

**BUILDING READINESS TO MEET EVOLVING
GLOBAL AND HOMELAND NEEDS**



**2017 NATIONAL GUARD BUREAU
POSTURE
STATEMENT**



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EXECUTIVE OVERVIEW



General Frank J. Grass
Chief, National Guard Bureau
Joint Chiefs of Staff



Building Readiness to Meet Evolving Global and Homeland Needs

By General Frank J. Grass *Chief, National Guard Bureau*

This past fall, I passed my 46th year in uniform and during that time, I have witnessed extraordinary change – change in our military and change in the security environment in which we live. The challenge of maintaining a capable, accessible, and affordable operational National Guard comes at a pivotal time in our history, where the actions we take now will set the course for future generations.

As I visit with our citizen soldiers and airmen in our states, territories and countries where our service members are deployed, I see the most ready, accessible, and capable Guardsmen and units in my 46 years of service. With continued resourcing, I am confident that we will always be ready to fight America’s wars, secure our homeland, and continue to forge enduring partnerships.

I visited with Guardsmen forward deployed in Afghanistan, Djibouti, Iraq, Kosovo, Kuwait, Qatar, and the Sinai and enhancing their combat skills at the National Training Center, Joint Readiness Training Center

and the Joint Multi-National Training Center in Hohenfels. From Brigade Combat Teams on the ground to expeditionary wings operating in the skies, our Guardsmen help ensure regional stability and security while working seamlessly with our fellow Service members. With nearly 780,000 individual overseas mobilizations since 9/11, the National Guard has proven, time and again, its readiness and warfighting capabilities.

The leadership, individual and unit skill sets developed from doing complex combat operations enables unsurpassed homeland capabilities and response. As the original homeland security and defense force, our unique array of authorities allows us to respond to the needs of the nation and the states. Whether assisting victims of natural disasters such as wildfires, winter storms, or hurricanes, or working hand-in-hand with state and local leaders and emergency personnel during times of crises, the National Guard is postured in nearly 2,600 communities across America and is the first military force to reach the scene.



EXECUTIVE OVERVIEW

Recent cyber intrusions and espionage on our businesses and institutions highlight why cyber is a national priority. The National Guard is at the cutting edge with its cyber capabilities. The skills acquired by our Guardsmen in their civilian capacity is an excellent fit for evolving DoD cyber missions. The National Guard's cyber capacity will play an integral role as we coordinate with state and federal cyber professionals through Army and Air Guard cyber units and continue to grow our cyber forces.

The National Guard enhances its warfighting and homeland capabilities through the partnerships that it builds. We forge close working partnerships with global, federal, regional, and state partners. In the global sphere, the National Guard's State Partnership Program (SPP), established 23 years ago, continues to flourish and has evolved into enduring partnerships with 76 nations. This program, which pairs individual U.S. states with partner nations, continues to pay huge dividends in establishing long-term security and personal relationships while generating a significant return on investment. For example, 13 SPP partner nations have achieved NATO membership. Overall, National Guard states have conducted 79 co-deployments with their SPP partners to Afghanistan and Iraq. SPP countries in the Middle East and Africa, with collaboration of National Guard state counterparts, are

participating in international coalition efforts to combat terrorist and extremist organizations. In the Western Hemisphere, the National Guard and its partners work closely on counter drug programs to help stem the flow of illegal drugs into this country. A true measure of the program's success is underscored by the successful transition of many of our SPP partners from security consumers to security providers, and the enhanced interoperability with our military.

During this past year, the SPP continued its expansion by formalizing two new partnerships between Kentucky-Djibouti and Massachusetts-Kenya. SPP partnerships stand as some of the strongest and most effective security cooperation relationships in the world. The SPP delivers wide strategic benefits by reducing the staggering costs of the U.S. going it alone. These partnerships are grounded in common interests and shared values. They develop strong bonds of cooperation, understanding, and trust that enable us to work together effectively to meet the evolving security challenges of this new century.

We look forward to continued expansion of the program and will work closely with the Department of Defense, geographic combatant commands, and the Department of State in addressing future challenges, enhancing capabilities, promoting interoperability, and furthering the progress we have made with our partner nations.





EXECUTIVE OVERVIEW

In the homeland, we forge close partnerships with local, state, and federal agencies to prepare for contingencies and disasters that may strike at home. We also work with individual geo-specific consortiums such as those created for the Cascadia Subduction Zone and the New Madrid Seismic Zone. In our communities, in both their civilian and military roles, our Guardsmen are active with programs and services such as Youth ChalleNGe and Joining Community Forces, and rendering military funeral honors for veterans. These programs provide critical support to families and individuals when they need it the most. For example, Youth ChalleNGe is an alternative program for high-school drop-outs to learn life skills and earn a high school diploma or equivalency. Since the start of the ChalleNGe program in 1993, we had more than 140,000 graduates; better posturing high-school drop-outs to becoming more productive citizens.

The threats we face at home and abroad today are unprecedented in their scope and variety. The recent terror events of Paris and San Bernardino, Calif., the rise of China and its ambitions, the regional challenges posed by a resurgent Russia, cyber intrusions on our homeland, and an exploding migrant and refugee situation that has engulfed the borders of many nations around the world are just some of the issues we see in the headlines on every major newspaper around the world.

These global realities are intertwined with changes in our society that come at extraordinary speed, have undefined borders, and coincide with a modern American public that has higher expectations of its military. We face these realities within a daunting fiscal environment that requires us to balance the need to keep Americans safe against budgetary constraints and increasing national debt.

