

**2019 NATIONAL GUARD BUREAU**

# **POSTURE STATEMENT**

**FOCUSED on READINESS**





FOCUSED

ON

READINESS

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- Building a capable, diverse and healthy force
- Improving outreach to local communities





Combat-tested and seamless with the Army and Air Force, we are witnessing the best National Guard in history ... but many challenges lie ahead



# EXECUTIVE OVERVIEW







**General Joseph L. Lengyel**  
*Chief, National Guard Bureau*

## FOCUSED ON READINESS

**T**oday's National Guard is the most relevant it has ever been. I have lived through the transformation of the Guard from a good, reliable, and competent strategic reserve, to a combat-tested and experienced operational force that works seamlessly with the Army and the Air Force. We are witnessing the best National Guard in our history, but there is more to be done as we face challenging times ahead.

As Chief of the National Guard Bureau, my focus every day is accomplishing our three core missions – fighting America's wars, securing the homeland, and building enduring partnerships. This past year, our Guardsmen and women performed these missions magnificently and I could not be more proud of their commitment and dedication.

As the new National Defense Strategy acknowledges, we live in an increasingly complex global security environment where the character of war is changing. We are no longer safe at home as the current threat environment blurs the lines between domestic and overseas threats, with many of these threats transcending regions and domains of warfare. We must compete globally, across the engagement spectrum. We must build a more modern, lethal, agile and resilient force to respond to these challenges and the increasing volatility of our security environment. Maintaining an operational National Guard, as a part of the joint force, is critical to this end.





## FIGHTING AMERICA'S WARS

Fighting America's wars will always be the primary mission of the National Guard. The National Guard supports the needs of the Nation, the Army, and the Air Force as an operational warfighting force providing strategic depth, designed with a balance of combat and enabling units that largely mirror our active Army and Air Force. As the primary combat reserve of the two services, the Guard is a critical element of the joint force.

The nation needs a Guard that is ready, rapidly scalable and accessible with little or no notice for any contingency to meet any need. When mobilized and deployed, the Guard is interchangeable with its active components, providing the joint force highly trained capacity and capability for the fight. Further, today's National Guard Soldiers and Airmen expect to be deployed and then employed fighting and securing America's national security interests.

Thousands of Guardsmen and women serve around the globe on any given day. Today, we average around 20,000 Soldiers and Airmen mobilized in places such as Afghanistan, Syria, Iraq, the Sinai, Europe, and South America. However, this is well below our level of mobilizations at the height of the wars in Iraq and Afghanistan. I believe we have the capacity to increase the number of mobilized Guard units over the next several years to support combatant commands around the world countering threats wherever they exist. Guard utilization can be maintained indefinitely when mobilizations are recurring, rotational, sustainable, predictable, and resourced.





## SECURING THE HOMELAND

Here in America, the National Guard plays a unique role. Our dual-use nature and robust presence in 2,600 communities in our states, territories, and the District of Columbia, gives our National Guard the ability to quickly and efficiently respond to contingencies. Our experience and capabilities, gained from conducting complex combat operations, are utilized in coordinating a unified response across local, state and federal agencies using the dual-status authorities that permit the Guard to be employed under state or federal command during domestic emergencies.

The homeland is part of the global battle space. In the past, America benefited from its favorable geography with friendly neighbors to the north and south and large oceans to our east and west as natural barriers. Today, we no longer enjoy this safe haven as a result of new technologies and weapons that can reach the heart of America with little or no warning. Additionally, our competitors use cyber in various ways that include information campaigns as a means for influence. We must compete every day to safeguard our way of life.

Proliferation of nuclear, biological, and chemical weapons, and high-yield explosive devices has increased the threat of a weapons of mass destruction (WMD) attack on the United States. Delivery mechanisms for these kinds of weapons have also multiplied, and our adversaries continue to probe for weaknesses in our defense. In any future conflict, space and cyber attacks will be the norm and will have extensive impacts on American civilians and our nation's infrastructure.

