



2018 NATIONAL GUARD BUREAU

POSTURE STATEMENT

BUILDING A FORCE FOR THE FUTURE

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Executive Overview

General Joseph L. Lengyel
Chief, National Guard Bureau

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

Building A Force For The Future

Always Ready, Always There ... this is the motto of America's National Guard. It embodies the character and spirit of all those who have served in the National Guard from its founding in 1636 to those serving today. From militia companies mustering on village greens in response to Paul Revere's warning, to the ever-evolving and complex world that we live in today, the National Guard is more resilient, relevant and ready than ever before.

Since assuming my duties as Chief of the National Guard Bureau last summer, I have traveled and talked to the men and women of our National Guard serving in the homeland and abroad. The locations were different and the missions varied, but what I took away from each encounter was the pride I felt in our Guard members and the dedication each of them exhibited in serving their communities, their states and our nation. Today's National Guard is the finest we have ever had.

Our security environment is more dynamic and complex and our nation places greater reliance on its National Guard. This is why my focus every day is to ensure we are ready and we have the resources to accomplish our three core missions -- fighting America's wars, securing the homeland, and building enduring partnerships at the local, state, Federal and international levels.

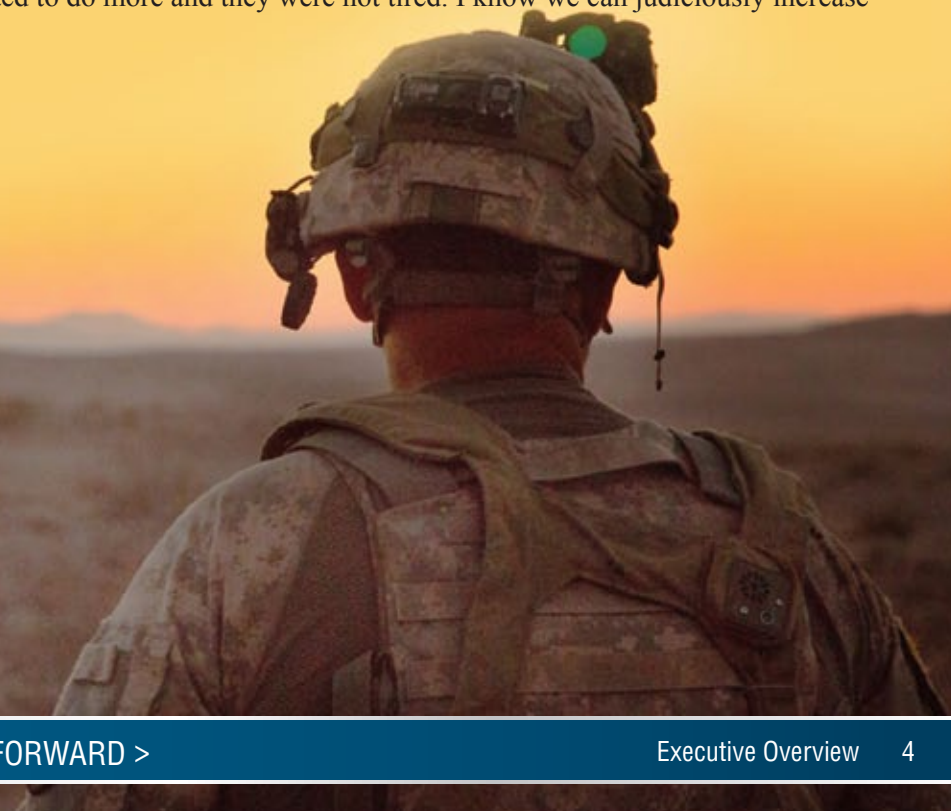
Fighting America's wars and defending our nation must be our primary mission. From Brigade Combat Teams deploying on schedule to get into the fight as fast as air and sea lift can move them, to flying manned and unmanned platforms

anywhere around the world – we are the primary combat reserve of the Army and the Air Force.

After 9/11, our National Guard began its transition to the operational force it is today. Since then, Guard members have deployed more than 850,000 times to locations such as Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, and the Sinai. Today, we are an operational force that fights seamlessly with the joint force. With the implementation of Total Force initiatives with the Army and Air Force, we are more closely integrated than ever before.

