



2021 NATIONAL GUARD BUREAU

POSTURE STATEMENT

FORCE FOR THE FUTURE



3 CNOB EXECUTIVE OVERVIEW

17 FIGHTING AMERICA'S WARS

- Providing the Army and Air Force lethal forces capable of fighting in an array of complex environments

20 SECURING THE HOMELAND

- Training and legal authorities enable unsurpassed domestic response capability

25 BUILDING PARTNERSHIPS

- Forging productive alliances that attract new partners

28 SOLDIERS, AIRMEN AND FAMILIES

- Providing programs that ease the burden military service places on Guard members and their families

TABLE OF CONTENTS

Force for the Future



EXECUTIVE OVERVIEW

A COMPLEX, EVOLVING SECURITY ENVIRONMENT WILL REQUIRE GREATER RELIANCE ON THE NATIONAL GUARD



Force for the Future

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

Today's National Guard plays a vital role in the security and welfare of our nation. On any given day, approximately 30,000 Guardsmen carry out Federal missions around the world, and an additional 10,000 Guardsmen conduct State and Federal missions within the United States and its territories. National Guardsmen are part of an operational force nearly 450,000 strong that provides strategic depth to our nation's Army and Air Force.

The National Guard brings unique relationships, authorities, and flexibility to the Joint Force. Due to the complex global security environment marked by rapid technological change, these attributes are instrumental in implementing the Department of Defense's (DoD) National Defense Strategy (NDS). The National Guard directly supports the three tenets of the NDS: building a lethal force ready for any fight, strengthening alliances and seeking new partnerships, and reforming to improve performance and affordability.

The National Guard also represents a tremendous value to the American taxpayer. Personnel costs for our citizen-soldiers and citizen-airmen are significantly lower, when not activated, than our Active Duty counterparts. We are a force that allows for the rapid expansion of the Army and the Air Force. When we are not activated, we offset risk in capacity, allowing for modernization and recapitalization that benefits the Active, National Guard, and Reserve forces. We are the primary combat reserve of the Army and Air Force. Furthermore, National Guardsmen leverage civilian skill sets in a military capacity, and conversely bring military training and knowledge to civilian communities.

As the Joint Force faces increasing demands in all corners of the globe, and with the ever-present threat of natural disasters and other unforeseen events taking place within our borders, the National Guard supports the NDS and serves the American people at home through three core missions: Warfight, Homeland, and Partnerships.



WARFIGHT

The warfight is a primary mission and at the heart of everything the National Guard does. Being ready to fight and win America's wars drives our training, our equipment and maintenance requirements, and our recruitment efforts. While we are able to use our training and equipment for State missions and DoD mission support, we provide ready forces to Combatant Commanders.

Our current threat environment requires the National Guard to be prepared for complex, global operations in the most demanding conditions. With the rise of China and Russia, we have shifted our focus from counterinsurgency operations to great power competition. China and Russia are undermining the international order through various means, exploiting all domains to change the character of warfare. We remain poised to surge to augment the Joint Force for national security threats from Iran, North Korea, and non-state violent extremists.

The changing and global nature of threats shapes the warfight, and the National Guard is evolving rapidly to meet new demands. We are the principal combat reserve of the Army and Air Force, making up 20 percent of the entire Joint Force providing strategic depth in support of combatant commands. Since 9/11, more than a million Guardsmen have mobilized and deployed; many have deployed multiple times. While the model of one weekend a month and two weeks a year provides the foundation of readiness

across the National Guard, dynamic employment and global operations will require more of our service members than ever before. In order to fully leverage readiness that lives in the National Guard and to empower our Guard men and women, mobilization requirements need to be predictable. This structure, predictable in time but geographically agile, will afford the DoD greater flexibility during this period of great power competition.

This flexibility in employment also requires an enterprise approach to modernization of the Total Force in order to remain deployable, sustainable, and interoperable with the Active Components. The Guard requires parity in our training, facilities and equipment. There is only one standard for readiness, and there should be only the highest standard for our equipment. Without parity, we cannot integrate with the Active Components; if we cannot integrate, we cannot be the lethal force necessary to help deter, fight, and win America's wars. Training, facilities, and equipment must strive for parity to keep our Guardsmen interoperable and our country competitive.

A prime example of a Fiscal Year (FY) 2019 action that supports National Guard parity is the arrival of F-35s to the Vermont Air National Guard. The presence of this cutting edge capability within the National Guard demonstrates a new commitment to the recapitalization and modernization necessary to ensure Guard readiness and interoperability.





HOMELAND

The National Guard serves a dual State and Federal role within our borders. Guardsmen can be found in nearly every county of the United States, and this proximity allows us to respond quickly to any threat that endangers our homeland. Our skills, developed for and honed through the warfight, can play an important part in a unified response during domestic emergencies, and allow Guardsmen to assist first responders in times of crises. The United States strives to never let the fight reach our borders. However, the reality of today's security environment makes clear our homeland is no longer a sanctuary. Cyber threats and new weapons' technology extend the reach of our adversaries.