Within this security backdrop, it is more important than ever to ensure America has a resourced National Guard that can be a critical component of the solution during these uncertain times. The Guard is a cost-effective, scalable, operational force that preserves capability and capacity, rather than forcing the nation to choose between them. Resourcing the operational National Guard leverages the tremendous value the Guard provides America with a force ready to meet our domestic and overseas requirements.

The National Guard is also setting an environmental example within the DoD. Embracing the motto to “make training lands accessible to Soldiers,” the Florida and Minnesota Army Guard environmental



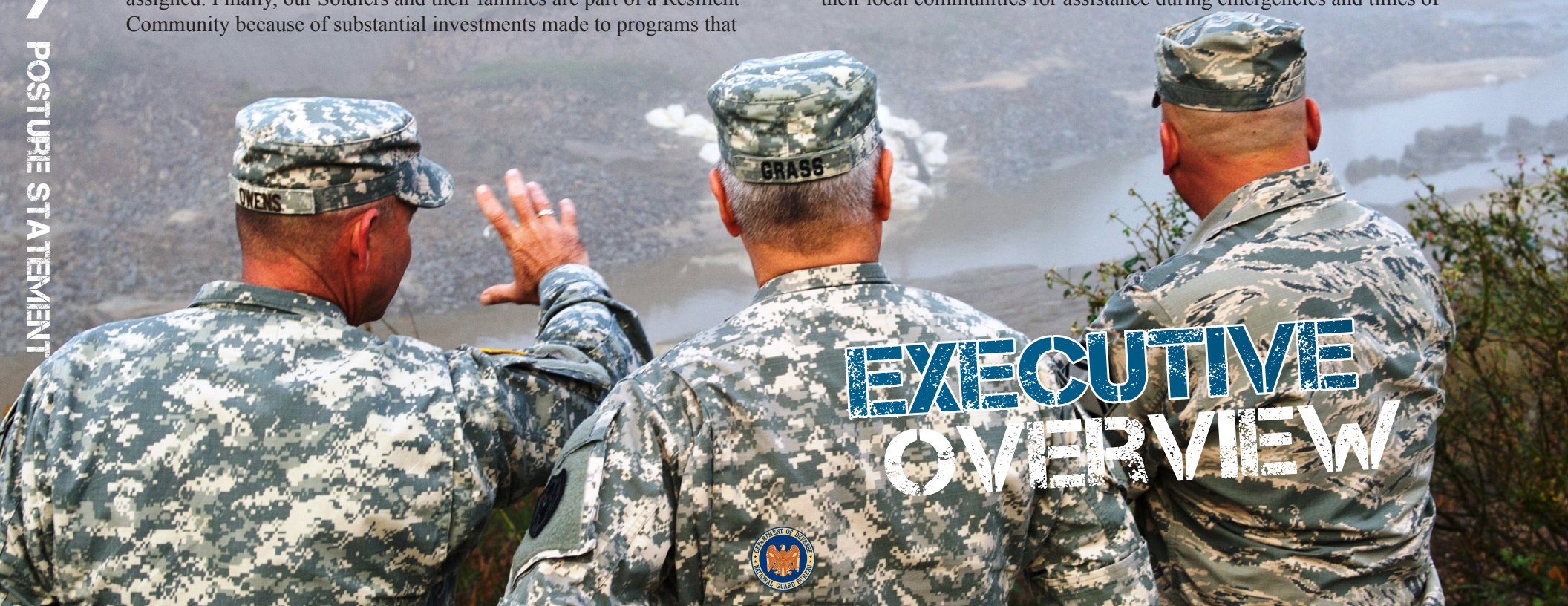
programs earned DoD-level recognition. Florida’s Camp Blanding Joint Training Center was lauded for their natural resources conservation efforts to protect 39 threatened and endangered animal and plant species. The endeavor provided the four military services and state agencies access to the 73,000-acre training installation. Minnesota’s Camp Ripley earned DoD’s highest award for their sustainability initiative to install solar panels, reducing their installation’s energy consumption by 45 percent. Such money-saving efforts help combat the reduction of programmed resources and enable greater readiness.

The Army National Guard and the U.S. Army are making the readiness of the “Total Army” a top priority. The Director of the Army National Guard established four lines of effort designed to enhance that readiness: leader development; ready forces; operational forces; and resilient communities. Leader development seeks to mold competent leaders of character who inspire, plan and execute our dual-mission. Ready Forces is an effort to ensure we continue to recruit and retain quality, deployable Soldiers. As an Operational Force, it’s imperative that our resourcing and policies allow the Army Guard to seamlessly blend with the Army to perform any mission assigned. Finally, our Soldiers and their families are part of a Resilient Community because of substantial investments made to programs that

support their needs and recognize their service. As part of each line of effort, accountability is integral to ensuring our success. Accountability demands ethical decision making, transparent processes, thorough oversight and fiscal responsibility.

We need to ensure our Soldiers are trained to project land power anywhere our nation requires, within appropriate timeframes. Units across all three components of the U.S. Army must remain interoperable. Our military and civilian leaders require and deserve a full range of options to address the threats and instability our nation faces today, both at home and abroad.

The Air National Guard continues to make significant contributions to our national security at home and abroad. Overseas, the Air National Guard provides both operational combat and support capabilities to warfighters that meet our nation’s defense objectives. Guard Airmen supported more than 9,000 deployment requirements to 56 countries and on every continent last year. At home, the Air National Guard secures America’s skies as the primary force supporting the North American Aerospace Defense Command. Simultaneously, Guard Airmen respond daily to requests from their local communities for assistance during emergencies and times of



EXECUTIVE OVERVIEW





EXECUTIVE OVERVIEW

need. The Air Guard will continue to answer our nation's call by adapting to the nation's 21st century security needs.