Our interoperability with the joint force will deepen and evolve as we confront future threats – threats that are now global, emanate from all domains, and are adaptable and multi-functional in their forms. Only a well-integrated and well-trained force will keep our nation safe and secure our national interests.

On any given day, the National Guard has approximately 18,000 Soldiers and Airmen mobilized in support of combatant command missions overseas. During my visits with our men and women, I was told time and again they wanted to do more and they were not tired. I know we can judiciously increase



our deployment numbers to relieve stress on active duty forces and help them grow readiness to address emerging threats.

Here in the homeland, the National Guard is the nation's primary military crisis response force. We use the experience and capabilities we gain from combat to respond to threats here at home such as Chemical, Biological, Radiological and Nuclear (CBRN) attacks, large scale natural disasters, and cyber-attacks.

In order to be more prepared and have the ability to respond quickly and effectively, the National Guard Bureau initiated an All-Hazards Support Plan to help state Adjutants General plan and execute response and recovery operations, and provide the Secretary of Defense greater awareness of non-federalized Guard activities.

On average, more than 4,000 Guard members conduct operations here in the United States on any given day. Whether we are providing security forces, logistics, communications, emergency medical assistance, or other types of support to civil authorities, we do it with speed and proficiency. We also help facilitate a unified response across local, state and Federal agencies using legal authorities that permit the Guard to be employed under state or Federal command.



“I am inspired by the skill, professionalism and dedication that I witnessed”

In my first 120 days as Chief of the National Guard Bureau, our nation encountered two large-scale disasters, flooding in Louisiana and Hurricane Matthew on the East Coast. At the height of the record flooding in Louisiana, approximately 3,000 Guard members supported civil authorities with water evacuation, search and rescue, and shelter support. During Hurricane Matthew, over 8,300 Guardsmen and women worked with our Federal, state and local government agencies and first responders to support recovery efforts along the eastern seaboard.

Although these events serve as reminders of the devastation that disasters can wreak on our communities, businesses, and families, I am inspired by the skill, professionalism, and dedication I witnessed from our Guard members. I could not be more proud of how seamlessly and professionally we augment and integrate our entire emergency response network. The National Guard is essential to All-Hazards recovery and the resilience of our communities when disaster strikes.

While our combat and homeland response missions are what we do, building enduring partnerships is an essential part of how we do it. We accomplish our missions overseas and at home only through the partnerships we forge at the international, Federal, state and local levels. The relationships that the Guard develops on a continuing basis play a critical role in our ability to maintain preparedness and respond quickly to disasters and emergency events.

On the international level, our State Partnership Program (SPP) will be 79 nations strong once we formalize our partnership with Malaysia. The SPP allows us to partner with nations around the globe to realize mutual understanding, friendship, and security cooperation. This low-cost, high-leverage program has built enduring partnerships and bonds of trust with approximately one-third of the nations in the world -- relationships that assure our allies, deter our foes, and support the transition of many nations from security consumers to global security providers. This program is a part of the long game. We build relationships, friendships, and build our future.

On the Federal and state levels, we work with our partners on matters such as cyber defense; counterdrug; all-hazards planning; CBRN defense; and emergency response. Close relationships with partners such as the Department of Homeland Security, including the Federal Emergency Management Agency, are essential in helping to synchronize Federal, state, and local efforts and resources when disasters strike. National Guard partnerships bring a holistic approach to coordination that promotes unified response efforts and an exchange of information before, during, and after an event. We build and provide resiliency in our communities and help our nation respond, rebuild, and heal from catastrophes like no other military component.



Across the nation in hometown America, our Guard members are active in both Federal and state statuses with programs and services such as Youth ChalleNGe, 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.

Our nation faces a myriad of challenges. Emerging near-peer competitors, rising regional powers, and the constant threat of violent extremist organizations pervade our security environment. Threats emanate from both state and non-state actors, who often conduct operations that stop short of direct conflict, yet provoke, disrupt, and destabilize – both abroad and here at home. Resource challenges require we make every dollar count.

In response to these challenges, I have established three priorities I will focus on during my time as Chief of the National Guard Bureau.