National Guard Missile Defenders in places such as Fort Greely, Alaska, Schriever Air Force Base, Colorado, and Vandenberg Air Force Base, California, protect our homeland and stand ready to support DoD's efforts to adapt to the challenge of advancing missile threats that can reach our shores. The National Guard plays a critical role in our DoD's cyber enterprise and are a valuable resource to the States. More than 3,900 Soldiers and Airmen make up the Guard's cyber force. On a routine basis, these professionals directly support the U.S. Cyber Command's Cyber Mission Forces (CMF) construct. Additionally, our National Guard cyber teams, at the direction of their States, used their expertise to respond to ransomware attacks in Texas, Louisiana, California, Colorado, and Montana.

National Guard cyber support to State and local municipalities in 2019 are an indication of the future cyber environment; and our actions demonstrate both the effectiveness and value of the Guard's cyber capabilities.

The National Guard is often at its most visible in American communities in the aftermath of natural disasters, and 2019 was no exception. The National Guard responded to snowstorms, wildfires, and floods, and provided full-spectrum recovery and support to all those affected by Hurricane Dorian. Our collaboration with State, local, and Federal (including military) entities helps the National Guard respond quickly and effectively in times of disaster. In addition, we are constantly training and are ready to respond to incidents in the homeland, whether natural or man-made. We are America's military first responders in times of disaster.

The National Guard also provides support to civilian law enforcement agencies through DoD's National Guard Counterdrug Program. Through this program, the National Guard has provided support to more than 300 Federal, State, local, tribal, and territorial civilian law enforcement agencies across all 54 states and territories for more than 30 years. While Guardsmen do not conduct law enforcement missions, they provide expertise such as analysis support, communications, and linguist services to law enforcement entities. This helps law enforcement combat cartels, positively reach at-risk youth, and seize billions of dollars in illegal narcotics. This program is another way the National Guard is making a difference in the homeland.

“By working together with our allies and partners, we share the burdens and responsibility for our common defense.”



Partnerships

The National Guard is unique in the depth and breadth of its relationships. Whether its security cooperation activities with international partners or emergency response coordination with State and local governments, or collaborating within the federal interagency process, these relationships strengthen alliances and partnerships.

Partnerships are vital to our military strength and success. Every day, our allies and partners join us in deterring war and preserving a free and open international order. By working together with our allies and partners, we share the burdens and responsibility for our common defense. These relationships also offer unique perspectives and positions that help us understand and access critical regions of the globe.

When building alliances with foreign nations, the National Guard's State Partnership Program (SPP) is one of the premier security cooperation initiatives within DoD. The SPP is a scalable and tailored approach to security cooperation that formally links a state's National Guard with the armed forces of a partner country. The National Guard consults and coordinates with combatant commanders, U.S. Embassies and their country teams, and host nations to understand the full range of issues they face. SPP events are led by respective state adjutants general who seek engagements on a broad array of interests that are beneficial to both nations.

Today, 84 countries around the world are partnered with the National Guard through this program. Through the SPP, we do more than conduct military-to-military engagements; we leverage whole-of-society relationships and capabilities. These partnerships also help us counter malign influence, support combat and security operations deployments, and assist with disaster response. Given the benefits of this program, consistent funding is critical to the continued success of the SPP, and the long-term advancements of our national security interests.

Owing to our role as State-controlled militias, the National Guard inherently has close relationships with state and local agencies and officials. Our skills and abilities developed for the warfight—including manpower, training, leadership, organization, logistics and communications—augment Governors' and community partners' emergency response strategies, ultimately responding to the needs of Americans in the homeland.



CNGB's THREE PRIORITIES

Readiness | People | Innovation

Three Priorities for the Future of the Guard

Today's National Guard is the finest in its history. However, we must not become complacent and must continue to evolve for the threats ahead. We will be responsive to global trends and prepare for the challenges of the future by committing to three priorities: Readiness, People, and Innovation.

PRIORITY #1: READINESS

Guard Soldiers and Airmen support DoD missions across every geographic combatant command and respond to disasters in communities across the nation. As an operational force, we provide strategic depth to the Army and Air Force. We must remain interoperable in light of increasing global demands, train and equip our Guardsmen, and maintain our facilities to this standard.

The National Guard needs functional facilities to accomplish critical domestic response and warfight missions. We cannot be ready for the challenges of the future with yesterday's training, equipment, or facilities. Like the need for cutting edge equipment, our Soldiers and Airmen deserve the best facilities while serving our communities or preparing for overseas operations.

The Army National Guard (ARNG) is committed to generating forces that are both warfighting-capable and governor-responsive. Combatant Commanders depend upon ARNG Soldiers during every phase of conflict abroad and governors depend upon them during emergencies at home.





PRIORITY #1: READINESS Continued

In FY 2019, the ARNG contributed to missions in Afghanistan, Kuwait, Jordan, Qatar, Ukraine, Kosovo, Eastern Europe, the Horn of Africa and the Sinai Peninsula. ARNG units also conducted vital, multinational exercises and performed more than 2 million duty days while assisting communities during devastating hurricanes, floods, winter storms and wildfires.

