulting in a loss of strategic depth and reduction in the capability and readiness of their unit. At present, with 9% of the force mobilized on IA missions and 18% sequestered in dwell, 27% of the Force is effectively fenced from surge mobilization as a result of IA demand. Eliminating involuntary, non-maritime individual augmentation requirements will restore strategic depth, and more effectively focus the Reserve Force on critical naval roles at sea and ashore.

Future conflict with our maritime rivals may come with minimal advanced warning, leaving little time to prepare. Our renewed focus on potential maritime conflict recognizes that a rapid response requires Selected Reserve Sailors to be trained and proficient in the functions and tasks associated with their programmed wartime billets. This mobilization-to-billet concept demands all Selected Reserve personnel train to the requirements of their warfighting role, ready to contribute to the fight in the earliest stages of conflict. Under a train-mobilize-deploy model, Reserve units will mobilize and deploy together as a unit, rather than individually, to conduct the warfighting missions they will have trained in advance to perform.

Capability and Capacity

To confront near-peer maritime rivals, the Navy Reserve will adapt its Fleet Design to provide the Navy with a cost-effective, sustainable, warfighting and surge-ready Total Force,

structured to prevail in future competition and conflict. A critical aspect of this transformation is modernization of legacy platforms, systems, and equipment to ensure alignment with the latest Navy, Marine Corps, and Coast Guard operating concepts. The future fight may also require the strategic depth provided by our Individual Ready Reserve (IRR), and as such, we are updating our policies, systems, and processes to enhance IRR accessibility and effectiveness.

Future Fleet Design

The Navy Reserve is optimizing its force structure to develop warfighting capabilities that generate the strategic depth required for long-term strategic competition. My Fighting Instructions directed Reserve leaders, in close coordination with their active component counterparts, to assess the requirement for additional Reserve capability or capacity to address future challenges. For example, increasing complexity and the prospect of global conflict will require Fleet commanders to provide command and control of a large number of distributed Navy and Joint forces. Innovative Navy operating concepts call for distributed operations in contested environments, presenting logistics and communications challenges where peacetime solutions that leverage civilian supply chains and communications infrastructure may prove unreliable. Manning shortfalls in critical areas in the active component, combined with an intractable maintenance backlog, may challenge the Navy's ability to surge fleet forces in response to a crisis. The contest in the space and cyber domains and a greater leveraging of unmanned systems are transforming the nature of modern warfare, requiring specialized knowledge and skills. We will base decisions to place such capabilities or capacities in the reserve component on the Reserve Force's ability to deliver these capabilities at a reduced cost, within acceptable risk, relative to the active component.

Equipment Modernization

The Tri-Service Maritime Strategy and CNO's NAVPLAN mandate that the Navy Reserve keep pace with our active duty counterparts to provide seamless integration with the force. We are actively pursuing modernization of the Reserve Force to ensure interoperability between active and reserve platforms and systems, and divesting legacy systems that have exceeded their useful life. Last year's purchase of Reserve P-8 aircraft to recapitalize two aging – but highly operational – P-3C squadrons was a significant step forward in this endeavor.

Navy Unique Fleet Essential Airlift

Since World War II, the Navy has relied on aviation combat logistics to enable the expeditionary requirements associated with global naval operations. Operated entirely by the Navy Reserve, Navy Unique Fleet Essential Airlift consists of 30 C/KC-130T and 17 C-40A aircraft that provide the Navy's sole source of organic intra-theater air logistics. These platforms are capable of providing oversized cargo (F-35 engines, AMRAAM and Harpoon missiles, submarine masts, etc.) to forward-deployed and expeditionary Naval Forces, a critical link in the warfighting supply chain. Last year, fleet logistics (VR) squadrons flew 22,707 flight hours and transported 111,625 passengers and 22.2 million pounds of cargo for the Navy and the Department of Defense. Executing these missions generated a cost avoidance of nearly \$1.0 billion per year relative to alternative means of transportation.

At the height of the COVID-19 pandemic, Navy Reserve VR squadrons ensured the continuity of Navy training pipelines, safely flying Sailors between training sites when commercial options were reduced or unavailable. Supporting global operations, VR squadrons also transported personnel between U.S. overseas bases around the world. Specifically, C-130 missions increased 7.5% (from 817 missions to 878), while flight hours increased 16.6% (from 7,922 to 9,235 hours). Even with the increased execution of flight hours and missions, demand

continues to increase for C-130 lift, with unmet lift requests reflecting a gap between demand and capacity. To date, FY21 indicates an even greater demand for cargo this year than in FY19 and FY20.