My first priority is to provide ready forces to the President and our Governors. Readiness begins with our force structure. I am working with the Army and

Air Force to have a balanced array of combat and enabling forces that largely mirrors the active component and is modernized concurrently. We must prepare by providing high-level collective training opportunities such as Combat Training Center rotations and Red Flag exercises. Realistic training improves the readiness of the National Guard and develops leaders that are able to support joint force requirements.

Readiness also includes plans to replace and upgrade obsolete or aging National Guard facilities and warfighting equipment. Ensuring proper training facilities and the latest equipment greatly enhances the readiness of our force.

For the Army National Guard, Total Army readiness continues to be the top priority. The nation must ensure all three components of the Army are trained and interoperable to project land and air power across all warfighting domains. The Army began its Associated Units pilot program, a multi-component initiative bringing together capabilities from the Army, the Army National Guard and Army Reserve. These partnerships allow our soldiers to train and build readiness together as a Total Army.



In order to achieve and maintain our readiness, the Army National Guard is identifying the appropriate levels of end strength, full-time support, and modernization such as Armored Brigade Combat Teams, Stryker Brigade Combat Teams and aviation platforms. We are also reviewing the locations of our Army National Guard Readiness Centers, some of which are in isolated rural areas, to ensure our stationing reflects changing U.S. demographics. It will also give us the ability to respond to emergencies in densely populated areas.

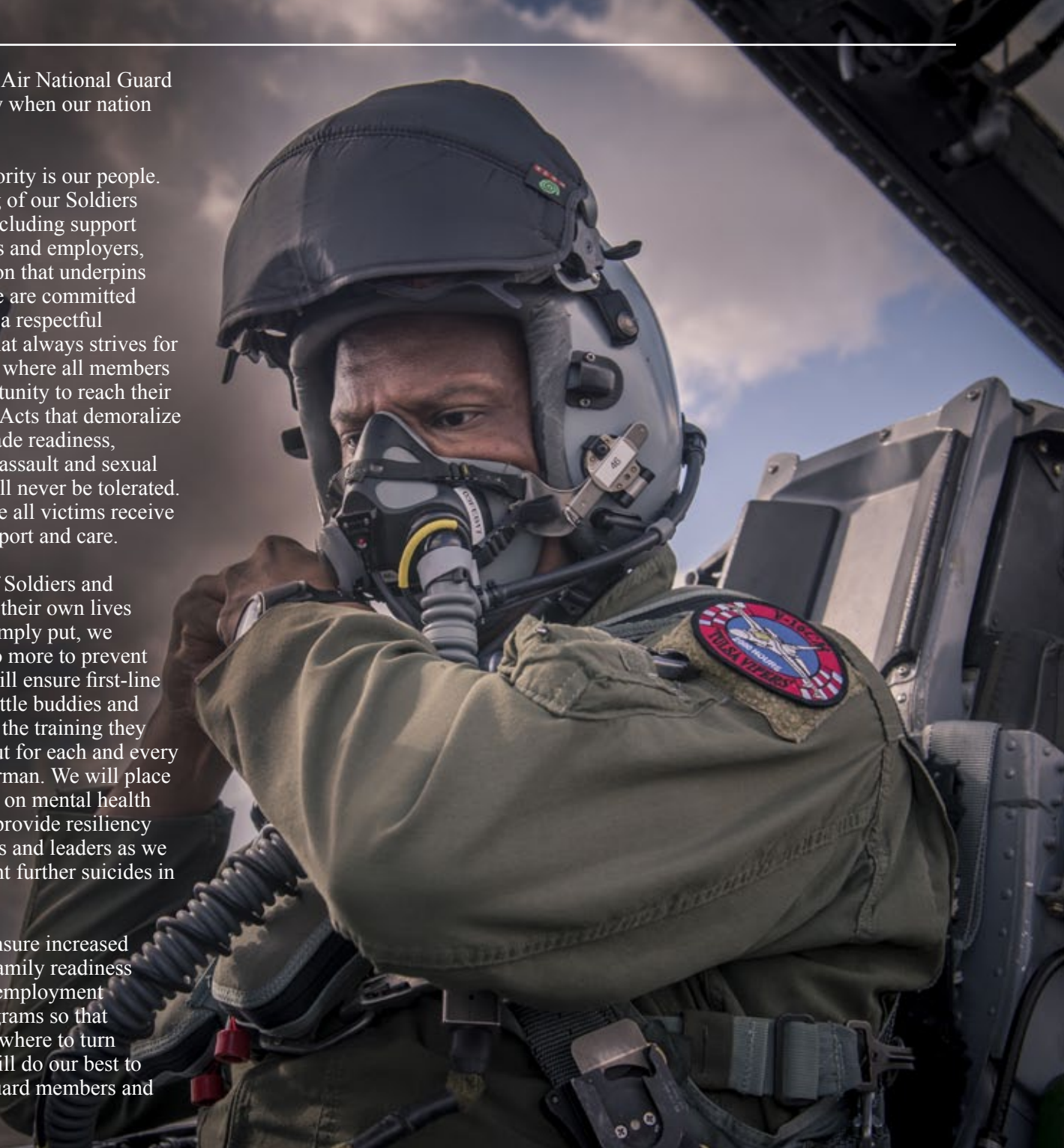
The Air National Guard continues to leverage its existing model of multi-component forces with its associate wings. The Air Force and the Air National Guard maintain the same standards of operational readiness and cross-component operational capabilities for daily and surge operations. Developing 21st Century Guard Airmen, readiness, and modernization and recapitalization are essential Air Guard efforts. This past year, National Guard Airmen supported more than 16,120 deployment requirements to 56 countries. At home, we are the primary force provider to the North American Aerospace Defense Command protecting America's skies, while continuing to respond to state and local emergencies when