In its Federal role, the ARNG's primary task is to generate combat-ready forces for the U.S. Army and the Joint Force. The Army designates select ARNG formations as Army Response Forces (ARF) that are available to rapidly deploy and conduct contingency operations. Additionally, four ARNG brigade combat teams and enablers will complete decisive-action training rotations at the Army's premier

combat training centers. The ARNG's primary focus in FY 2020 is to sustain gains in recruiting and address challenges in retention that threaten readiness. All of these activities will be overlaid with deployments and exercises for tens of thousands of our Citizen-Soldiers around the world.

Given this level of activity, ARNG leaders are managing the cumulative impacts of training and operations to ensure we keep faith with Families and civilian employers. Doing so is essential to support the people who underwrite our Soldiers' service year after year.

PRIORITY #1: READINESS Continued

The Air National Guard (ANG) commitment to readiness provides our nation and Air Force with significant flexibility. After more than two decades as a proven operational force, the ANG has become a critical component to the nation's strategic deterrence, operational capability, and first-in capability. Furthermore, the ANG possesses strategic capacity across each of the Air Force Core Competencies: Air and Space Superiority; Intelligence, Surveillance, and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control.

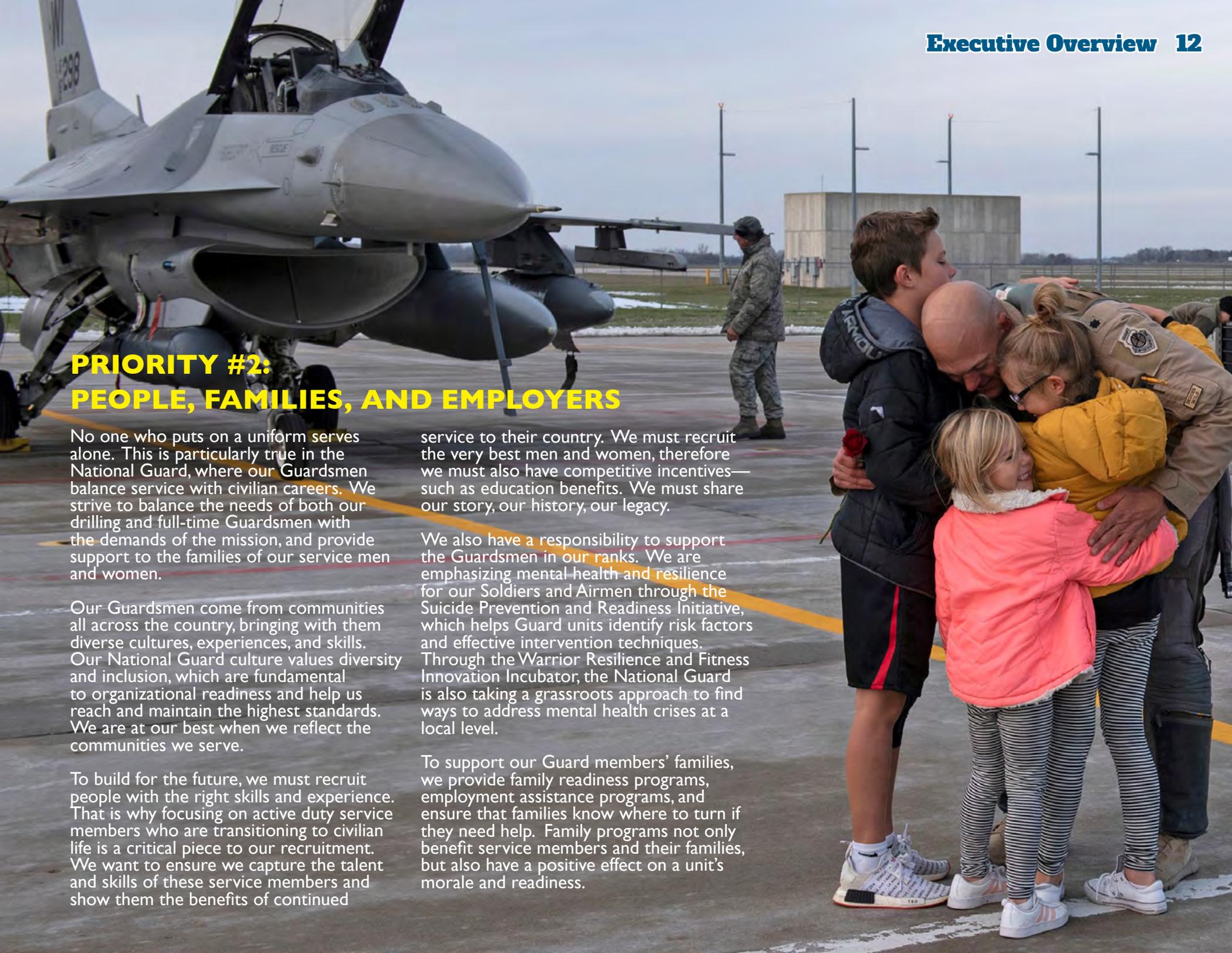
In FY 2019, the men and women of the Air National Guard supported 14,692 deployments to 52 countries and on any given day, there are more than 5,000 Guard Airmen serving around the world in support of the combatant commands. The Air National Guard's focus on readiness assures dominance in air, space, and cyberspace. We do so by preparing 21st century Air Guardsmen for today's fight, while building for tomorrow's fight. Our objective is to provide our nation with an operational and lethal force with rapid response capability, which is fully interoperable with the United States Air Force and the Joint Force, and able to deter aggressors and defeat threats to our national interest.

