

WRITTEN STATEMENT BY

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**BEFORE THE
HOUSE APPROPRIATIONS COMMITTEE
SUBCOMMITTEE ON DEFENSE**

**FIRST SESSION, 117th CONGRESS
ON
THE POSTURE OF THE NATIONAL GUARD AND RESERVE**

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HOUSE APPROPRIATIONS COMMITTEE**

2022 National Guard Bureau Posture Statement

The National Guard is a lethal, cost-effective, dual-role operational force that provides strategic depth to the Army, Air Force, and Space Force, and responds to crises in our homeland. We are capable of operating in a complex global security environment and continue to invest in modernization and readiness to prepare for the threats of the future. Today's National Guard is an integral part in addressing the gravest challenges facing the Joint Force.

Globally, China, Russia, Iran, North Korea, and violent extremist organizations continue to present significant threats to U.S. prosperity and security. At home, our adversaries use of cyber-attacks and disinformation threaten our democracy while the growing frequency and severity of hurricanes, wildfires, floods, and a global pandemic challenge the safety of our citizens and communities.

The year 2020 was unprecedented and historic. National Guard members supported every Combatant Commander around the globe and met every mission here at home. On June 6, 120,000 National Guard Soldiers and Airmen were mobilized in support of overseas and domestic missions, one of the highest levels of National Guard support to our nation since World War II.

Given the uncertain future and budget priorities, we expect the Department of Defense to rely on the National Guard more, not less. Therefore, we must be ready to execute our three core missions: fighting America's wars; securing the homeland; and building enduring partnerships that support our nation's strategic objectives. Continued investment in the National Guard ensures we can meet today's demands while preserving the capability, capacity and deterrence our nation needs against a broad spectrum of potential future threats.

WARFIGHT

The National Guard is the primary combat reserve of the Army and Air Force, and provides operational capability to the Space Force. We provide enduring, rotational, surge, and follow-on forces to meet any Joint Force mission. Today, thanks to the substantial investment in training, equipment and readiness by Congress and DOD leaders, we have become the most capable, professional, ready, and combat proven National Guard in the history of the United States.

In 2020, Soldiers with the North Carolina Army National Guard's 30th Armored Brigade Combat Team, who tested their combat skills at the National Training Center in 2019, returned from their deployment to Kuwait and Syria and began supporting their communities COVID-19 response efforts and civil disturbance missions. Also in 2020, the Idaho Air National Guard's 124th Fighter Wing deployed their A-10s and Airmen to the region as well. The 124th's deployment, the wing's second-largest ever, required pilots, security forces, maintainers, medical personnel, special warfare tactical air controllers and staffers to support operations across two continents.

The National Guard is also a trusted space and cyber partner. For 25 years, National Guard space units have provided operational, unit-equipped, surge-to-war capability to protect our nation's vital interests in this contested domain and today supply the Space Force with 11 percent of its space professionals and 60% of offensive Electronic Warfare capability. In addition, our cyber warriors bring their military and civilian skillsets to bear in support of Cyber Command's global commitments.

Two decades of investment and modernization in the National Guard has paid measurable dividends to our Joint Force's lethality and our nation's security.

HOMELAND

Unique to the National Guard is our ability to apply the training and equipment from our wartime missions to our state responses in the homeland. National Guard Soldiers and Airmen logged over 10.9 million days serving our communities in 2020—more than four times as many as 2019.

The events of 2020 required an unprecedented response to various unforeseen events within the homeland. Most significantly, the men and women of the National Guard served more than 7.6 million days in support the COVID-19 pandemic – a mission that continues today. They provided over 632 million meals to neighbors, distributed over 539 million pieces of Personal Protective Equipment (PPE) to essential workers, and tested or screened over 16.1 million people for the virus across the 50 states, 3 territories and the District of Columbia in 2020. In addition, they were called to fight record wildfires in California with specially equipped C-130s, helicopters, MQ-9 drones and shovels; expedited recovery efforts after a record number of named hurricanes battered the Gulf Coast; and

provided support to cyber security, cyber assurance and recovery from cyber-attacks at the local, state, and federal levels.

In 2021, your National Guard is making concerted efforts to assist in logistics, distribution, and vaccination of the communities they serve. To date, Guard Soldiers and Airmen have vaccinated millions of civilians, administering well over 150,000 shots a day – with those numbers continuing to grow.

The National Guard's skills and abilities developed for the warfight (such as leadership, training, logistics, and communications), coupled with its unique array of authorities and trusted local, state, and federal partnerships, makes it a natural choice for tackling some of the most difficult challenges we face at home.