Procurement of the KC-130J to replace the legacy C/KC-130T is the Navy Reserve's top equipment priority. Transitioning from legacy airframes to the modern KC-130J aircraft is necessary to fill critical capability and capacity gaps and ensure interoperability with our active and reserve component Marine Corps and Air Force partners, who have already transitioned to the KC-130J. Every mission capable aircraft generates an average of \$48.6 million in cost avoidance for the transport of equipment. The current Mission Capable rates of the C/KC-130T average 25% of Total Aircraft Inventory, and required modifications of that legacy airframe will limit aircraft availability to a maximum of 33% until 2030. Comparatively, we expect to realize a 70% mission capable rate for the KC-130J which will provide an additional \$200 million per year in transportation and cost savings to the Navy. The current C/KC-130T fleet struggles to meet current fleet demand and lacks the required capability and capacity to meet wartime intra-theater logistics requirements, a situation best remedied through recapitalization.

Aviation Adversary Training

The Reserve Tactical Support Wing (TSW) maintains 31 F-5N/F aircraft to provide low-to-mid level threat replication. These aircraft are split between two squadrons: VFC-111 at Naval Air Station (NAS) Key West, Florida, and VFC-13 at NAS Fallon, Nevada. In order to increase Adversary capacity, the Navy purchased 11 F-5E/F aircraft from Switzerland in FY20. Prior to delivery, these aircraft will receive modern avionics and an airframe reconfiguration to match the current active Navy airframe configuration. These 11 aircraft will deliver to TSW squadrons from 2022-2025 as F-5N+/F+, increasing both capacity and capability.

TSW currently provides critical high-end Adversary support to the Fleet with 27 F/A18A-D aircraft assigned to VFA-204 at NAS Joint Reserve Base New Orleans, Louisiana, and VFC-12 at NAS Oceana, Virginia. Due to the extremely high projected cost per flight hour (+\$44,000) of these “Legacy Hornets,” the Navy is accelerating divestment from the F/A-18A-D aircraft. VFC-12’s transition from the F/A-18A-D Hornet to the Block I FA-18E/F Super Hornet in FY21 is the first step towards accelerating Legacy Hornet divestment. Because there is an insufficient quantity of F/A-18E/F Super Hornet aircraft to recapitalize the entire F/A-18A-D fleet assigned to TSW, a plan has been proposed to replace the F/A-18C with F-16 aircraft from the United States Air Force and Air National Guard. Providing the Fleet with advanced, high-fidelity Adversary support will require future funding to further modernize these aircraft with threat representative capabilities such as Infrared Search and Track Systems and the evolution of the Adversary data link known as RedNet.

Within the next decade, 62% of the Navy Reserve’s current Adversary aircraft will be retired due to the high cost of each service hour, or because they have reached the end of their service life. Recapitalization and expansion of Adversary capacity in the Navy Reserve presents a cost-effective, sustainable solution to develop warfighting readiness. In FY20, active component Strike Fighter squadrons flew 13,129 hours of Adversary support, generating more than half of the total Navy Adversary hours while adding costly flight hours on inventory-limited fleet aircraft. Flying more Adversary hours in the Reserve increases service life of those active Fleet Strike Fighter aircraft and at the same time reduces overhead operational costs. As such, increasing Navy Reserve support to Navy Adversary requirements will improve active component Strike Fighter service life, while enabling the dedication of Fleet flight hours to train for warfighting readiness.

Warfighting Capacity: Individual Ready Reserve Management

A highly trained, well-designed Selected Reserve with the latest equipment may still be insufficient to confront our maritime rivals. In global conflict, the Navy will require ready access to the additional capacity and talent resident in the Individual Ready Reserve (IRR). The Navy's IRR consists of 41,000 trained Sailors with previous service in the active component or Selected Reserve, now serving in a non-pay, non-participation status. IRR Sailors have residual military service obligations and are available for Selected Reserve accessions, as well as mobilization to support Navy and Joint operations. The emergence of COVID-19 provided an opportunity to re-imagine how we employ the IRR, prioritize and facilitate participation, and examine our abilities to leverage resident skills to meet warfighting requirements. In alignment with Navy Reserve Force initiatives and the Chief of Naval Personnel, we are exploring programmatic changes that enable proactive management of the IRR to improve readiness and reconstitute the strategic depth of the Total Force.

Mobilization Infrastructure and Technology

A growing rivalry with near-peer maritime competitors demands the capability to rapidly surge forces for conflict. The Navy Reserve is adapting our mobilization processes and leveraging Information Technology to meet this demand.

Total Force Mobilization

The Navy Reserve is transitioning from a mobilization process tailored to meet Joint IA demands associated with the global war on terrorism, to one that accelerates access to the reserve component by providing greater throughput suitable for the demands of an evolving security environment. This new process, known as Adaptive Mobilization, requires achieving

efficiencies in Full Time Support (FTS) manpower across geographically distributed mobilization centers. Realignment of selected Navy Operational Support Centers (NOSCs), and the Sailors who staff them, is necessary to realize this efficiency.