requested. The Air National Guard is always ready when our nation calls.

My second priority is our people. The well-being of our Soldiers and Airmen, including support for our families and employers, is the foundation that underpins our service. We are committed to establishing a respectful environment that always strives for a diverse force where all members have the opportunity to reach their military goals. Acts that demoralize units and degrade readiness, such as sexual assault and sexual harassment, will never be tolerated. We must ensure all victims receive our utmost support and care.

The number of Soldiers and Airmen taking their own lives is a tragedy. Simply put, we can and will do more to prevent suicides. We will ensure first-line supervisors, battle buddies and wingmen have the training they need to look out for each and every Soldier and Airman. We will place great emphasis on mental health programs and provide resiliency training to units and leaders as we strive to prevent further suicides in our ranks.

We will also ensure increased awareness of family readiness programs and employment assistance programs so that families know where to turn for help. We will do our best to provide our Guard members and





their families more predictability in order to better plan and prepare for deployments and training obligations. We owe these measures to our service members and their families for their dedicated service and the sacrifices they undertake for our nation.

Employers are critical to the success of the National Guard. Our employers deserve the same predictability as our service members and families, particularly if our deployments increase in the future. The National Guard benefits from our part-time force's civilian skills and experience, which is a unique strength of the reserve components. In return, our employers can leverage the military training and experience our Guardsmen and women take back with them. It is truly a win-win situation.

My third priority is innovation. As the character of war and threats continue to evolve, creative minds are necessary more than ever. We need to develop imaginative solutions to our most serious challenges. We must inspire a culture willing to change. While we have been fighting for the past 15 years, the rest of the world has not remained idle. Our adversaries have improved their technology and our technological superiority is waning.

The National Guard will continue to work with our active component counterparts in high-priority mission

sets such as Intelligence, Surveillance, and Reconnaissance and Remotely Piloted Aircraft. Our ability to use our civilian-acquired skills and partner with critical infrastructure owners, government entities, public and private utilities, and other non-governmental organizations uniquely positions the National Guard to protect America's critical infrastructure.

Although innovation often relates to technology, we also have to think about innovation in other ways. We have to leverage our culture, our skill sets, our authorities, and our way of doing business. Innovation will help us strengthen our ability to recruit and retain, forge the most resilient force, implement more efficient processes, and update obsolete doctrine in order to better protect our states and nation.