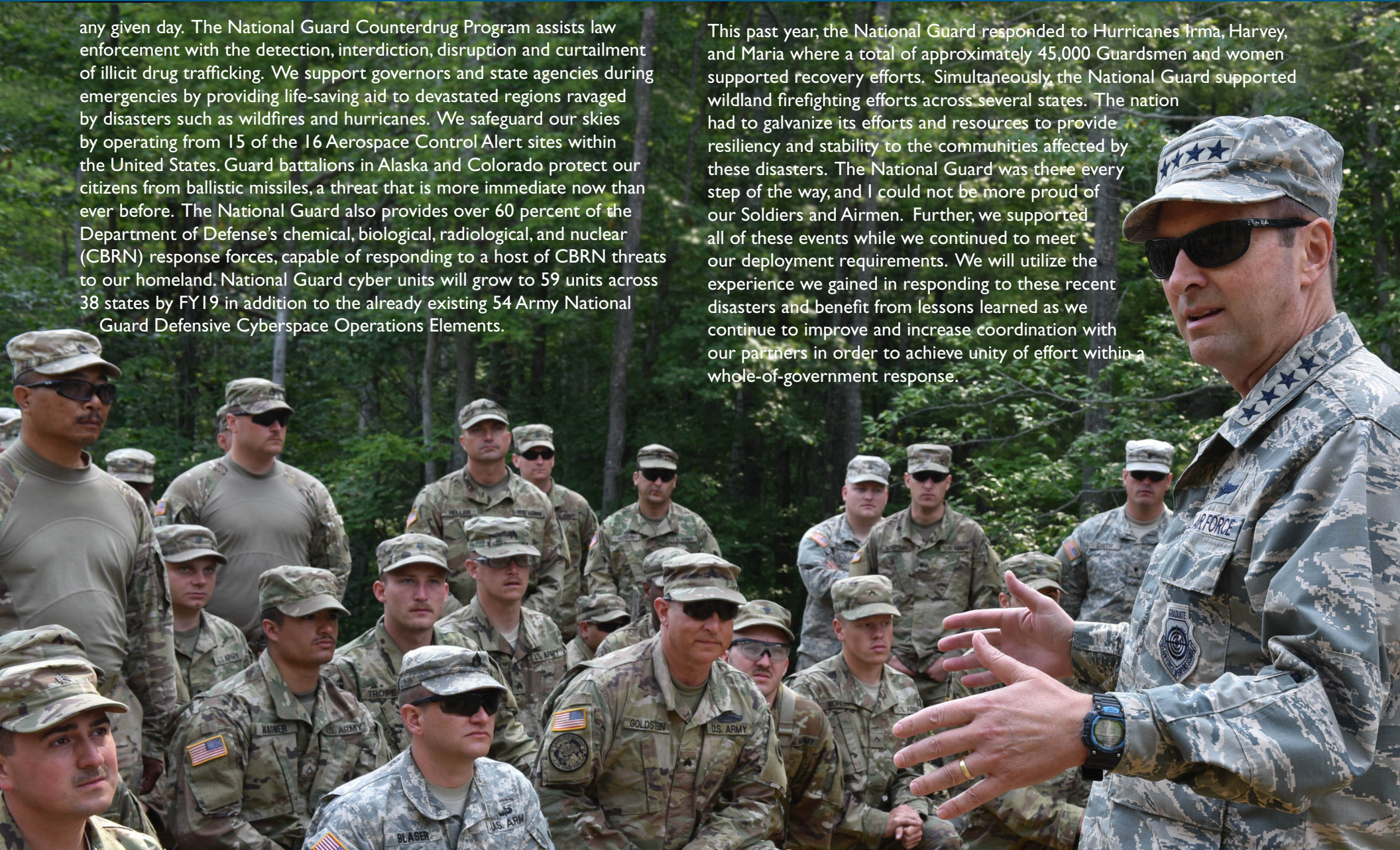
In addition to around 20,000 Guardsmen and women mobilized around the world, on average, about 8,000 Guard Soldiers and Airmen conduct domestic and homeland security/defense operations in the United States on





any given day. The National Guard Counterdrug Program assists law enforcement with the detection, interdiction, disruption and curtailment of illicit drug trafficking. We support governors and state agencies during emergencies by providing life-saving aid to devastated regions ravaged by disasters such as wildfires and hurricanes. We safeguard our skies by operating from 15 of the 16 Aerospace Control Alert sites within the United States. Guard battalions in Alaska and Colorado protect our citizens from ballistic missiles, a threat that is more immediate now than ever before. The National Guard also provides over 60 percent of the Department of Defense's chemical, biological, radiological, and nuclear (CBRN) response forces, capable of responding to a host of CBRN threats to our homeland. National Guard cyber units will grow to 59 units across 38 states by FY19 in addition to the already existing 54 Army National Guard Defensive Cyberspace Operations Elements.

This past year, the National Guard responded to Hurricanes Irma, Harvey, and Maria where a total of approximately 45,000 Guardsmen and women supported recovery efforts. Simultaneously, the National Guard supported wildland firefighting efforts across several states. The nation had to galvanize its efforts and resources to provide resiliency and stability to the communities affected by these disasters. The National Guard was there every step of the way, and I could not be more proud of our Soldiers and Airmen. Further, we supported all of these events while we continued to meet our deployment requirements. We will utilize the experience we gained in responding to these recent disasters and benefit from lessons learned as we continue to improve and increase coordination with our partners in order to achieve unity of effort within a whole-of-government response.





## BUILDING PARTNERSHIPS

In today's security environment, threats are increasingly global and multiregional. As the National Defense Strategy outlines, our alignment with allies and partners provide a durable and asymmetric advantage over our adversaries.

Twenty-five years ago, the National Guard began its State Partnership Program (SPP) to assist the countries of Eastern Europe reform their defense sectors, improve preparedness, and develop leaders. With the recent signing of the Malaysia -Washington State partnership, the SPP has grown to include 79 nations, roughly one-third of the nations in the world, and more

partnerships are planned for the future. We have seen the fruits of these relationships, which are built on trust, the exchange of ideas, and mutual respect. Our partnerships are located in strategic regions around the world and support the transition of many nations from security consumers to global security providers.

The SPP provides a low-cost mechanism that bolsters U.S. security by, with, and through allies and partners. By building these enduring partnerships, we secure partnerships and commitments and help develop new ones.

The National Guard's emphasis on partnerships did not begin with the SPP. Throughout our history, based on our state mission, the National Guard had the responsibility to safeguard our citizens. This naturally led us to build partnerships with state and local agencies and officials. Today, we are part of multiagency integrated playbooks that governors use in planning for and responding





to crises. States can call on us to augment their organic response as we bring what the Department of Defense brings, such as manpower, training, leadership, organization, logistics, and communications to help rebuild communities after a catastrophe. Developing cooperation and long-standing partnerships over time is a core competency of the Guard.

The National Guard is a community-based force with many of our members working and serving where they live. We're integral to the life of our local communities. Whether partnering with local chapters of Youth ChalleNGe and Joining Community Forces, or assisting local responders after a heavy snowstorm, the saying is quite appropriate – when you call out the Guard, you call out America.