The National Guard mirrors the communities that it serves and our people are its foundation. We will continue to embrace diversity and inclusion to ensure we tap into our entire reservoir of talent. As the National Guard strives to become a model of fiscal stewardship within the Department of Defense, we must also continue to do more in eliminating abuse, harassment, and discrimination. Suicide prevention will always be a priority and we must do all that we can to ensure we have the proper education, training, and availability of mental health professionals to create resilient soldiers and airmen. We must ensure that we assist returning soldiers and airmen, wounded warriors, and veterans reintegrate into their communities and honor our fallen service members. We will continuously examine our actions and progress through candid and critical assessments from top to bottom. The National Guard greatly appreciates the resources our nation invests in our wide array of effective programs.

It is inspiring to see what the men and women of our National Guard do for our states, territories, and our nation. Our soldiers and airmen continue to show great valor in combat. Our people continue to leave their jobs and families and report to their armories and bases, and bring calm after storms, fires, and floods have devastated communities. And, our Guardsmen strengthen and stabilize regions around the world while we develop meaningful security partnerships.

As we face the challenges of this new century, the National Guard is ready to carry out its missions through the capable men and women who serve. They are part of a proud heritage dating back to 1636 – nearly 400 years of protecting our nation. I am proud to serve with each and every Guardsmen. Their dedication and professionalism is truly remarkable.



Modest investment to maintain an operational force has resulted in added responsiveness, flexibility and readiness.

84 percent of force serves in a traditional part-time status.

More than 87 percent of Army Guard Soldiers are medically fit to deploy.

Operates and manages nearly 43 percent of the Army's manned and unmanned aircraft.

27 brigade combat teams, 8 divisions, 8 combat aviation brigades and 2 special forces groups.



ARMY GUARD SNAPSHOT





More than 90 percent of Guard Airmen are medically fit to deploy.

Flies 36 percent of the Air Force's cargo and air refueling aircraft.

90 wings, 1,083 total aircraft.

AIR GUARD SNAPSHOT



FIGHTING AMERICA'S WARS



Providing ready forces
to the Army and Air
Force who can fight
in an array of complex
environments

Offering capacity
and capability at a
tremendous value for
our nation



FIGHTING AMERICA'S WARS

- Since 9/11, have filled every request for National Guard troops, at home and overseas.
- Nearly half of the force has combat experience.
- Guard Airmen supported 9,006 deployment requirements to 56 countries and on every continent last year.
- More than 8,300 Guard Soldiers supported operations in Afghanistan in FY15.
- Nearly 13,000 Guard Soldiers logged more than 235,300 man-days supporting 87 combatant command training events and annual exercises worldwide in FY15.
- More than 70 Army Guard units honed their combat skills in training exercises at the National Training Center at Fort Irwin, Calif. and other training venues, increasing proficiency and mission readiness by full-scale immersion in sustained, realistic, multi-echelon combat scenarios.
- Guard Soldiers and Airmen have served, or are serving in more than 70 countries around the world, including Iraq, Afghanistan, Estonia, Latvia, Lithuania, and many others.
- Guard members train to the same standards as their active Army and Air Force counterparts.
- The Army National Guard Warrior Training Center at Fort Benning, Ga., trained more than 5,000 Soldiers from all Army components in FY15. Soldiers from the WTC run the Air Assault, Rappel Master and Pre-Ranger Courses as well as provide a variety of other tactical, combat and master fitness training.
- Guard Airmen supported more than 11,400 Air Force requests for overseas deployments in FY15.
- The Air Guard performs 14 percent of the Air Force mission each day and is ready to deploy worldwide within 72 hours.
- The Air Guard operates remotely piloted aircraft around the clock, totaling nearly 85,000 hours annually in support of combat missions worldwide.
- There are approximately 5,700 National Guard special operations forces Soldiers spread across 18 states.
- Army Guard Special Forces Soldiers deployed to 53 countries in FY15. In the Pacific and South America, they will perform approximately 30 percent of the DoD's special operations missions.
- More than 500 Army Guard special operators conducted and supported multiple high-risk operations in multiple regions in FY15, including Afghanistan, Iraq, Africa, and South America.



**FIGHTING
AMERICA'S
WARS**

SECURING THE HOMELAND

Combat
organization and
training enables
unsurpassed
capabilities at
home in times
of large-scale
emergency or
disaster response

2017 NATIONAL GUARD BUREAU



POSTURE STATEMENT

SECURING THE HOMELAND

- Living and working in nearly 2,600 communities, the National Guard is often the face of the military across the nation. It connects the U.S. military to America.
- National Guard forces were called upon 286 times and logged more than 547,100 man-days responding to emergencies in the homeland in FY15.
- National Guard elements responded to 80 natural disaster, wildfire and severe weather homeland events in FY15. Nearly 1,500 Guardsmen were called each day (on average) to respond to homeland emergencies in FY15.
- The Air Guard protects America's skies by providing command and control, fighter and aerial refueling response. They average 1,200 sorties per month and have logged more than 63,500 sorties since 9/11 in support of NORAD.
- The 57 National Guard Weapons of Mass Destruction Civil Support Teams were involved in nearly 3,500 responses (579 exercise, 143 response, 1,108 stand-by and 1,668 assists), providing advice and capability to civilian responders in FY15.
- Nearly 14,000 National Guard Soldiers and Airmen comprise 66 percent of the Defense Department's chemical, biological, radiological, nuclear (CBRN) response capability, to include 17 CBRN Enhanced Response Force Packages and 10 regionally aligned Homeland Response Forces.