I am proud to serve with each and every member of the National Guard. Although we have daunting challenges ahead, we will employ our skills to the fullest and continue to contribute in ways not seen before. Every Citizen-Soldier and -Airman is indispensable to our operational force, and we can succeed only through their commitment and extraordinary talent. We must strive to be more innovative, responsive, capable, and affordable as we continuously move forward to confront the challenges ahead. ***The National Guard will be ... Always Ready, Always There!***

- **343,000 Soldiers, 8 division headquarters, 27 brigade combat teams, 96 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 Guard **Snapshot**


- **105,700 Airmen, 90 wings, 1,111 aircraft**
- **Flies 44% of Air Force's KC-135 air refueling missions**
- **Flies nearly 30% of the Air Force's strategic and tactical airlift (C-130s / C-17s) missions**
- **Flies 30% of the fighter / attack (A-10s, F-15s, F-16s, F-22s) missions**
- **Provides 42% of the Air Force's Prime BEEF and 53% of the deployable RED HORSE civil engineer units**



Air Guard Snapshot



FIGHTING AMERICA'S WARS



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

FIGHTING AMERICA'S WARS



- Since 9/11, the National Guard has supported more than 850,000 overseas deployments to Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, the Sinai, and other locations.
- 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 23% of the Total Force's Remotely Piloted Aircraft capability and 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 combatant commanders' intelligence, surveillance and reconnaissance requirements.
- To remain combat-capable, nearly 17,000 Guard Soldiers logged more than 348,000 man-days supporting 81 combatant command training events and annual exercises worldwide in FY16.
- More than 80 Army Guard units honed their combat skills in training exercises at the National Training Center at Fort Irwin, Calif. and other training venues in FY16, increasing proficiency and mission readiness through full-scale immersion in sustained, realistic, multi-echelon combat scenarios.
- Guard Soldiers and Airmen have served on every continent and in every Combatant Command in more than 70 countries around the world, including Iraq, Afghanistan, Estonia, Latvia, Lithuania, and many others in FY16.
- Embracing the Army's Associated Units pilot program allows the Army Guard to better integrate their formations and build Total Army readiness.
- The New Hampshire Army Guard's 2nd Lt. Katrina Simpson made history when she became the first woman officer in the National Guard to graduate from the U.S. Army infantry officer basic course.
- The Army National Guard Warrior Training Center at Fort Benning, Ga., trained nearly 4,500 Soldiers from all Army components in FY16. Army Guard Soldiers and civilians there conduct 13 programs such as Air Assault, Rappel Master, Pathfinder, Pre-Ranger, Master Fitness, Bradley and Abrams qualification courses.
- There are approximately 5,700 National Guard special operations forces Soldiers spread across 18 states. Army Guard Special Forces Soldiers deployed to 20 countries in support of overseas operations in FY16. Additionally, the Guard's 19th and 20th Special Forces Groups conducted 16 joint training events with partner nations. More than 50% of Army Guard special operators in tactical units also deployed to support overseas operations in FY16.