## THREE PRIORITIES

This past year saw a confluence of factors shaping our security environment. Near-peer competitors continue to test longstanding international norms and engage in activities that are just short of conflict, yet whose actions provoke, disrupt, and destabilize the global order. Other nations such as North Korea and Iran not only threaten regional territories, but also our citizens here at home as they continue to fund terrorism and develop increasingly sophisticated ballistic missile technology. Catastrophic disasters such as hurricanes and wildfires challenged the limits and capacity of our responders.

In light of these challenges and those that lie ahead, I have laid out three priorities to respond to our current threats and capture my vision for the Guard's future - provide ready forces to the President and our Governors, take care of and develop our people, and innovation.





## PRIORITY #1 - READINESS

The past 17 years of continuous combat experience has instilled focused discipline into our training process. We are part of the Nation's operational force which regularly and routinely contributes to the warfight. Consequently, I believe we have the best relationship in our history with our active components.

In building a more lethal Joint Force as directed by the National Defense Strategy, the National Guard must ensure readiness. Readiness begins with our force structure and the Guard must have a balanced array of combat and enabling forces that largely mirrors the Army and the Air Force. Readiness also includes resourcing the National Guard through appropriate levels of full-time support, modernization and recapitalization of equipment, replacing and upgrading Guard facilities, and recruiting and retaining the best men and women to enhance the readiness of our force. Investment in high-level collective training opportunities, such as Combat Training Center rotations and Red Flag

exercises, builds the readiness of the National Guard, develops leaders, preserves readiness in the active components for contingency operations, and supports critical joint force requirements. Increased combat readiness also enhances our ability to respond quickly and effectively, saving lives and property in the homeland.

The Army maintains readiness as its top priority. The Army National Guard, which comprises nearly 34 percent of the Army's manpower and provides approximately 39 percent of the Army's operational force, continues to provide rotational forces for named operations, enabling active component forces to support contingency plans. In addition, the Army Guard always remains responsive to governors in supporting civil authorities with such disasters as hurricanes, floods, wildfires, and tornadoes – just as we did this past year.



PRIORITY

#1

READINESS





In FY17, the Army National Guard supported 68 exercises worldwide. Additionally in 2017, more than 150 Army Guard units participated in collective training exercises at Combat Training Centers which resulted in increased mission readiness. Beginning in 2018, the Army National Guard Combat Training Center rotations double, from two to four per year, for our Brigade Combat Teams.

At the forefront is maximizing unit readiness in order to reduce post-mobilization timelines. The ARNG recognizes the importance of modern facilities for today's Soldiers and

their equipment. As we continue to invest in developing and improving installations and facilities for optimum training and efficient mobilization, we will develop leaders for the total force and, as always, maintain proper stewardship of our nation's resources.

The Air National Guard continues to utilize its multi-component dual-use capability at home and abroad. We work seamlessly with the Air Force and maintain the same standards of operational readiness and cross-component operational capabilities. Guard Airmen, comprising approximately a quarter of the Air Force's total manpower, supported deployment

requirements in 56 countries in FY17. At home, our Airmen responded to raging wildfires and provided lifesaving support and comfort for victims of Hurricanes Harvey, Irma, and Maria. In addition, the Air Guard continues to protect our skies as the primary force provider for the North American Aerospace Defense Command. The Air National Guard is focused on readiness for today's fight while simultaneously developing 21st Century Guard Airmen and preparing for tomorrow's fight.





## PRIORITY #2 - PEOPLE

Our three core missions cannot be accomplished without our most important weapon system, our citizen warriors, symbolized by the Minuteman. They provide the foundation on which all our capabilities reside.

Our Guardsmen and women have been answering the call since the first militia regiments were organized in Massachusetts in 1636. While the underlying principles of the Minuteman remain constant, ready to defend our communities and our nation, the Minutemen of the 21st century are a premier force that is a key component of the joint force. They are adaptive and innovative, often bringing diverse and new ideas on how to accomplish different missions.

In order to maintain this unique and talented force, we have to ensure the well-being of our Guardsmen and women, including support for our families and employers.

Respect throughout our ranks must be second-nature and we will always strive to be the most diverse force we can be. We will not tolerate acts such as sexual assault, sexual harassment, and any forms of social media that degrade or demoralize unit cohesion and readiness. We must ensure all victims receive our utmost support and care.

With respect to suicides, any Soldier or Airman who takes his or her own life is one too many. We must ensure our service members look out for one another. Every first-line supervisor, battle buddy and wingman should have the requisite training that equips them to look out for fellow Soldiers and Airmen. We are emphasizing mental health and resiliency for our units and leaders as we strive to prevent suicides.

Our families also faithfully commit to our nation, states and communities when a Guard member serves. We must take care of our families by ensuring they are aware of family readiness programs, employment assistance programs, and where to turn to when they need help.

A photograph showing the silhouettes of several soldiers in full combat gear, including helmets and backpacks, standing in a line on a paved surface. They are positioned against a bright, overcast sky, creating a high-contrast silhouette effect. The soldiers are facing right, and their forms are clearly defined against the light background.

PRIORITY

#2

PEOPLE





Although the increased demand that is placed on the National Guard will add stress to the Guard's part-time force and our business model, we will continue to adapt. Guard Soldiers and Airmen offer employers a culture of selfless service, an immeasurable benefit brought to the job through their military training, experience and leadership. At the same time, the National Guard benefits from the civilian skills our men and women bring from their employers. To protect this business model, we must do our best to provide as much predictability as possible as we train our forces to answer our nation's call. We owe this measure to our dedicated service members, their families, and our employers.

## PRIORITY #3 - INNOVATION

Innovation is inherently in the DNA of the National Guard. National Guardsmen and women bring unique solutions to different problem sets using their dual-life military and civilian experiences. For example, many of the scientists, engineers, and technology experts we see in the private sector, are also members of the National Guard.