PARTNERSHIPS

Building enduring partnerships at the international, federal, state, and local levels contributes to our nation's strength and readiness. Our approach makes the National Guard a force other nations and organizations are eager to partner with.

At the international level, the National Guard's State Partnership Program (SPP) is a key pillar to the Department of Defense's focus on alliances and partnerships. Through the SPP, the National Guard maintains long-term relationships that strengthen alliances, enhance interoperability, reassure allies and deter our adversaries. Improving the military, security and emergency response capacity of partner nations improves their resiliency, benefiting the entire international community. Through 82 SPP partnerships, the National Guard is engaged with 89 nations, 45% of the world's nations, and ensures the Department of Defense has capable, trusted and interoperable partners at our side.

At the federal level, the National Guard maintains productive interagency relationships with the Federal Emergency Management Agency, Department of Homeland Security, Department of Health and Human Services, and U.S. Customs and Border Protection that contribute to rapid and unified responses when disasters strike. Additionally, the National Guard runs several counterdrug schools that offer in-person training courses to federal, state and local law enforcement personnel.

At the local level, we develop partnerships and connections in the communities we serve through efforts such as the National Guard Youth ChalleNGe, and DOD's Innovative Readiness Training (IRT) and STARBASE programs. Youth

ChalleNGe is a community-based program that leads, mentors and trains 16-to-18-year-old, at-risk youths on values, life skills, education, and the self-discipline required to become productive citizens in America's future. The IRT program connects annual military training opportunities with the needs of disadvantaged or remote communities to produce mission-ready forces, civil-military partnerships and strong communities. The STARBASE program also exposes our nation's most underrepresented youths to activities in the Science, Technology, Engineering, and Math (STEM) career fields through a hands-on learning experience at National Guard and other DOD installations across the nation.

CHIEF, NATIONAL GUARD BUREAU

As the 29th Chief of the National Guard Bureau and member of the Joint Chiefs of Staff, I provide input into every decision impacting our Joint Force and advise the Secretary of Defense on all matters involving the National Guard and the capabilities the National Guard of the 50 states, 3 territories, and District of Columbia provide the Joint Force. The health and welfare of our service members is fundamental to these capabilities, and it's imperative we continue to provide our Soldiers, Airmen, space professionals, families and civilians access to the resources needed to maintain their resilience. Maintaining the welfare of our force also means ensuring our organization continues to promote inclusion, equality, diversity and resilience, with zero tolerance for abuse, harassment or discrimination. Finally, we cannot lose sight of the importance of our employers. Employers are critical to the success of our part-time business model and we must continue to foster an employer-service member relationship that is sustainable and mutually beneficial.

Today's leaders will have to contend with budget pressures, training shortfalls, time constraints and modernization gaps. We must develop leaders capable of performing at today's pace of change; redefine how we train forces and approach readiness; and seek to become more joint and multi-domain minded. This is critical as we look to normalize the capabilities of an operational National Guard within the DOD's processes.

My goal over the next four years is to build on past National Guard accomplishments and contributions to the Joint Force in achieving National Defense Strategy objectives through a continued focus on our three core missions of warfight, homeland and partnerships. I intend to build a sustainable operational

force for the future by focusing on four priorities: people, readiness, modernization and reform. Today's National Guard is the most modern, ready and interoperable Joint Force in our 384-year history. However, our adversaries do not rest. We must continue to build a National Guard that is stronger and more responsive, one with greater lethality, global influence and the combat readiness to deter aggression.

ALWAYS READY, ALWAYS THERE

Serving with the 443,000 men and women of the National Guard is an honor. We provide combat-proven forces when needed and tirelessly help our communities where we live. We stand ready to face the threats of today, and prepare for the challenges of tomorrow. Serving in nearly every zip code, and answering the call in nearly every corner of the globe, the National Guard remains Always Ready, Always There!

Army Guard SNAPSHOT

- Provides the Army 39% of its operational forces
- 334,575 Soldiers
- 8 divisions
- 27 Brigade Combat Teams
- 2 Special Forces groups
- 1 Security Force Assistance Brigade
- 42 multifunctional brigades
- 56 functional support brigades and groups
- 13 command & control headquarters
- 24,687 buildings, 1,397 firing ranges, and 110 training centers in 2,416 communities.

Air Guard SNAPSHOT

- Provides the Air Force 30% of its operational forces.
- 108,100 Airmen across 90 wings.

Manpower contribution to 5 core areas:

- 10% of Air, Space and Cyber Superiority.