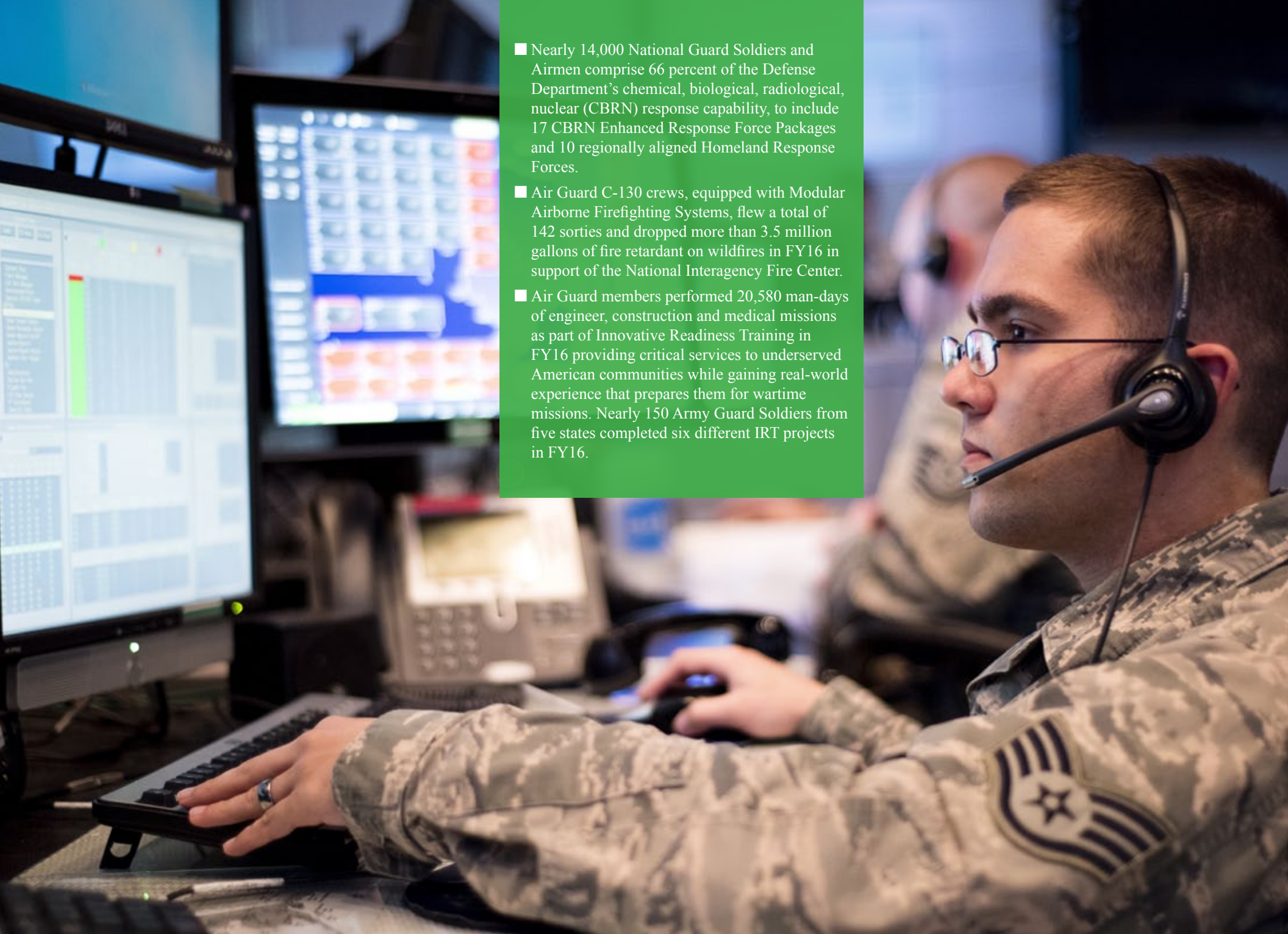
SECURING the HOMELAND

Training and legal authorities enable unsurpassed domestic response capability



SECURING the HOMELAND

- 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 speedy response.
- 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.
- National Guard forces were called upon nearly 200 times and logged more than 1.2 million man-days responding to emergencies in the homeland in state and federal duty statuses in FY16.
- The National Guard responded to 60 natural disasters, wildfires and severe weather events in the U.S. in state and federal duty statuses in FY16.
- On any given day we have more than 4,000 Guard members conducting domestic operations in federal duty status.
- More than 8,000 National Guard members from more than 40 states and territories supported the 58th Presidential inauguration in federal duty status.
- Joint Incident Site Communications Capability teams set up and operated a “self-contained communications package” at the Super Bowl, Republican and Democratic national conventions, and numerous other events and exercises last year that allowed for effective communication between local, state and federal emergency agencies.
- Air Guard personnel operate 15 of the 16 Aerospace Control Alert sites, protecting America’s skies by providing command and control support for all homeland defense sorties and fighter and aerial refueling response. They support an average of 926 sorties per month and have supported 74,614 sorties since 9/11 in support of NORAD and the defense of the United States and Canada.
- Air Guard crews have flown over 90% of airborne combat air patrols for national special security events, including support of the U.S. President.
- The 57 National Guard Weapons of Mass Destruction Civil Support Teams were involved in nearly 3,500 responses in FY16, providing advice and technical capabilities to civilian responders.



- 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.
- Air Guard C-130 crews, equipped with Modular Airborne Firefighting Systems, flew a total of 142 sorties and dropped more than 3.5 million gallons of fire retardant on wildfires in FY16 in support of the National Interagency Fire Center.
- Air Guard members performed 20,580 man-days of engineer, construction and medical missions as part of Innovative Readiness Training in FY16 providing critical services to underserved American communities while gaining real-world experience that prepares them for wartime missions. Nearly 150 Army Guard Soldiers from five states completed six different IRT projects in FY16.