I have created the National Guard Innovation Team which gives me a direct conduit to Soldiers and Airmen of all ranks who can lend their diverse expertise in tackling some of the most challenging issues we face as an organization. However, every Guard Soldier and Airmen should be empowered to be innovative. We all need to work together to find solutions for issues that can have wide implications for the Guard such as more effective organization, recruiting, communications, and employing social media more effectively. Looking at the spectrum of threats at home and across the world, we need innovative minds more than ever.

We need to harness the intellectual capital resident in the Guard. By developing imaginative solutions and inspiring our culture to be more willing to evolve and change, we will become a stronger, more efficient and effective National Guard.

I am proud to represent the 450,000 Soldiers and Airmen who serve in the National Guard. We are an organization steeped in history and tradition. However, I believe the best is yet to come. *Always Ready, Always There!*





# ARMY GUARD SNAPSHOT

343,000 Soldiers, 8 division headquarters, 27 brigade combat teams, 55 functional support brigades, 42 multifunctional brigades, 8 combat aviation brigades and 2 Special Forces groups

Provides the Army 39% of its operational forces

Operates and manages nearly 42% of the Army's manned and unmanned aircraft



Army National  
Guard



39% of the Army's  
operational forces.





**AIR  
GUARD  
SNAPSHOT**

**106,600  
AIRMEN ACROSS  
90 WINGS**

**Manpower contribution to  
USAF's 5 core missions:**

- 31% of Space and Cyber
- 29% of Intelligence, Surveillance and Reconnaissance
- 26% of Command and Control
- 23% of Rapid Global Mobility
- 12% of Global Strike

**1,111 Air Guard Aircraft**

- Provides 36% of Air Force's Tanker capability
- Provides 34% of Air Force's Fighter / Attack capability
- Provides 30% of Air Force's Airlift capability
- Maintains 39% of Air Force's combat-coded fighter squadrons
- Operates 15 of 16 Aerospace Control Alert sites
- Provides 20% of Air Force's MQ-1 Predator and MQ-9 Reaper unmanned aerial capability







# FIGHTING AMERICA'S WARS

Providing ready  
forces to the  
Army and Air  
Force capable of  
fighting in complex  
environments





- The National Guard has supported more than 850,000 overseas deployments to Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, the Sinai, and other locations since 9/11.
- Around 20,000 Guard Soldiers and Airmen mobilized on any given day in support of Combatant Commanders in FY17, from the valleys of Afghanistan, to the skies over Syria, to forging partnerships in Europe and South America.
- The Army Guard is launching a dental campaign in 2018 that could propel overall medical readiness levels to over 90 percent, the highest in the entire U.S. Armed Forces.
- More than 2,800 Guard Airmen from 48 units served in nine different locations while filling 46% of the Total Force's civil engineer needs overseas last year.
- The Air Guard is providing 25% of the Total Force's Distributed Common Ground System (a system that produces military intelligence for multiple military branches) capacity in direct support of intelligence, surveillance and reconnaissance missions.
- The New York Air Guard's 174th Attack Wing recently logged 400,000 hours of combat flying with the MQ-9 Reaper.
- More than 150 Army Guard units increased their readiness by honing their combat skills conducting exercises and Combat Training Center rotations in FY17. Four Army Guard combat brigades will participate in CTC rotations in FY18, doubling previous year's training opportunities.
- To remain combat-ready, nearly 14,500 Guard Soldiers logged 295,767 man-days supporting 68 annual exercises worldwide in FY17.
- Guard Soldiers and Airmen served on every continent and in every Combatant Command in more than 70 countries last year.
- Pennsylvania's 28th Infantry Division assumed control of Operation Spartan Shield in the Middle East from the Kansas 35th Infantry Division in early 2018, becoming the third consecutive Army Guard unit to lead this mission.
- Tennessee's 278th Armored Cavalry Regiment will deploy to Poland this year to provide an "enhanced forward presence."
- There are approximately 5,700 Army National Guard Special Operations Forces Soldiers spread across 18 states. Army Guard Special Forces Soldiers deployed to 42 countries in support of overseas operations in FY17. Additionally, the Guard's 19th and 20th Special Forces Groups conducted 17 joint training events with partner nations. More than 40% of Army Guard special operators in tactical units also deployed in FY17.



## FORCE MULTIPLIERS

5,700 Army Guard Special Forces Soldiers across 18 states





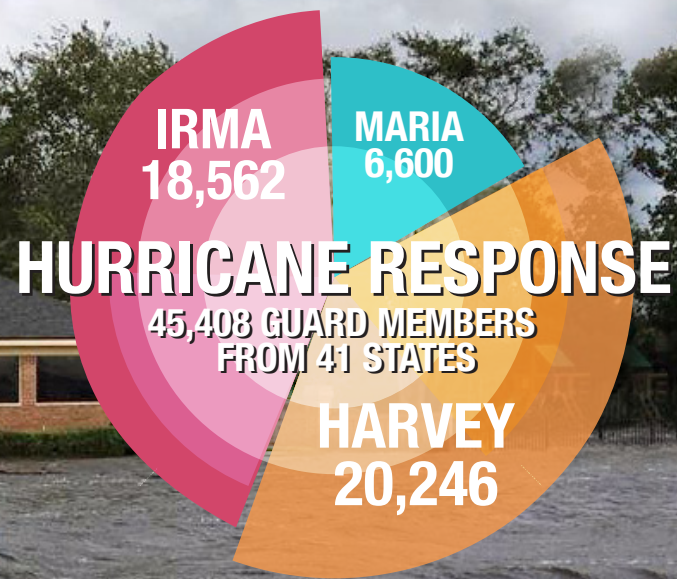


# SECURING THE HOMELAND

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







- National Guard forces were called upon 255 times and logged more than 1.8 million man-days responding to homeland emergencies in FY17.
- The National Guard responded to 86 natural disasters in FY17, including 10 hurricanes or tropical storms, 15 floods, 8 winter storms, 40 fires and 8 severe weather events in the U.S.
- Air Guard crews flew 2,343 sorties, moved 1,646 passengers to safety, and transported over 15,000 tons of cargo in support of hurricane relief efforts.
- Twenty-four states and more than 40,000 Guard members responded to states affected by hurricanes through Emergency Management Assistance Compacts.