**SECURING
THE
HOMELAND**





SECURING THE HOMELAND

SECURING the HOMELAND

- Air Guard C-130 crews, equipped with Modular Airborne Firefighting Systems, flew a total of 88 sorties and dropped more than 246,000 gallons of fire retardant on wildfires in FY15 in support of the National Interagency Fire Center.
- Guardsmen live within and serve in nearly every ZIP code. In a domestic emergency response, the equation is simple: Less time and distance = more lives saved.
- To date, Air Guard search and rescue units in Alaska, California and New York have completed more than 6,000 search and rescue missions, saving more than 3,000 lives, while providing 24 / 7 rescue coverage.
- Air Guard members performed 5,355 man-days of engineer, construction and medical missions as part of Innovative Readiness Training in FY15 providing critical services to underserved American communities while gaining real-world training opportunities that keep them prepared for wartime missions. Nearly 150 Army Guard Soldiers from 3 states also completed 4 different IRT projects.



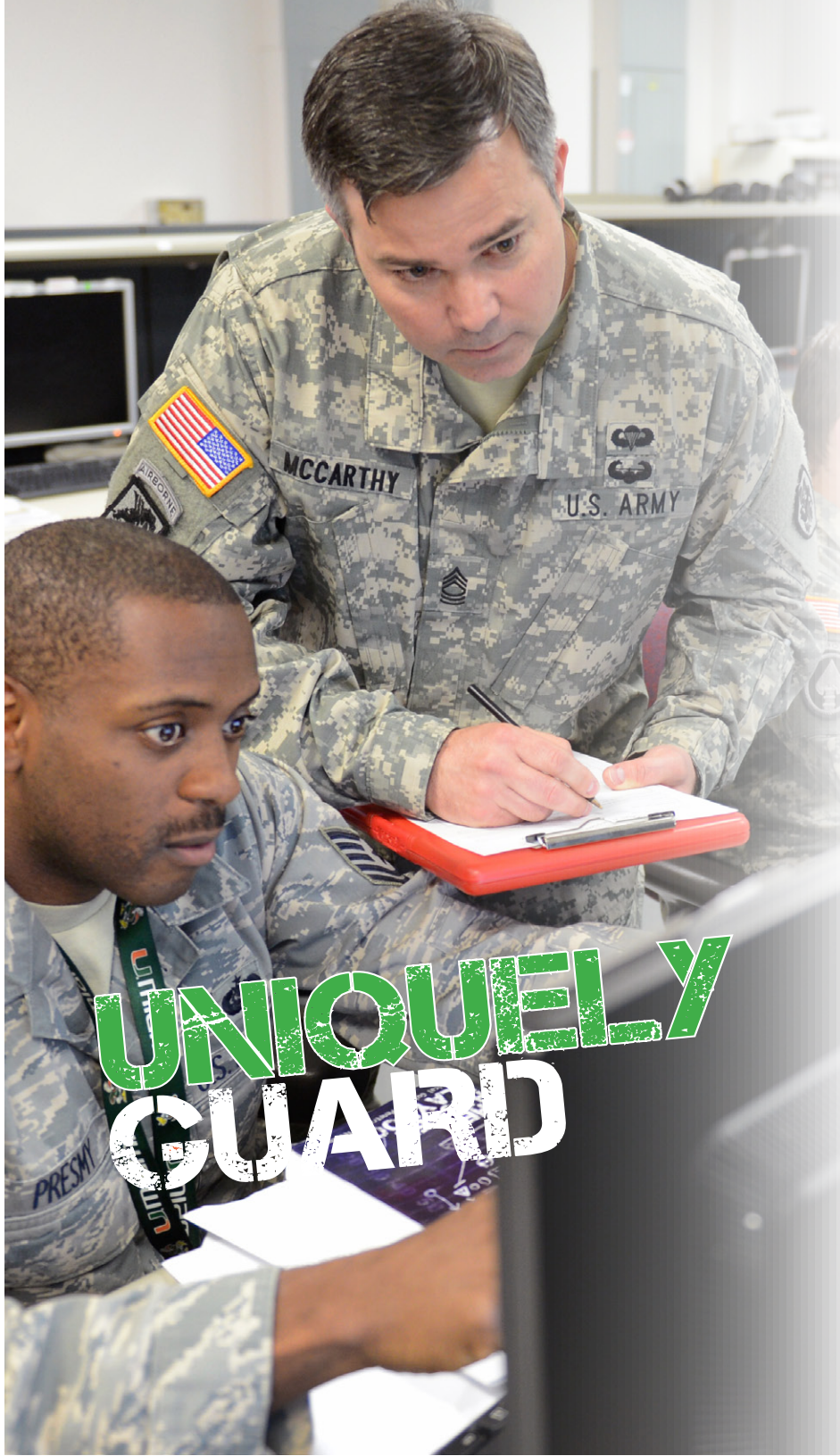
SECURING THE HOMELAND

- Closely tied to both the Department of Defense and the Office of National Drug Control Policy, the National Guard Counterdrug Program (NG CDP) supports the detection, interdiction, disruption, and curtailment of Transnational Criminal Organizations (TCOs) involved in drug trafficking and other national security threats to the homeland.
- Counterdrug state operations personnel assisted law enforcement agencies (LEAs) in taking a total of \$8.4 billion worth of illicit drugs off the street in FY15.
- Acting as force multipliers for LEAs, NG CDP analysts supported more than 24,880 cases nationwide. They contributed to disrupting / dismantling more than 2,866 drug trafficking organizations.
- National Guard Counter Threat Finance analysts helped identify 599 money laundering methods and 902 money laundering targets. LEA investigations included: outlaw motorcycle gangs on the Northern border, TCOs on the Southwest border, financial institutions and front companies with links to narco-terrorism, precursor chemical diversion, drug trafficking, and money laundering.
- Counterdrug Aviators flew 16,420 reconnaissance hours in support of LEAs and assisted with the seizure of more than \$1 billion in illicit drugs, weapons, property, and currency.
- Civil operations specialists supported more than 500 anti-drug community-based organizations (CBOs), state and federal agencies. They used their military skills to help CBOs identify local resources and develop partnerships to help shape strategic community engagements.
- The five National Guard Counterdrug Training Centers hosted 667 iterations of 159 drug interdiction and counterdrug courses to military personnel, law enforcement officers, and CBOs in FY15. The total number of students trained: 61,173 (22,889 in house and 38,284 through distance learning).



COUNTER-DRUG





UNIQUELY GUARD

SECURING THE HOMELAND