COUNTERDRUG PROGRAM

- As authorized by the National Defense Authorization Act in 1989, the National Guard supports federal, state and local law enforcement agencies with unique military skills and capabilities. In support of law enforcers, the National Guard's counterdrug program helped take nearly \$21.8 billion of illicit drugs off the streets in FY16.
- National Guard counterdrug intelligence and finance analysts helped law enforcers and defense leaders identify transnational criminal activity that ultimately led to the extradition and prosecution of corrupt officials and businessmen. Analysts supported 24,431 cases nationwide, while helping dismantle or disrupt 3,539 drug trafficking groups. Their efforts helped keep 614,848 pounds of illicit drugs from reaching American communities.
- National Guard aviation crews logged 17,128 flight hours providing observation capabilities for law enforcers conducting operations to detect, disrupt, interdict, and curtail drug-trafficking and associated criminal activities. Their aviation efforts resulted in the seizure of more than \$2.3 billion in illicit drugs, weapons, property and currency.
- The five National Guard Counterdrug Training Centers trained more than 30,450 military personnel, law enforcement officers, and community-based organization members in FY16. In the last year alone, 179 drug interdiction and counterdrug courses were taught covering criminal analysis, counter threat finance, criminal network investigations, anti-money laundering investigations, and advanced interdiction techniques.
- National Guard civil operations specialists assisted more than 400 community-based organizations in FY16 to identify local resources and develop partnerships to help support and shape their communities' anti-drug activities and engagements.



UNIQUELY GUARD

- For the first time ever, an Army National Guard duo (CPT Robert Killian and Staff Sgt. Erich Friedlein) took top honors at the Army's annual Best Ranger competition.
- A North Carolina Army Guard tank crew from C Company, 1st Battalion, 252nd Armor Regiment was named the Army's best tank crew after earning first place in the biennial Sullivan Cup Precision Gunnery Competition at Fort Benning, Ga
- The world's best snipers are soldiers from the Michigan Army Guard. Sgt. Nicholas Mitchell and Sgt. Saykham Keophalychanh finished first at the 2016 International Sniper Competition at Fort Benning, Ga., outshooting 41 other two-man sniper teams from around the world.
- Colorado, California and Alaska Army Guard Missile Defense units support DoD's mission to defend against incoming inter-continental ballistic missile threats.
- Nearly 800 New York National Guard members augment security forces protecting major New York City transit hubs as part of Joint Task Force Empire Shield.
- Army and Air National Guard cyber forces are projected to grow to 43 units in 34 states by FY19. These units are trained to the 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.
- 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 to defend the National Capital Region's airspace.



BUILDING PARTNERSHIPS

**Unified efforts achieved through
collaborating at the international,
state and local levels**

- The State Partnership Program (SPP) will be 79 nations strong once we formalize our partnership with Malaysia. SPP creates enduring partnerships that strengthen our partners and allies, assist combatant commanders, and enhance regional security.
- National Guard Soldiers and Airmen engaged in more than 750 SPP events in 2016.
- Nearly 700 students from eight 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 National Guard, mainly in its state role, shares the responsibility to prepare, respond to, and recover from disasters with public and private sectors, non-profits, faith-based organizations, and all levels of government.

NGB partnerships that improve disaster response efforts:

- **Department of Transportation:** Resulted in shared situational awareness and information exchange.
- **FEMA:** Deepened integration has resulted in comprehensive, integrated National Guard planning and a holistic, whole-community approach to all phases of domestic response.
- **Public Private Partnership Working Group:** A group of federal, private, and public partners that have built the framework that improves communication, cooperation and preparedness.
- **National Business Emergency Operations Center:** This FEMA asset provided enhanced awareness during Hurricane Matthew that contributed to the Guard's accurate deployment of forces and resources.
- **American Red Cross:** Shared daily situational awareness reports during recent floods in South Carolina and West Virginia.