- During states emergencies, the National Guard is the first military responder supporting civil authorities in a state duty status, helping to facilitate a unified and rapid response.
- To allow effective communication between local, state and federal emergency agencies, National Guard Joint Incident Site Communications Capability teams set-up and operated a “self-contained communications package” at the Super Bowl and numerous other major events and exercises last year.
- Air Guard personnel protect the airspace over America by controlling 15 of the 16 Aerospace Control Alert sites and the Eastern and Western air defense sectors.

- The 57 National Guard Weapons of Mass Destruction Civil Support Teams executed 2,593 missions that ranged from no-notice call-outs due to unidentified substances, to preplanned support for national security events, to providing training support to our local and state partners in FY17.
- 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.







- Equipped with Modular Airborne Firefighting Systems, Air Guard C-130 crews flew 293 sorties and dropped more than 7.3 million gallons of water and fire retardant on wildfires in FY17. Guard soldiers also worked 43,579 man-days fighting wildfires.
- Air Guard members performed 20,580 man-days of engineer, construction and medical missions as part of Innovative Readiness Training in FY17 providing critical services to underserved American communities while gaining real-world experience that prepares them for wartime missions. More than 260 Army Guard Soldiers from 5 states completed 9 different IRT projects in FY17.
- Guard members live within and serve in nearly every ZIP code. In a domestic emergency response, the equation is simple: Less time and distance equals more lives saved.

**DROPPED**

**7.3  
MILLION**

**GALLONS WATER/RETARDANT**





- National Guard Counterdrug Program (CDP) Soldiers and Airmen helped law enforcement agencies take nearly \$11.2 billion of illicit drugs off the streets in FY17.
- National Guard analysts supported 56,179 cases nationwide and contributed to the disruption or dismantlement of 4,576 drug trafficking groups. Their efforts helped prevent over 3.3 million pounds of illicit drugs from reaching American communities.
- Counterdrug analysts also assisted law enforcement to identify corrupt foreign officials and businessmen involved in transnational crime who were ultimately extradited and prosecuted with the help of Guard analyst expertise.
- National Guard aviation crews flew more than 15,550 hours assisting law enforcement in conducting operations to detect, disrupt, interdict, and curtail drug-trafficking and associated criminal activities. Their efforts contributed to the seizure of more than \$1.6 billion in illicit drugs, weapons, property and currency.
- The five National Guard Counterdrug Training Centers trained over 41,400 law enforcement officers, community-based organization members, and military personnel in FY17. Last year alone, 1,025 drug interdiction and counterdrug courses were taught covering analysis, criminal network investigations, anti-money laundering investigations, and advanced interdiction techniques.



**Helped Take \$11.2 Billion of  
Illicit Drugs off the Streets**





# UNIQUELY GUARD

**30 YEARS**  
SUPPORTING ANTARCTICA MISSION



- Since 9/11, nearly 800 full-time New York National Guard members have been augmenting security forces to protect all major New York City transit hubs as part of Joint Task Force Empire Shield.
- Colorado, California and Alaska Army Guard Missile Defense units support DoD's mission to defend against incoming inter-continental ballistic missile threats.
- Army and Air National Guard cyber forces are projected to grow to 59 units in 38 states by FY19. These units are trained to joint standards established by U.S. Cyber Command. Additionally, the Army Guard has 54

Defensive Cyberspace Operations Elements in each of the 50 states, three territories and the District of Columbia to provide the first line of defense for our military networks.

- Flying the DoD's only 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. They recently celebrated their 30th year supporting the mission.
- 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 fighter aircraft and air defense artillery units that defend the National Capital Region's airspace.