- Colorado and Alaska Army Guard Missile Defense Battalions support DoD's mission to defend against incoming inter-continental ballistic missile threats.
- Flying the ski-equipped LC-130 Hercules aircraft, the New York Air National Guard's 109th Airlift Wing provides airlift support to the National Science Foundation in Antarctica and Greenland. The 109th is the only unit in the U.S. military that flies the ski-equipped LC-130.
- Joint Task Force Empire Shield, funded by DHS, employs New York National Guard members, in state active duty status, to augment security forces protecting New York City rail and air hubs.
- The National Guard will activate 13 additional cyber units spread throughout 23 states by the end of fiscal year 2019. Uniquely postured to provide cyber capabilities through its cyber protection teams, network warfare squadrons and cyberspace operations squadrons, the Guard fulfills a critical mission as part the Department of Defense's cyber force.
- The Joint Air Defense Operations Center, supported around-the-clock by Army and Air National Guard personnel, is the heart of a sophisticated defense capability that incorporates jet fighters and air defense artillery units to defend National Capital Region airspace.
- The Army Guard's 117th Space Battalion is the only such battalion in the Army Guard and provides space-based capability through satellite communications, GPS awareness and accuracy, and forecasts on the impacts of space weather on communications capabilities.
- For more than 20 years, National Guard Soldiers and Airmen have supported local law enforcement and U.S. Customs and Border Protection along the Southwest border. Army Guard Soldiers from more than 20 states participated in a variety of support roles in FY15.





BUILDING PARTNERSHIPS

Missions evolve into enduring relationships with strategic impact

Collaborating at the international, state and local levels

BUILDING PARTNERSHIPS

- The State Partnership Program has created enduring, cost-effective partnerships with 76 nations, one-third of the world's countries.
- Fifteen SPP partner countries have co-deployed with their National Guard partner state forces 79 times to Iraq and / or Afghanistan.
- The National Guard is working with combatant commanders and the State Department to increase SPP partnerships, especially within the U.S. Africa Command and U.S. Pacific Command.
- Army and Air Guard Soldiers and Airmen engaged in more than 750 SPP events in 2015.
- Nearly 700 students from 8 allied countries and the Air Force received the latest in mobility air crew, intelligence, and weapons training at the Guard-run Advanced Airlift Tactics Training Center in St. Joseph, Mo. The international partnership program pairs allied and U.S. aircrews and intelligence personnel to teach advanced techniques in planning and employment of mobility aircraft.
- Before disasters strike, National Guard members work closely and train with emergency responders.
- The National Guard's long standing relationships with state and interagency partners helps to expedite response, ultimately saving lives and protecting critical assets.