State Partnership Program

Partnered with one-third of the world's nations, the National Guard's SPP promotes mutual understanding, friendships and security cooperation





SOLDIERS, AIRMEN and FAMILIES

**Building a competent,
capable, diverse, and
healthy force**

- The National Guard's Sexual Assault Prevention and Response program provides services and support to victims with its 301 certified Sexual Assault Response Coordinators and 2,543 certified SAPR victim advocates.
- To help eliminate sexual assault from our ranks, the Guard is creating an environment of awareness and prevention through education, victim advocacy, intimidation-free reporting, and investigation.
- 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 Guard Military Funeral Honors team rendered honors at 122,762 service members' funerals in FY16. The team is projected to render burial honors for 112,483 veterans and retirees in FY17.
- The Air Guard's 38 Military Funeral Honors teams augment Air Force installation personnel by providing proper military funeral honors for its fallen members.
- Army National Guard Family Assistance Centers (FACs) are in National Guard armories and Reserve Centers in 396 unique locations. They addressed more than one million resource and referral inquiries and outreach calls in FY16. FACs provide information, resources, referrals and community outreach support to geographically-dispersed Guard members.
- Army Guard Family Readiness support assistants supported nearly 3,600 Family Readiness Groups, providing volunteer orientation and management throughout the year. More than 9,000 registered volunteers provided more than 108,600 volunteer hours toward Army Guard family readiness.
- Air National Guard Airmen and Family Readiness Program Managers reached close to 808,000 service members and their families in FY16. These managers serve as the sole point of contact and provide direct sustainment and support services for Airmen and their families as they adapt to military life. They provided more than 14,442 counseling sessions and more than 5,534 briefings at various family readiness workshops in FY16. Topics included financial readiness, transition, employment opportunities, social support groups and family life programs.
- The Army Guard's Child and Youth Program conducted events for 41,858 National Guard dependents in FY16. Community partners and volunteers continue to contribute thousands of hours and dollars to support child and youth outreach via hands-on marketing, social media and logistics.
- The Home Community Care Program is available at 74 Air Guard Wings offering free child care to families during training on drill weekends. More than 122,000 hours were used at a cost of \$784,000.
- The Yellow Ribbon Reintegration Program helped over 51,000 service members and families in FY16 connect with their local community support services before, during and after deployments by overseeing 579 nationwide events.
- The Air Guard Warrior and Survivor Care program works in concert with 45 Air Force Wounded Warrior Program case managers and 43 Air Force recovery care coordinators, providing needs-based assistance for 770 Air Guard wounded, ill and injured and their families.



■ The Army Guard provided \$34.8 million in federal tuition assistance benefits to more than 15,569 Soldiers who enrolled in more than 52,293 courses in FY16.

■ The National Guard Employment Network, a cooperative effort with non-profit organizations, serves as a centralized hub connecting qualified job seekers with employers looking for new employees. NGB Employment Support Program specialists briefed over 151,000 Guard members on employment opportunities, and provided

employment assistance to over 153,000 Guard members, family members, veterans and other reservists, resulting in over 10,000 job referrals and just under 2,000 hires.

■ Army Guard Unit Ministry Teams (UMT) performed over 13,176 religious services in FY16 impacting 81,419 personnel. In addition, UMTs provided pastoral care in over 1,258 cases where service members contemplated suicide in FY16. Chaplains also conducted over 555 military funerals in addition to over 365 military memorial services / ceremonies in FY16.




- National Guard behavioral health professionals served more than 88,000 service members through group psycho-education and informational briefings.
- Psychological Health (PH) professionals provided more than 35,000 consultations to senior leaders, medical personnel and family program staff and command teams. PH coordinators provided intervention care in 418 cases for service members contemplating suicide in FY16.
- Army Guard Survivor Outreach Service coordinators provided services to 44,823 surviving family members in FY16.
- More than 149,000 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 78 percent of all ChalleNGe graduates earn their high school diploma, GED or obtain college credits with 35 percent going on to attend college or other schools. Roughly five percent enter the military, with the remainder joining the work force.
- The per-student-cost for a ChalleNGe graduate averages \$16,258 compared to the \$67,000 per-year cost for a youth in juvenile custody.





WE ARE ...

- 
- ...The Nation's Combat Reserve**
 - ...Integral to the Total Force**
 - ...Engaged and Accessible**
 - ...Connected with America**
 - ...A Tremendous Value for America**
 - ...Always Ready, Always There!**