Forging productive, enduring relationships  
that strengthen global security



# **BUILDING PARTNERSHIPS**





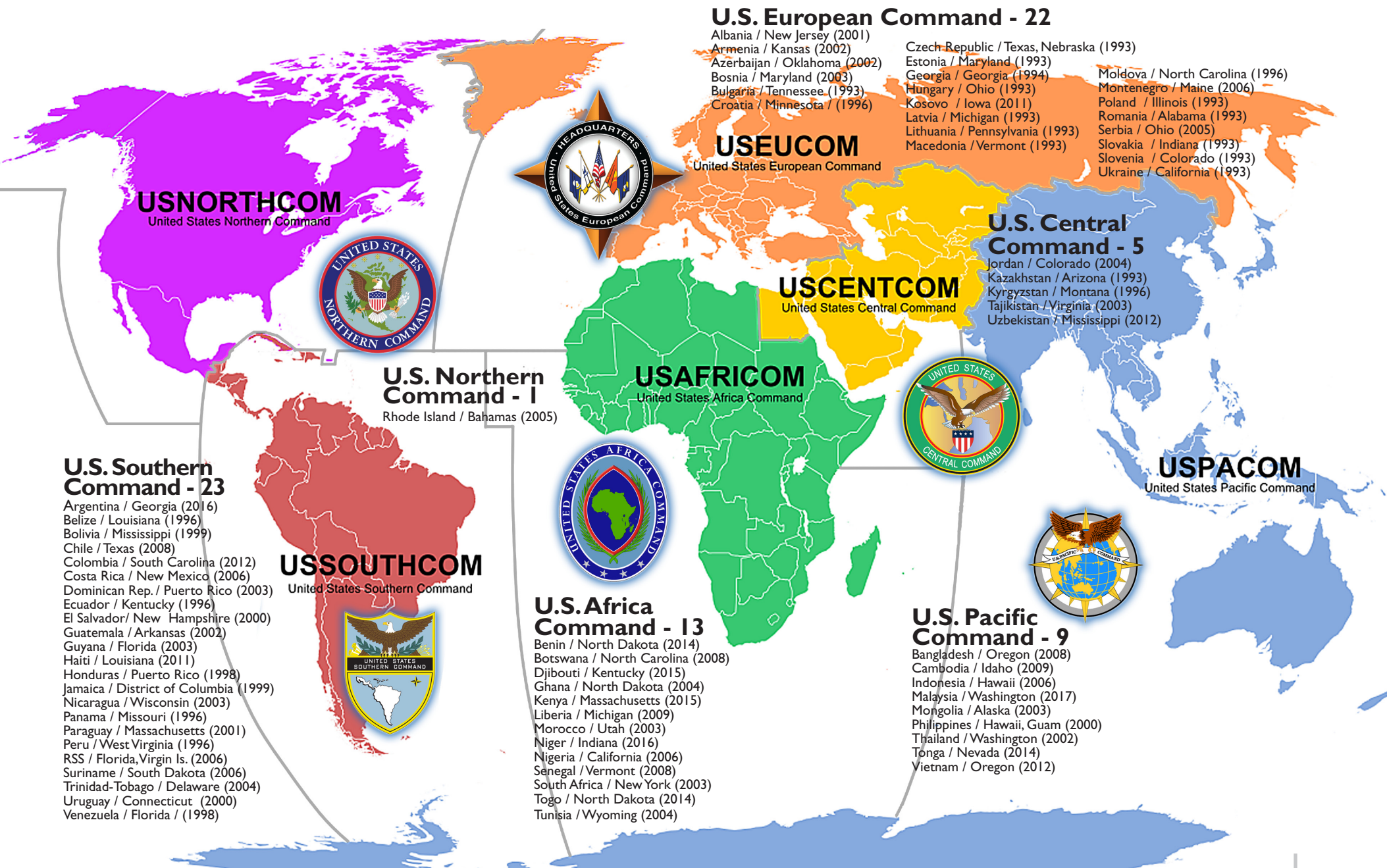


## The National Guard builds productive partnerships at home and around the globe

- By training with state emergency managers, FEMA and others, the National Guard and its numerous partners ensure a unified, rapid response.
- The State Partnership Program (SPP) celebrates its 25th anniversary in spring 2018. It began with three Baltic nation partnerships in 1993. Today, Guard states are partnered with 79 nations.
- SPP creates enduring security cooperation relationships with our partners and allies, fulfills goals and objectives of the Combatant Commands, and enhances global security.
- National Guard Soldiers and Airmen conducted 1,073 security cooperation activities with 73 foreign nation partners worldwide in support of six Combatant Commands in FY17.
- At any given time, as many as 48 SPP partner nations provide more than 35,000 personnel to United Nations peacekeeping operations worldwide.
- Thirteen SPP partner-nations have become NATO members since joining SPP.
- Twenty-eight SPP partners have contributed forces to combat missions in Afghanistan and Iraq since 2003.







## USNORTHCOM

United States Northern Command



## U.S. European Command - 22

Albania / New Jersey (2001)  
 Armenia / Kansas (2002)  
 Azerbaijan / Oklahoma (2002)  
 Bosnia / Maryland (2003)  
 Bulgaria / Tennessee (1993)  
 Croatia / Minnesota / (1996)

Czech Republic / Texas, Nebraska (1993)  
 Estonia / Maryland (1993)  
 Georgia / Georgia (1994)  
 Hungary / Ohio (1993)  
 Kosovo / Iowa (2011)  
 Latvia / Michigan (1993)  
 Lithuania / Pennsylvania (1993)  
 Macedonia / Vermont (1993)

Moldova / North Carolina (1996)  
 Montenegro / Maine (2006)  
 Poland / Illinois (1993)  
 Romania / Alabama (1993)  
 Serbia / Ohio (2005)  
 Slovakia / Indiana (1993)  
 Slovenia / Colorado (1993)  
 Ukraine / California (1993)

## USEUCOM

United States European Command



## U.S. Central Command - 5

Jordan / Colorado (2004)  
 Kazakhstan / Arizona (1993)  
 Kyrgyzstan / Montana (1996)  
 Tajikistan / Virginia (2003)  
 Uzbekistan / Mississippi (2012)

## USCENTCOM

United States Central Command



## U.S. Northern Command - 1

Rhode Island / Bahamas (2005)

## USAFRICOM

United States Africa Command



## USPACOM

United States Pacific Command



## U.S. Southern Command - 23

Argentina / Georgia (2016)  
 Belize / Louisiana (1996)  
 Bolivia / Mississippi (1999)  
 Chile / Texas (2008)  
 Colombia / South Carolina (2012)  
 Costa Rica / New Mexico (2006)  
 Dominican Rep. / Puerto Rico (2003)  
 Ecuador / Kentucky (1996)  
 El Salvador / New Hampshire (2000)  
 Guatemala / Arkansas (2002)  
 Guyana / Florida (2003)  
 Haiti / Louisiana (2011)  
 Honduras / Puerto Rico (1998)  
 Jamaica / District of Columbia (1999)  
 Nicaragua / Wisconsin (2003)  
 Panama / Missouri (1996)  
 Paraguay / Massachusetts (2001)  
 Peru / West Virginia (1996)  
 RSS / Florida, Virgin Is. (2006)  
 Suriname / South Dakota (2006)  
 Trinidad-Tobago / Delaware (2004)  
 Uruguay / Connecticut (2000)  
 Venezuela / Florida / (1998)