Adaptive Mobilization

Surging to respond to the COVID-19 pandemic, the Navy Reserve first operationalized the Adaptive Mobilization concept in the face of real-world urgent demands. Nearly 1,000 Sailors mobilized through their local Navy Reserve Activity rather than through a single, centralized processing site as Sailors had done for the last decade. This change eliminates the bottleneck associated with the legacy process and promises strategically significant improvements in accessing the force in large-scale global conflict.

Navy Operational Support Center Realignment

The Navy Reserve maintains at least one Navy Operational Support Center (NOSC) in each of the 50 states and two US territories. This presence has historically provided Navy representation in communities far from fleet concentration areas. To achieve the accessibility improvements promised by Adaptive Mobilization, however, the current infrastructure profile requires realignment. A rigorous review of all 122 NOSCs identified opportunities for consolidation to reapply FTS manpower for the Adaptive Mobilization model. Closure decisions will be based on criteria that includes the presence of other NOSCs in close proximity, whether the center is on a military facility, changes in the local Selected Reserve population, the age of the facilities, and operating and repair costs. Should any NOSC be identified for consolidation, we will redistribute the FTS staff to support implementation of the Adaptive Mobilization model across the force.

These changes will significantly accelerate our ability to surge Sailors to the fight and meet warfighting requirements. Further, they simultaneously reduce sustained force protection risk, administrative redundancies, and operating and maintenance costs. Additionally, consolidation will mitigate the inherent risk to aging infrastructure from forces such as climate change. For example, in FY21, we spent \$600,000 for hurricane damage and repairs, and there are repairs remaining from the FY21 Texas freeze and other hurricane disasters. Closing a select few NOSC's will capture cost savings, reduce redundancy, divest aging infrastructure, and allow strategic investment in the redistribution of Full Time Support manpower to support Adaptive Mobilization processes. NOSC realignment will better position the Navy Reserve to adapt to meet the changing needs of the global security environment.

Information Technology

The Navy Reserve leverages information technology (IT) capabilities to enable the training and readiness of a geographically distributed force and has begun to employ data analytics to achieve greater efficiencies for force mobilization.

Cloud Computing, Mobility Innovations and Digital Capabilities

The Navy Reserve's strategy for information technology provides approximately 59,000 geographically dispersed Ready Reservists world-wide access to critical IT business systems. The strategy emphasizes improving efficiency and lethality through three core technological advances: Cloud Computing, Mobility Innovations and Digital Capabilities. Secure mobile applications, innovative technological solutions that simplify processes, and the use of data science to inform strategic decisions are force enablers that keep the Reserve Force operating in a technologically advanced battle space. During the peak of the COVID-19 pandemic, the Navy Reserve seamlessly continued mobilization and warfighting readiness and training requirements

as well as steady operational support due to IT capabilities on par with commercially available technology.

Non-Deployability Analytics

The Navy Reserve is maturing its data analytics capability to reap the benefits of advances in data science and emerging technologies such as Artificial Intelligence and Machine Learning (AI/ML). Navy Reserve Sailors must meet deployability standards to be eligible for mobilization to the battlefield. Using AI/ML, we have developed an application that accurately predicts those Reserve members at highest risk for mobilization cancellation. More importantly, the Mobilization Assurance and Assistance Program for SELRES (known as MAAPS) identifies unique factors for each Reservist in much the same manner as a "FICO score," allowing leadership to tailor interventions to their particular challenges, thus increasing the overall deployability of the Force.

Conclusion

The Navy, Marine Corps, and Coast Guard are urgently adapting to provide Integrated All-Domain Naval Power to address the reemergence of maritime rivals. Similarly, the Navy Reserve has prioritized warfighting readiness to provide a surge-ready Total Force capable of defending the nation, as we have done for more than a century. The Navy Reserve is committed to forging our Sailors into an effective maritime warfighting force, underpinned by a strong cultural foundation, shared values, and tactical proficiency. A future fleet designed around capabilities that provide a decisive advantage, enabled by modern platforms and hardware, will ensure the Total Force prevails in competition or conflict. Greater efficiencies realized through advances in our mobilization infrastructure and information technology will provide the ability to deploy war-winning forces rapidly to the conflict theater. These enhancements to the generation

of the Navy Reserve's warfighting readiness support the strategic direction reflected in the National Defense Strategy and current service doctrine, and will contribute to prevailing in conflict if necessary.

On behalf of the men and women of the United States Navy Reserve, thank you for your steadfast support of Navy Reserve Sailors, Civilians, families, and employers. The Navy Reserve enjoys a 106 year history of facing and overcoming challenges. Beginning with our founding in 1915, anticipating the emerging global insecurity of the First World War, adapting to the capability, capacity, and scale required by the Second World War, evolving during the long phases of the Cold War and into the Global War on Terror, our Navy Reserve has adapted in each era to answer the emerging challenges of national security. Today, we have entered a new era with new challenges. With your continued support, we will lead the adaptation of our Navy Reserve to address the current and future global environment with speed and agility.