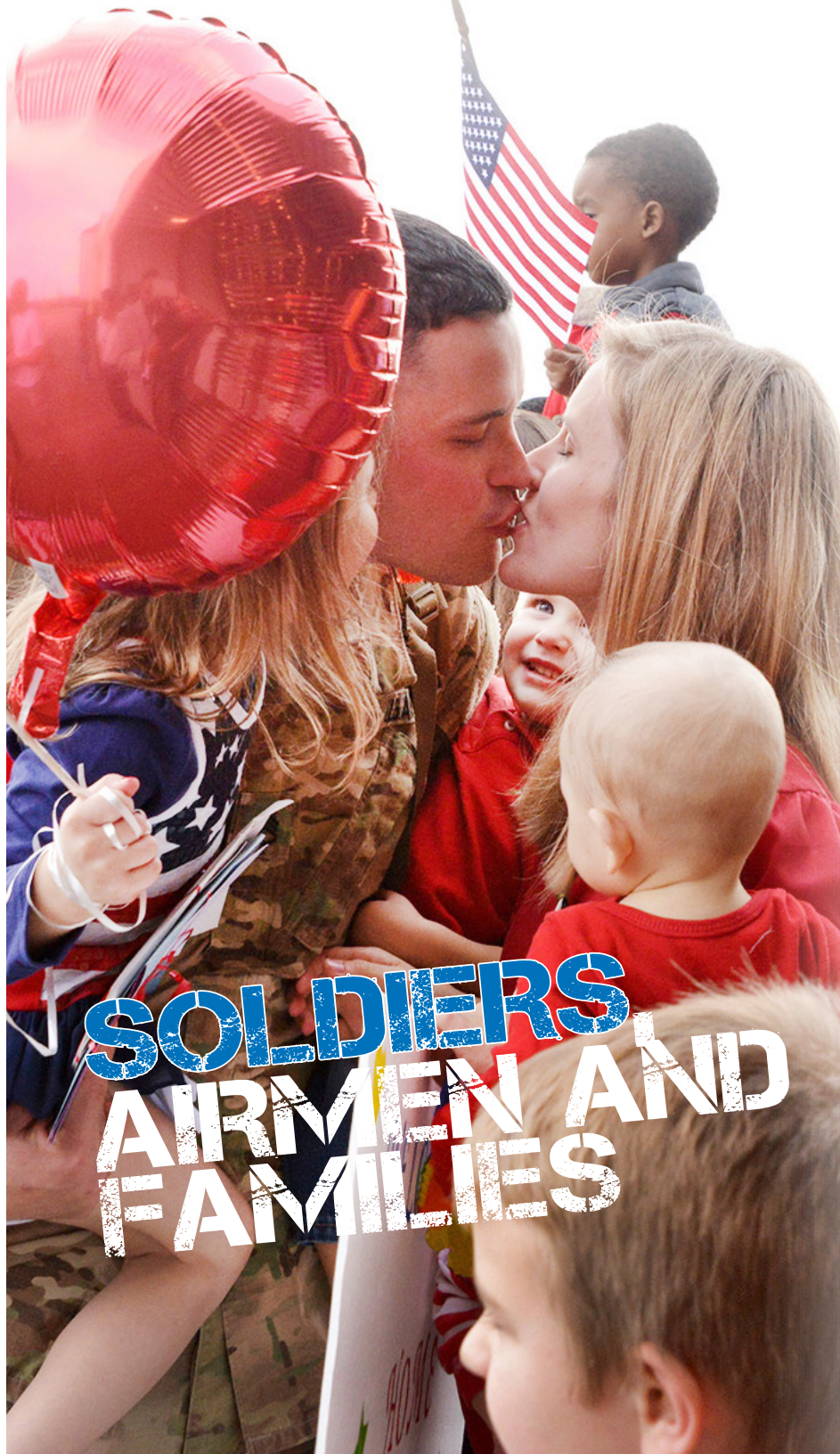
BUILDING PARTNERSHIPS



SOLDIERS **AIRMEN AND** **FAMILIES**

**A competent, capable,
diverse and healthy force**

**Outreach to state, county,
and local communities**

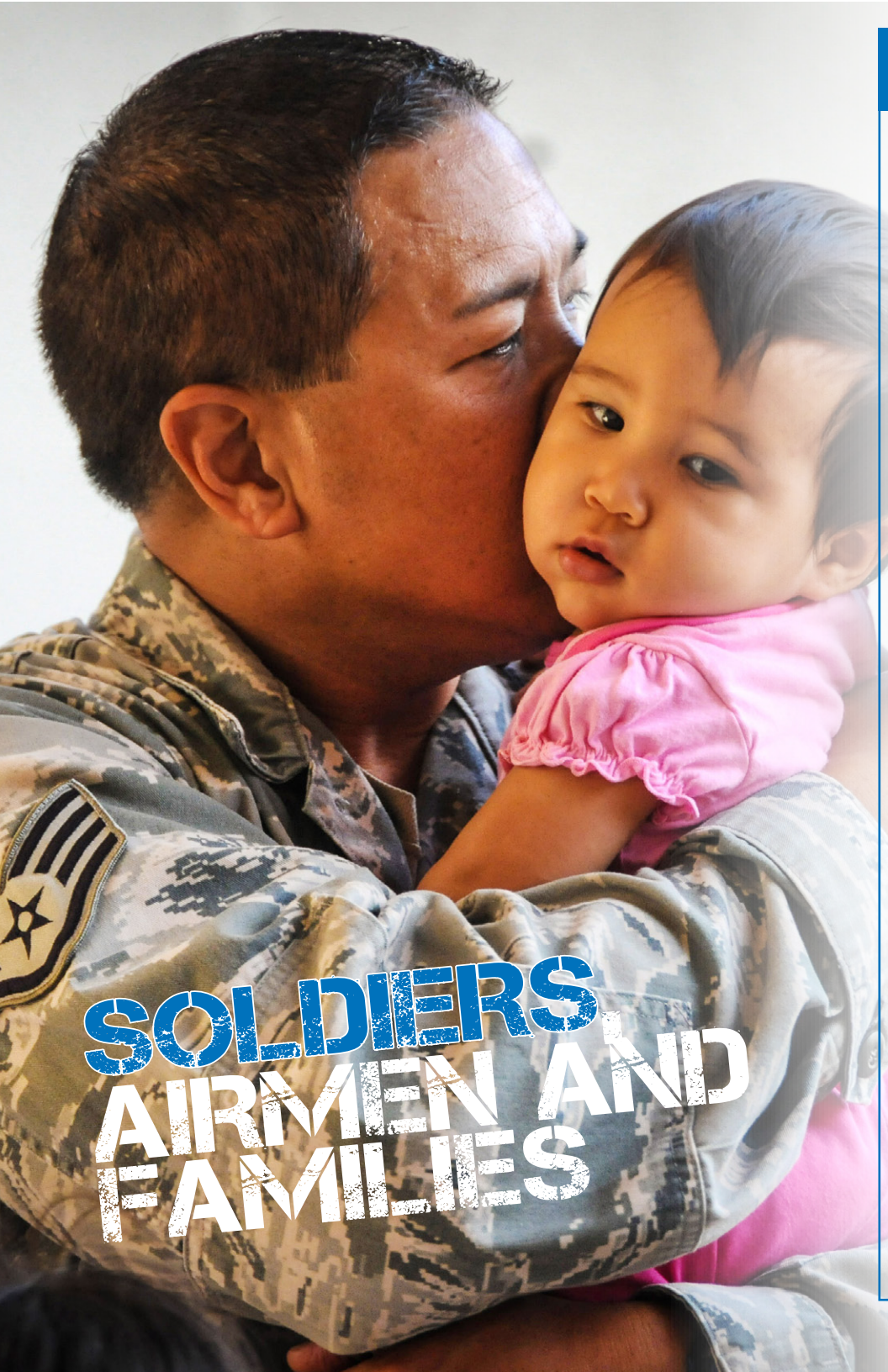


SOLDIERS AIRMEN AND FAMILIES

SOLDIERS, AIRMEN AND FAMILIES

- Through the Joining Community Forces initiative, the National Guard integrates a web of support for more than 1.3 million reserve and active component Service members and their families who live outside the gates of military installations. The initiative links Service members, veterans and their families to federal, state and community-based resources through a network of assistance centers in communities and the National Guard web site: <http://www.joiningcommunityforces.org/spn>
- The National Guard Joint Service Support Portal received 699,390 “hits” in FY15 representing a 31 percent increase from FY14. The portal links Service members, veterans and their families to information and assistance.
- The National Guard’s 54 Family Program offices coordinate support programs for geographically dispersed military members and families. Program directors manage many operations, programs and outreach efforts that make the Guard the touch point for this support framework.
- Family Assistance Centers addressed more than 2.7 million inquired, referral requests and outreach calls at 396 National Guard locations in FY15. The top cases they assisted included communications, finance and community outreach.
- Airmen and Family Readiness Program managers reached close to 1.2 million service members and their families through formal and informal contacts in FY15. This is a 63 percent increase over FY14 contacts.
- The Teen Resilience Curriculum, part of the Comprehensive Soldier and Family Fitness program, was introduced in the National Guard in 19 states in FY15. The curriculum is geared toward National Guard dependents ages 11-18 and focuses on ways to build resilience mechanisms and support structures. More than 1,500 young people took part in the program last fiscal year. Because of the positive response, the curriculum will be fielded throughout all 54 states, territories and the District of Columbia.
- The Army National Guard’s Child and Youth Program conducted more than 1,900 events for 66,000 National Guard youths during FY15 with additional support at many events coming from community partners. More than 8,000 adult and youth volunteers contributed 179,000 hours of administrative, logistical, social media, marketing and hands-on support to programming and outreach efforts.
- The Home Community Care Program is available at 39 Air Guard Wings offering free child care to families during training on drill weekends.