## USSOUTHCOM

United States Southern Command



## U.S. Africa Command - 13

Benin / North Dakota (2014)  
 Botswana / North Carolina (2008)  
 Djibouti / Kentucky (2015)  
 Ghana / North Dakota (2004)  
 Kenya / Massachusetts (2015)  
 Liberia / Michigan (2009)  
 Morocco / Utah (2003)  
 Niger / Indiana (2016)  
 Nigeria / California (2006)  
 Senegal / Vermont (2008)  
 South Africa / New York (2003)  
 Togo / North Dakota (2014)  
 Tunisia / Wyoming (2004)

## U.S. Pacific Command - 9

Bangladesh / Oregon (2008)  
 Cambodia / Idaho (2009)  
 Indonesia / Hawaii (2006)  
 Malaysia / Washington (2017)  
 Mongolia / Alaska (2003)  
 Philippines / Hawaii, Guam (2000)  
 Thailand / Washington (2002)  
 Tonga / Nevada (2014)  
 Vietnam / Oregon (2012)





Building a  
competent,  
capable,  
diverse, and  
healthy force

# SOLDIERS, AIRMEN AND FAMILIES





- The National Guard Joint Service Support portal was accessed more than 1.2 million times in FY17, a nearly 50% increase over last year. The JSS also added 4 new initiatives to their web portal in FY17:
  - Army Strong Bonds;
  - Employer Support of the Guard and Reserve;
  - Civilian Employer Information;
  - Employment Support Program.
- The Army National Guard Family Assistance Centers addressed more than 1.3 million resource and referral inquiries and outreach calls in FY17 at 396 geographically dispersed National Guard armories and Reserve centers. The services most used were finance, ID Cards / DEERS, and community outreach.
- Air National Guard Airmen and Family Readiness Program Managers reached nearly 212,000 service members and their families in FY17 by assisting Airmen and families with adapting to the challenges associated with military life.
- The Army Guard's Exceptional Family Member Program, working in concert with other military and civilian agencies, is providing community support, housing, medical, educational, and personnel services to Army Guard families with special needs. A newly expanded version of the EFMP allowed 400 Army Guard Soldiers, on active duty for at least 30 consecutive days and eligible for TRICARE benefits, to pre-enroll in FY17.
- The Teen Resilience curriculum conducted 172 events involving 2,600 youths in 53 states and territories in FY17 as part of the Army's Comprehensive Soldier and Family Fitness program. Geared toward National Guard dependents ages 11-18, the curriculum focuses on ways to build resilience and support structures.
- Army National Guard Child and Youth Services conducted nearly 3,500 events for nearly 45,300 Army Guard family members ages 6-18 in an effort to promote resilience and sustain the quality of life through high-quality support services and enrichment programs.
- The Air Guard Home Community Care Program is available at 77 Air Guard Wings with over 160 providers offering free child care to Guard members training on drill weekends.
- The Army National Guard Yellow Ribbon Reintegration Program conducted 306 events and helped nearly 39,800 Soldiers and their families connect with local community support services before, during, and after deployments in FY17. The Air National Guard program conducted 247 events across 90 Wings, providing service to 18,550 Airmen and their families.
- The Air Guard's Warrior and Survivor Care program provided needs-based assistance for 900 Air Guard wounded, ill and injured and their families. An average of 11 new Air Guard members enroll in the program each month.
- Transition Assistance Advisors impacted the lives of nearly 200,000 Service Members and veterans in FY17 by providing support, advocacy and information. Advisors are located at each National Guard Joint Forces Headquarters to provide resource and referral information for such issues as education, employment, VA healthcare enrollment, and disability claims.
  - The NGB Employment Support Program reached 132,000 Guard members regarding job opportunities and provided assistance to 49,000 Guard members, their families, veterans and other reserve component members. The effort resulted in over 5,000 job referrals and nearly 2,000 hires. Each state has a program support specialist.
  - The Army Guard provided \$32.3 million in Federal Tuition Assistance benefits to more than 14,500 Soldiers enrolled in more than 54,000 courses in FY17.
- Air Guard Airmen and Family Readiness Program managers conducted 1,784 briefings and provided more than 14,800 counseling sessions at various family readiness workshops in FY17. Topics included financial readiness, transition, employment opportunities, social support groups and family life programs.
- Army Guard Family Readiness Support assistants supported close to 3,600 Family Readiness Groups and provided orientations for volunteers. More than 10,600 registered volunteers worked 111,000 hours in support of Army Guard families.