In addition, the National Guard remains a valued and loyal partner to our national security space enterprise. Our National Guard space units ensure we dominate that domain as it gains prominence in warfare. Since the United States Space Force was formally established by the December 20, 2019 National Defense Authorization Act, the National Guard has supported and will continue to support the newest military service. Specifically, the National Guard supplies the Department of Defense 100 percent of its unit-equipped, surge-to-war operational reserve component space force structure. To date, the National Guard provides 40 percent of the operational expeditionary space electronic warfare capabilities in the Space Force, and is rapidly growing to 60 percent with the addition of two squadrons in Guam and Hawaii. Furthermore, the National Guard retains decades of space-related depth and expertise. For example, every day the space professionals at Clear Air Force Station Alaska monitor missile threats in the Pacific, and National Guard

space intelligence experts in Ohio monitor space threats. Most recently, space electronic warfare units from California and Florida returned from overseas deployments that were critical to combatant command success. For the future success of our newest service, it is vital the National Guard's expertise and capabilities continue to be available to the Space Force enterprise.

Readiness requires that our leaders remain focused on the mission and empower our men and women to reach our objectives.





PRIORITY #2: PEOPLE, FAMILIES, AND EMPLOYERS

No one who puts on a uniform serves alone. This is particularly true in the National Guard, where our Guardsmen balance service with civilian careers. We strive to balance the needs of both our drilling and full-time Guardsmen with the demands of the mission, and provide support to the families of our service men and women.

Our Guardsmen come from communities all across the country, bringing with them diverse cultures, experiences, and skills. Our National Guard culture values diversity and inclusion, which are fundamental to organizational readiness and help us reach and maintain the highest standards. We are at our best when we reflect the communities we serve.

To build for the future, we must recruit people with the right skills and experience. That is why focusing on active duty service members who are transitioning to civilian life is a critical piece to our recruitment. We want to ensure we capture the talent and skills of these service members and show them the benefits of continued

service to their country. We must recruit the very best men and women, therefore we must also have competitive incentives—such as education benefits. We must share our story, our history, our legacy.

We also have a responsibility to support the Guardsmen in our ranks. We are emphasizing mental health and resilience for our Soldiers and Airmen through the Suicide Prevention and Readiness Initiative, which helps Guard units identify risk factors and effective intervention techniques. Through the Warrior Resilience and Fitness Innovation Incubator, the National Guard is also taking a grassroots approach to find ways to address mental health crises at a local level.

To support our Guard members' families, we provide family readiness programs, employment assistance programs, and ensure that families know where to turn if they need help. Family programs not only benefit service members and their families, but also have a positive effect on a unit's morale and readiness.



PRIORITY #3: INNOVATION

We have a responsibility to improve the National Guard—to leave it better than we found it, so we can be ready for the challenges of the future. Innovation—whether in business processes, technology, partnerships, or culture—is in our DNA. We must constantly look forward, educating and empowering our Guardsmen to implement innovative measures.

Technology has radically shaped our lives, and it has radically reshaped our national defense. Success no longer goes to the country that develops a new technology first—it goes to the country that adapts its way of fighting fastest. The National Guard continues to be a catalyst for DoD's technological initiatives, including artificial intelligence, robotics, biotechnology, "big data," and advanced computing.

Conclusion

The National Guard traces its lineage back 383 years. In that time, we have fought in every American war, responded to our countrymen in need, and developed partnerships that have strengthened our national defense. However, we are just getting started. With the incredible skills and talents of our men and women, we are ready for today and building for the future.

We will undoubtedly face new challenges, but our values, our vision, and our willingness to fight and secure our nation runs deep. Today and tomorrow, the National Guard is Always Ready, Always There.



Army Guard SNAPSHOT

- 335,500 Soldiers, 13 command & control headquarters, 8 divisions, 27 brigade combat teams, 42 multi-functional brigades, 56 functional support brigades, 1 security force assistance brigade and 2 Special Forces groups.
- 24,776 buildings, 1,397 firing ranges, and 110 training centers in 2,431 communities.
- Provides the Army 39% of its operational forces.