SOLDIERS AIRMEN AND FAMILIES

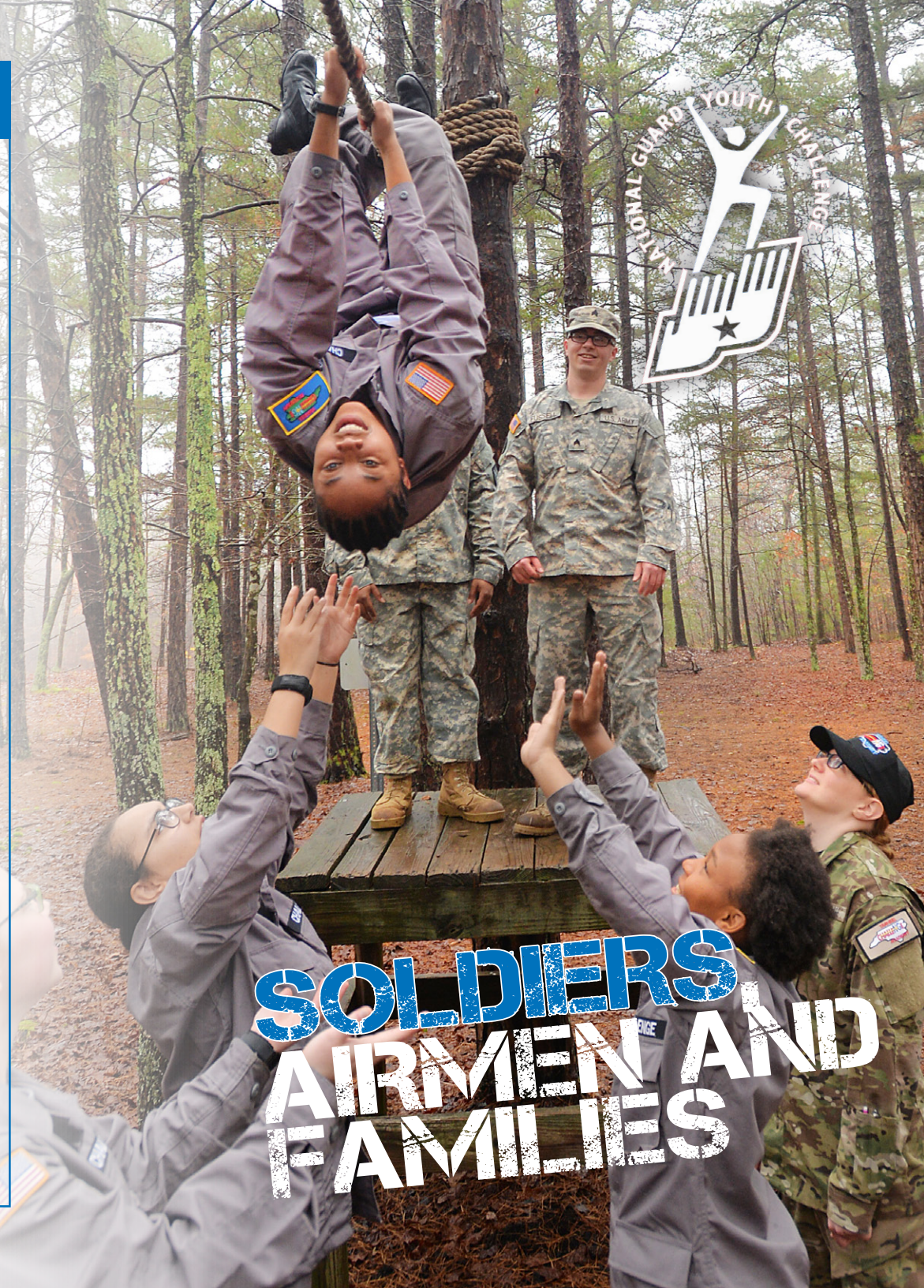
SOLDIERS, AIRMEN AND FAMILIES

- The Yellow Ribbon Reintegration Program conducted 668 events, servicing nearly 66,000 Soldiers, Airmen and family members during FY15.
- The Air Guard Warrior and Survivor Care program works in concert with 25 Air Force Wounded Warrior Program case managers and 43 Air Force recovery care coordinators, providing needs-based assistance for 624 Air Guard wounded, ill and injured and their families.
- Transition Assistance Advisors helped Guard members access benefits with employment, education, training and a variety of other benefits such as Veterans Administration and disabled veteran benefits in FY15. This resulted in more than 70,500 referrals to the VA or other agencies.
- The Army National Guard provided more than \$41.9 million in Federal Tuition Assistance benefits to more than 19,400 Soldiers who enrolled in more than 69,000 courses in FY15.
- The National Guard Bureau's Office of Complex Investigations provides legal and investigative professionals with the appropriate background, training and experience to investigate and assess complex administrative matters and sexual assault.
- The Army National Guard incorporated Department of Labor workshops at demobilization stations to increase statutory compliance. This move increased compliance at the demobilization sites to 100 percent.
- Airman and Family Readiness Program managers provided more than 2,205 counseling sessions and more than 12,926 briefings at various family readiness workshops in FY15. Topics included financial planning, employment opportunities, social support groups and family life programs.
- National Guard deputy surgeon's offices provided case management services for 35,000 active cases in FY15. Case management improves the care, management and transition of recovering service members through proactive interventions across multiple healthcare settings.
- The Army Guard trained 928 master resilience trainers, 287 trainer assistants and resourced two training centers with a 1,296 training seat capacity in FY15.
- The Air Guard received 20 master resilience training allocations from the Air Force in FY15. Currently, the Air Guard has 75 trained master resilience trainers at 58 wings.



SOLDIERS, AIRMEN AND FAMILIES

- Chaplains from the National Guard conducted more than 11,236 worship services for over 142,523 attendees and provided counseling for more than 44,400 Service members in FY15.
- Army Guard chaplains conducted 250 events as part of the Army Guard Strong Bonds program, a program designed to strengthen relationships between Service members and their families, serving 8,832 Service and family members.
- Guard chaplains provided intervention care in 5,887 cases of Service members contemplating suicide in FY15, providing critical care when it was most needed.
- National Guard behavioral health professionals served more than 94,000 Service members through group education and information venues and provided more than 24,120 consultations to senior leaders, medical personnel and family program staff.
- Army Guard Survivor Outreach Service coordinators provided services to 43,000 surviving family members in FY15.
- The Honor Guard teams from the Army National Guard rendered honors at 116,585 Service members' funerals in FY15. Projections are for an increase to 119,000 requests to render burial honors for veteran funerals in FY16.
- More than 140,000 student cadets have graduated from the National Guard's Youth ChalleNGe program since its inception in 1993. The 5-1/2 month in-residence course takes at-risk 16- to 18-year-olds and teaches them the life skills and self-discipline needed to succeed, while earning credits toward high school diplomas or preparing for the GED.
- Nearly 62 percent of all ChalleNGe graduates earn their high school diploma, GED or obtain college credits with 40 percent going on to attend additional college or other schools. Roughly 9 percent enter the military, with the remainder joining the work force.
- The per-student-cost for a ChalleNGe student averages \$17,053 compared to the \$67,000 per-year cost for a youth in juvenile custody.



SOLDIERS AIRMEN AND FAMILIES

FUTURE FOCUS

As we face unprecedented challenges at home and abroad, the National Guard is posturing for an even more challenging tomorrow. As the combat reserve of the Army and Air Force that fights America's wars, secures the homeland and builds enduring partnerships, we are preparing for the future through...

- An operational National Guard that works seamlessly with our active component partners and embraces a culture of innovation in everything we do. The status quo is not good enough!
- Aggressively caring for taxpayer resources and maximizing the readiness effect of every dollar we are entrusted.
- Standing at the forefront of the Force of the Future initiatives that attract and retain our most important asset, our Soldiers and Airmen.
- Ensuring the National Guard reflects the communities we serve through its diversity and inclusion of women in the force.
- Facilitating National Guard integrated planning that maximizes state response capabilities in regional or national catastrophes.
- Partnering with our law enforcement personnel in countering the multi-purpose networks being used by transnational organized crime.
- Being at the forefront of technology in such areas as Intelligence, Surveillance, and Reconnaissance and remotely piloted aircraft.
- Utilizing Guard member's unique talents and authorities to support DoD's Cyber mission.
- Evolving capabilities, such as space operations, that allow us to track and monitor missile attacks.
- Continued emphasis on building global partnerships to increase interoperability and security cooperation.



Our history of nearly four centuries sets a proud standard of service and excellence. We honor our past, but as we look forward, we will do so as a National Guard that is accessible, affordable, diverse, skilled, capable, and – Always Ready, Always There.