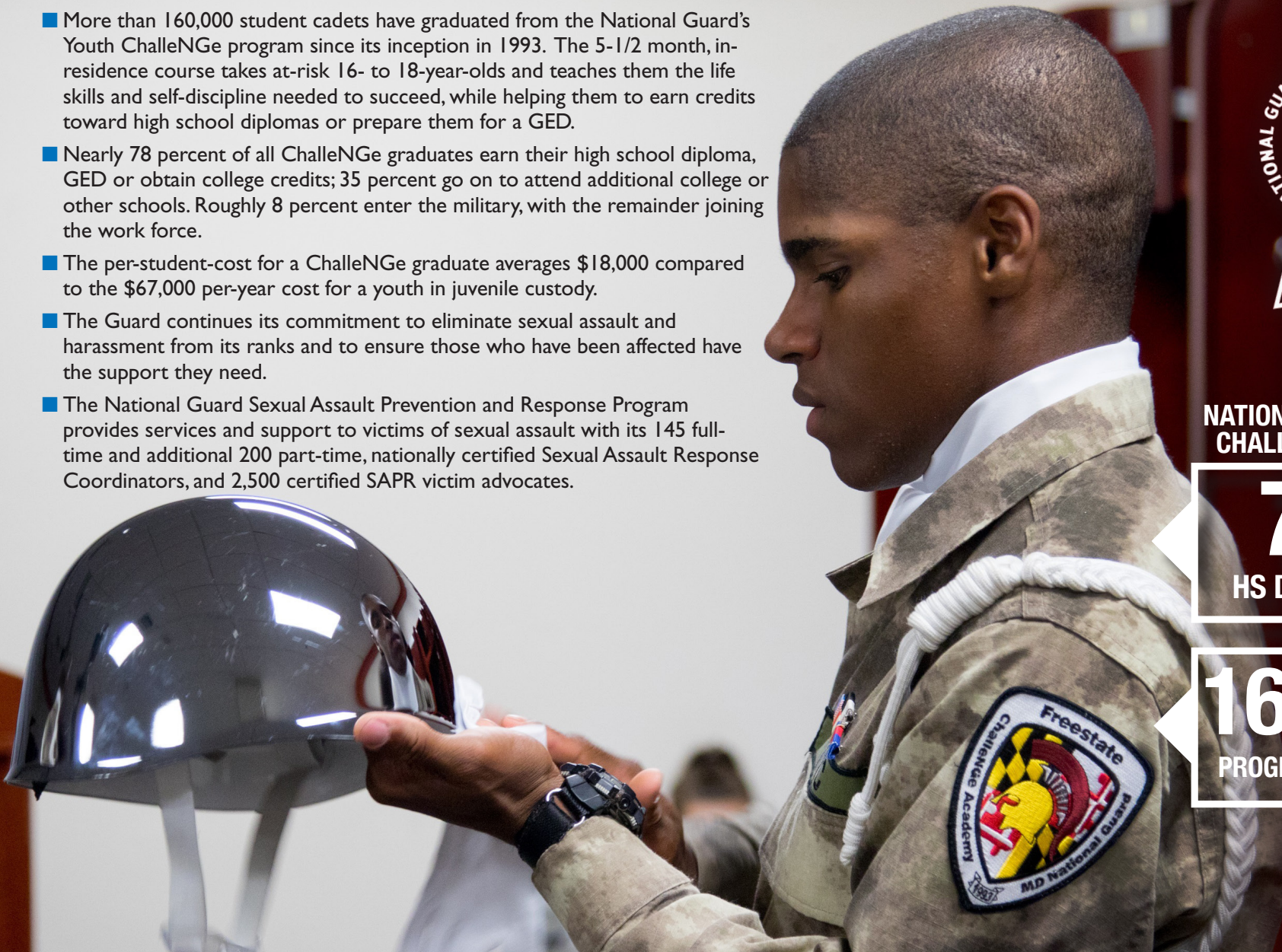


- The Army Guard trained 912 Master Resilience Trainers last year bringing their total to nearly 7,000. The program also conducted 10 executive-level resilience courses in 8 states to inform senior leaders of the benefits of the program. The Air Guard added 17 MRTs to their ranks in FY17.
- Army Guard Unit Ministry Teams performed over 8,500 religious services for 97,138 Guard Soldiers last year. Chaplains also successfully intervened in 1,474 instances involving Soldiers contemplating suicide. In addition, they visited 1,967 personnel in hospitals and conducted 347 weddings. Army Guard chaplains also conducted over 1,017 military funerals and 590 military memorial services.
- The Air Guard's Strong Bonds Program conducted 276 events that taught 6,513 participants how to build relationships that assist their units in remaining spiritually healthy and mission-focused.
- National Guard behavioral health professionals assisted more than 147,000 service members through group psycho-education and informational briefings. Psychological health professionals provided more than 40,000 consultations to senior leaders, medical personnel and family program staff and command teams in FY17. All Army Guard behavioral health professionals work collaboratively with community partners to establish a holistic system of care for all.
- Army Guard Survivor Outreach Service coordinators assisted 46,644 surviving family members in FY17, an increase of over 1,800 family members over last fiscal year.
- The Army Guard's Military Funeral Honors team rendered honors at 116,500 Service member funerals in FY17. The funeral honors team is projected to conduct over 110,000 requests to render burial honors for veterans and retirees in FY18.





- More than 160,000 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 helping them to earn credits toward high school diplomas or prepare them for a GED.
- Nearly 78 percent of all ChalleNGe graduates earn their high school diploma, GED or obtain college credits; 35 percent go on to attend additional college or other schools. Roughly 8 percent enter the military, with the remainder joining the work force.
- The per-student-cost for a ChalleNGe graduate averages \$18,000 compared to the \$67,000 per-year cost for a youth in juvenile custody.
- The Guard continues its commitment to eliminate sexual assault and harassment from its ranks and to ensure those who have been affected have the support they need.
- The National Guard Sexual Assault Prevention and Response Program provides services and support to victims of sexual assault with its 145 full-time and additional 200 part-time, nationally certified Sexual Assault Response Coordinators, and 2,500 certified SAPR victim advocates.



**NATIONAL GUARD YOUTH CHALLENGE PROGRAM**

**78%**  
HS DIPLOMA / GED

**160,000**  
PROGRAM GRADUATES







# **FOCUSED ON READINESS**

- The Nation's Combat Reserve
- Integral to the Total Force
- Engaged and Accessible
- Connected with America
- Tremendous Value for America