Air Guard SNAPSHOT

**107,100
AIRMEN
ACROSS
90 WINGS**

MANPOWER CONTRIBUTION TO FIVE CORE AREAS:

- 15% of Air, Space and Cyber Superiority.
- 26% of Command and Control / Intelligence, Surveillance and Reconnaissance.
- 24% of Agile Combat Support.
- 23% of Rapid Global Mobility.
- 17% of Global Strike.

1,058 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.
- Operates 15 of 16 Aerospace Control Alert sites.
- Provides 20% of Air Force's overseas MQ-9 Reaper unmanned aerial vehicle capability.





FIGHTING AMERICA'S WARS

Providing the Army and
Air Force a Lethal Force

Proven in Combat

- The National Guard has supported more than one million overseas deployments to Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, the Sinai, and other locations since 9/11.
- Guard Soldiers and Airmen served on every continent and in every Combatant Command in more than 70 countries last year.
- More than 16,000 Army Guard Soldiers are deployed in support of missions in Afghanistan, Kuwait, Bahrain, Jordan, Qatar, Ukraine, Poland, Kosovo, Eastern Europe, the Horn of Africa, Central and South America, and the Sinai Peninsula.
- More than 1,200 Guard Airmen from 48 units served in nine different locations while filling 33% 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 the overseas Combatant Commanders.
- Virginia and Maryland's 29th Infantry Division and Texas' 36th Infantry Division will provide command and control of all Army forces in Kuwait and Jordan in FY 2020 as part of Operation Spartan Shield.
- North Carolina's 30th Armored Brigade Combat Team is currently supporting Operation Spartan Shield in FY 2020 to deter aggression on the Arabian Peninsula. Minnesota's 1st Brigade, 34th Infantry Division will assume this mission in FY21.





Proven in Combat continued

- Three Infantry Brigade Combat Teams (BCTs) will be the primary maneuver forces supporting major overseas training exercises.
- Idaho, Montana, and Nevada's 116th Armored BCT will participate in the Defender '20 Exercise in Europe where it will train with NATO and European partners.
- Vermont, Connecticut, Massachusetts, Louisiana and Colorado's 86th Infantry BCT, and Alabama's 256th Infantry BCT will participate in the Pacific Pathways and Defender Series exercises. These brigades will train with allies across Australia, Japan, Indonesia and Hawaii as part of a large-scale combat exercise.
- The Army Guard is providing 47% of the aircraft and 55% of the personnel supporting U.S. Central Command aviation missions overseas.
- South Carolina's Staff Sgt. Jessica Smiley and Pennsylvania's Sgt. Danielle Farber are the first National Guard enlisted women to graduate from the U.S. Army's Ranger School at Fort Benning Ga. Smiley and Farber join a small group of women who have earned a Ranger tab. West Virginia's 1st Lt. Emily Lilly was the first National Guard woman to graduate in 2018.

RANGER QUALIFIED



SECURING the HOMELAND

**Delivering rapid, unified response
capabilities after disaster strikes**





Unmatched Capabilities

- National Guard forces logged more than 2.1 million man-days in FY 2019 supporting state and federal homeland missions such as natural disasters, search and rescue and explosive ordnance disposal.
- Guard forces were called up by their states 235 times in FY 2019.
- The National Guard responded to 63 natural disasters in FY 2019, including 7 hurricanes or tropical storms, 19 floods, 20 winter storms, and 12 fires.
- Air Guard personnel protect the airspace over America by operating 15 of the 16 NORAD Aerospace Control Alert sites and the Eastern and Western air defense sectors. Guard ACA pilots flew 1,935 sorties in FY 2019 -- 1,696 scramble sorties (practice and real- world) and 239 Operation Noble Eagle sorties.
- 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 members performed 26,406 man-days of engineer, construction and medical missions as part of Innovative Readiness Training in FY 2019 providing critical services to underserved American communities while gaining real-world experience that prepares them for wartime missions.

Rapid Responders

- The 57 full-time National Guard Weapons of Mass Destruction Civil Support Teams carried out 3,023 missions in FY 2019 ranging from no-notice call-outs to identify substances, to supporting national security events, to training with state partners. CSTs can typically respond in 1 to 3 hours.
- The National Guard runs 17 battalion-sized (nearly 2,400 people) Chemical, Biological Radiological Nuclear (CBRN) Enhanced Response Force Packages or CERFPs in 17 states capable of responding in 3 to 6 hours.
- The Guard operates 10 brigade-sized (5,210 people) Homeland Response Forces, capable of responding in 6 to 12 hours.
- National Guard Soldiers and Airmen comprise 55 percent of the Defense Department's chemical, biological, radiological, nuclear (CBRN) response capability.
- Nearly 2,700 Army Guard Soldiers are executing DoD support to the Department of Homeland's mission to secure the Southwest border.





CYBER CENTRIC

- There are more than 3,900 Army and Air National Guard personnel serving in 59 DoD cyber units in 40 states.
- On a routine basis, Guard cyber professionals directly support the U.S. Cyber Command.
- At the direction of their states, 27 states used Guard members in a non-federal status to support state and local agencies in 2019. This support included response and remediation of cyber incidents; cyber defense analysis; cyber incident response planning; election security planning, threat assessment, and interagency planning.
- National Guard cyber teams responded to ransomware attacks in Texas, Louisiana, California, Colorado and Montana in 2019.

Taking Billions in Drugs off the Street



COUNTERDRUG PROGRAM

- More than \$11.2 billion of illicit drugs, weapons, property, and currency are off the streets thanks in part to the efforts of approximately 2,500 National Guard Counterdrug professionals assisting civilian law enforcement agencies throughout the 50 states, 3 and territories and DC.
- To combat the opiate epidemic, the National Guard assisted over 560 state and local law enforcement agencies and over 330 community-based organizations.
- Nearly 70,000 civilian law enforcement members from over 10,050 federal, state and local training centers, community-based organizations and the military were trained at the National Guard's five counterdrug schools, an increase of more than 20% from last year.
- National Guard aviation crews flew more than 11,430 hours assisting civilian law enforcement in conducting operations to detect, disrupt, interdict, and curtail drug-trafficking and associated criminal activities. Their efforts alone contributed to the seizure of more than \$1.6 billion in illicit drugs, weapons, property and currency.

BUILDING PARTNERSHIPS

COMMITMENT AND TRUST
ATTRACTING NEW PARTNERS



PRODUCTIVE PARTNERSHIPS

- Competition with rivals demands greater cooperation with partners. The National Guard's network of 84 allies and partners through the State Partnership Program (SPP) provides our nation a great advantage and directly supports competition objectives outlined in the National Defense Strategy.
- Through the SPP, National Guard and partner nation personnel learn together, work together, and prepare - if necessary - to fight together.
 - National Guard Soldiers and Airmen conducted more than 1,200 SPP activities worldwide in support of Geographic Combatant Commands in FY 2019.
 - Since 9/11, 27 SPP partner countries have contributed troops to coalition operations -- 15 of those SPP countries deployed forces alongside their National Guard partners.
- The SPP is a cost-effective, versatile program that provides the DoD and decision-makers a proven tool to help address today's security challenges and a wide range of potential future threats.
- The National Guard's prowess in disaster response at home and proven combat capability overseas makes it an attractive partner to nations faced with military and non-military threats.
 - The National Guard anticipates up to five additional partnerships in 2020.



U.S. Northern Command - 1

Rhode Island / Bahamas (2005)

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 Republic / 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)
 Regional Security System: Antigua and Barbuda; Barbados; Dominica; Grenada; St. Kitts and Nevis; St. Lucia; St. Vincent and Grenadines / Florida, Virgin Islands (2006)
 Suriname / South Dakota (2006)
 Trinidad-Tobago / Delaware (2004)
 Uruguay / Connecticut (2000)
 Venezuela / Florida / (1998)



STATE PARTNERSHIP PROGRAM

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)

U.S. Central Command - 5

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

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)

U.S. Africa Command - 14

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)
 Rwanda / Nebraska (2019)
 Senegal / Vermont (2008)
 South Africa / New York (2003)
 Togo / North Dakota (2014)
 Tunisia / Wyoming (2004)

A close-up photograph of a woman with blonde hair hugging a man from behind. The man has a very short haircut and is wearing a white t-shirt. Both individuals have their eyes closed and appear to be crying or deeply emotional. The background is blurred, suggesting an outdoor setting with other people.

**SOLDIERS, AIRMEN
and FAMILIES**

**Providing programs that help ease the
sacrifice for Guard members, families**

Productive Programs

- The National Guard Joint Service Support portal was accessed more than 1.4 million times in FY 2019, a 20% increase over last year.
- The Army National Guard Family Assistance Centers addressed more than 1.2 million resource and referral inquiries and outreach calls in FY 2019 at 400 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 225,000 service members and their families in FY 2019 by assisting Airmen and families with adapting to the challenges associated with military life.
- Army National Guard Child and Youth Services conducted over 2,900 events for over 49,000 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 Joint Yellow Ribbon Reintegration Program helped over 72,975 service members and their families connect with their local community support services before, during, and after deployments by overseeing 773 nationwide events during FY 2019.



Productive Programs continued

- The Air National Guard's Warrior and Survivor Care program coordinated continuous needs-based assistance through the Air Force Wounded Warrior Program for 416 Air National Guard wounded, ill and injured and their families through FY 2019 with reach-back support to an additional 822 Air Guard veterans (1,238 total).
- National Guard behavioral health professionals assisted more than 141,000 service members during FY 2019. Over 73,000 were assisted through group psycho-education and informational briefings. Psychological health professionals provided more than 40,000 consultations in FY 2019. All Guard behavioral health professionals work collaboratively with community partners to establish a holistic system of care for all.
- Air National Guard Airman and Family Readiness Program Managers reached nearly 230,000 service members and their families in FY 2019 by assisting them with military life challenges. The Air National Guard program conducted 4,345 events across 90 Wings, providing service to 193,121 service members, veterans, and their families.
- The NGB Employment Support Program reached 145,916 Guard members regarding job opportunities and provided assistance to 64,836 Guard members, their families, veterans and other reserve component members. The effort resulted in over 6,300 job referrals and nearly 1,500 hires. Each state has a program support specialist.
- Transition Assistance Advisors impacted the lives of nearly 136,043 service members and veterans in FY 2019 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 Army Guard provided slightly over \$32.9 million in Federal Tuition Assistance benefits to more than 15,830 soldiers enrolled in approximately 66,928 courses in FY 2019.





Productive Programs continued

- Air National Guard Airman and Family Readiness Program managers conducted 1,190 workshops and provided nearly 20,000 individual and family counseling sessions in FY 2019. Topics included financial readiness, transition, employment opportunities, social support groups, and family life programs.
- Army Guard Family Readiness Support assistants supported more than 3,400 Family Readiness Groups, providing orientation training for volunteers. More than 4,497 registered volunteers worked 309,404 hours in support of Army Guard families. According to www.pointsoflight.org the current volunteer hourly rate is \$24.69; a monetary value of \$7,297,836.
- Army Guard Survivor Outreach Service coordinators assisted 46,794 surviving family members in FY 2019, an increase of 150 family members over last fiscal year.
- The Army Guard's Military Funeral Honors team rendered honors at 117,000 Service member funerals in FY 2019. The funeral honors team is projected to conduct over 115,000 requests to render burial honors for veterans and retirees in FY 2020.
- The Army Guard's Citizen-Soldier-for-Life team provided over 141,000 career readiness services, over 74,000 employment services and over 34,000 financial readiness services to all 50 states, 3 territories and the District of Columbia in its first year of existence.
- The Army Guard's Casualty Operations state program provided 682 casualty assistance and notification officers to families of the Army National Guard, Reserve, and Active component in FY 2019.

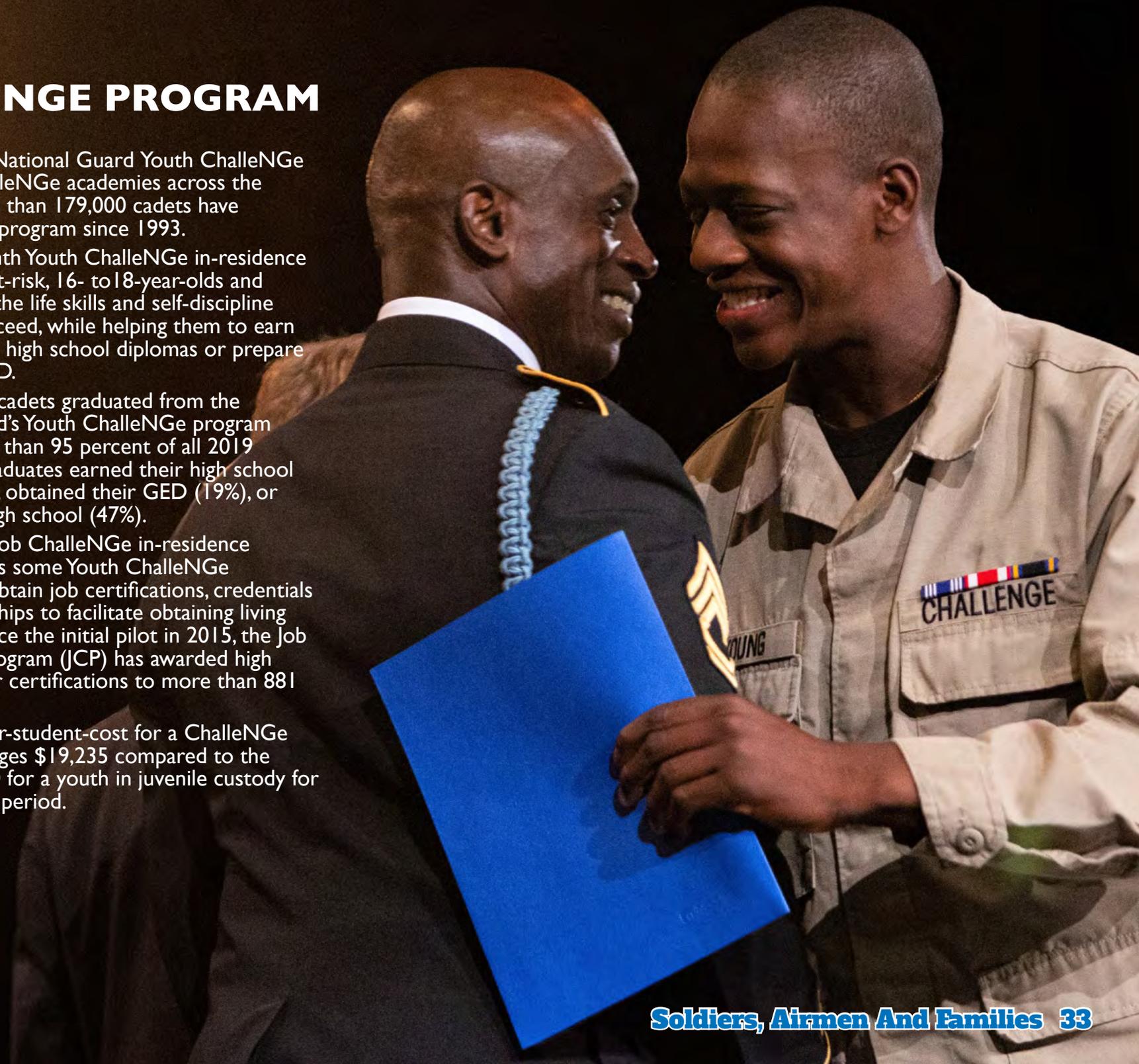
Productive Programs continued

- Army Guard Unit Ministry Teams performed over 6,486 religious services for 68,564 Guard Soldiers in 2019. Chaplains also successfully intervened in 1,169 instances involving Soldiers contemplating suicide. In addition, they visited 1,401 personnel in hospitals, conducted 213 weddings and referred over 5,848 Guard Soldiers for additional support services. Army Guard chaplains also conducted over 743 military funerals and 990 military memorial services.
- The Army Guard's Strong Bonds Program held nearly 600 training events for 10,365 married and single soldiers and 10,131 family members. The events increase soldier and family readiness through relationship education and skills training resulting in readiness, retention, and wellness. The program quadrupled its outreach to the Private-to-Specialist demographic from 904 in FY18 to 4,096 in FY 2019.
- The National Guard's Sexual Assault Prevention and Response Program continues its commitment to eliminate sexual assault and harassment from its ranks by providing training, services and advocacy to victims of sexual assault. There are currently 173 full-time, nationally certified Sexual Assault Response Coordinators, as well as an additional 1,090 part-time nationally certified SARCs and victim advocates.
- The Army National Guard trained 916 total Master Resilience Trainers (MRTs) in FY 2019. The addition of these trainers brings the total number of Army Guard MRTs to 7,086.
- The Army National Guard provides 54 Suicide Prevention program managers; one to each state, territory, and DC. These managers provided advanced training to 96,737 Soldiers and family members in FY 2019, enabling them to recognize the signs of suicide in themselves and others, have the confidence and skills to intervene appropriately, and connect those in need to military and community resources.
- The National Guard Bureau signed a memorandum with the Veteran's Administration to increase the number of mobile Vet Centers available to Guard members during weekend training. The number of Guard members seeking Vet Center services increasing by nearly 40% last year.



CHALLENGE PROGRAM

- There are 41 National Guard Youth ChalleNGe and 5 Job ChalleNGe academies across the country. More than 179,000 cadets have graduated the program since 1993.
- The 5-1/2 month Youth ChalleNGe 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.
- 9,235 student cadets graduated from the National Guard's Youth ChalleNGe program in 2019. More than 95 percent of all 2019 ChalleNGe graduates earned their high school diploma (29%), obtained their GED (19%), or returned to high school (47%).
- The 5-month Job ChalleNGe in-residence program allows some Youth ChalleNGe graduates to obtain job certifications, credentials or apprenticeships to facilitate obtaining living wage jobs. Since the initial pilot in 2015, the Job ChalleNGe Program (JCP) has awarded high demand career certifications to more than 881 graduates.
- The federal per-student-cost for a ChalleNGe graduate averages \$19,235 compared to the nearly \$31,500 for a youth in juvenile custody for the same time period.



To **SPACE** and **BEYOND**

- The training Guard members conduct to support DoD space missions, also allows our Soldiers and Airmen to bolster space capabilities, when requested, at home.
- The National Guard provides our nation and DoD partners a proven capability by supplying 100 percent of its unit-equipped, surge-to-war operational reserve component space force structure.
- To date, the National Guard provides 40 percent of the operational expeditionary space electronic warfare capabilities in Space Force, and is rapidly growing to 60 percent with the addition of two squadrons in Guam and Hawaii.
- There are seven National Guard states (AK, CA, CO, FL, HI, NY, OH) and one territory (Guam) engaged in space operations, providing both offensive and defensive capabilities to the Army and Air Force.
- Long-standing partnerships with state and local space entities, in both the public and private sectors, allows for seamless integration and response.
- The National Guard provides a wide range of duty status and statutory options for federal missions (Titles 10 and 32, U.S. Code) that allow decision-makers maximum flexibility to meet current and future space challenges.
- The National Guard offers people with space-related expertise an excellent opportunity to serve their state, nation while maintaining a civilian career.

PERFECT PARTNER

“YOU ACTUALLY CAN’T DO THE SPACE MISSION WITHOUT THE NATIONAL GUARD. THE NATIONAL GUARD IS THE PERFECT PARTNER.”

**— AIR FORCE GEN. JOHN HYTEN,
VICE CHAIRMAN, JOINT CHIEFS OF STAFF**