- 13% of Command and Control / Intelligence, Surveillance and Reconnaissance.
- 40% of Agile Combat Support.
- 20% of Rapid Global Mobility.
- 17% of Global Strike.

1,053 Air Guard Aircraft

- Provides 36% of Air Force's tanker capability.
- Provides 26% of Air Force's fighter / attack capability.
- Provides 30% of Air Force's strategic / tactical airlift capability.
- Operates 15 of 16 Aerospace Control Alert sites.
- Provides 13% of Air Force's overseas MQ-9 Reaper unmanned aerial vehicle capability.

FIGHTING AMERICA'S WARS

Force for the Future

- The National Guard has supported more than one million overseas mobilizations to Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, the Sinai, and other overseas locations since 9/11.
- National Guard Soldiers and Airmen served more than 10.2 million personnel days supporting warfight missions in 2020.
- More than 20,000 National Guard Soldiers and Airmen are currently 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.
- Two National Guard brigades will deploy to the National Training Center in Ft. Irwin, Calif. this year: Mississippi Army Guard's 155th Armored Brigade Combat Team in June; and Oklahoma's 45th Infantry Brigade Combat Team in July.
- Three National Guard brigades will deploy to the Joint Readiness Training Center in Ft. Polk, La. this year: Ohio's 37th Infantry Brigade Combat Team in June; Arkansas's 39th Infantry Brigade Combat Team in July; and Indiana's Security Force Assistance Brigade in August.

Overseas Presence

- The Louisiana Army Guard's 256th Infantry Brigade Combat Team is deployed to Iraq providing Security Forces and conducting Advise and Assist

missions with Iraqi Security Forces (ISF) and partner units in the AOR to enhance capabilities and secure critical sites in support of Operation Inherent Resolve.

- The Illinois National Guard's 33rd Infantry Brigade Combat Team is deployed to Ukraine providing training to the Armed Forces of Ukraine to help them develop defense capabilities and build interoperability.
- The South Carolina Army Guard's 678th Air Defense Artillery Brigade is providing command and control to Air and Missile Defense in the U.S. European Command in support of Operation Atlantic Resolve.
- The South Dakota Army Guard's 196th Maneuver Enhancement Brigade is deployed to the Horn of Africa working with the Suriname Defense Force to promote regional security, dissuade conflict, and protect U.S. and coalition interests.
- 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.
- The Texas Army Guard's 36th Infantry Division deployed to Kuwait and provides division-level command and control of Army forces in Kuwait and Jordan in support of Operation Spartan Shield. The Ohio Army Guard's 16th Engineer Brigade is also supporting Spartan Shield by providing engineering expertise, project management, and command of subordinate engineer battalions.
- The Pennsylvania Army Guard's 28th Expeditionary Combat Aviation Brigade is providing command and control of all Army Aviation units in Kuwait in support of Operation Spartan Shield and Operation Inherent Resolve.
 - Nearly 1,500 Army Guard Soldiers and 64 aircraft are supporting U.S. Central Command aviation missions in Afghanistan and Kuwait.

SECURING the HOMELAND

- National Guard Soldiers and Airmen spent a record 10.9 million days serving their communities supporting missions such as COVID-19, wildfires, civil disturbances and hurricanes.
- 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 2,058 sorties in FY 2020 – 1,825 scramble sorties (practice and real-world) and 233 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.
- The 57 full-time National Guard Weapons of Mass Destruction Civil Support Teams carried out 2,475 missions in FY 2020 ranging from no-notice call-outs to identify substances; to supporting national security events; to training and assisting 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.
- National Guard Soldiers and Airmen comprise 55 percent of the Defense Department’s chemical, biological, radiological, nuclear (CBRN) response capability.

Cyber Centric

- There are more than 3,900 Army and Air National Guard personnel serving in 59 DOD cyber units in 40 states.
- 1,219 Guard members detected 57 “vulnerability events” while supporting the Nov. 3, 2020 national election. They provided their state’s IT support; vulnerability assessments; network monitoring; vehicle / foot traffic control; and COVID-19 screening and sanitizing.
- 290 National Guard cyber warriors from 15 states also responded to 33 reported state cyber events in 2020.

Taking Drugs off the Streets

- More than \$11.2 billion of illicit drugs, weapons, property, and currency are off the streets thanks in part to the efforts of over 2,600 National Guard Counterdrug professionals assisting civilian law enforcement agencies throughout the 50 states, 3 territories and DC.
- National Guard counterdrug operations supported 1,362 law enforcement agencies and over 439 community-based organizations.
- Five National Guard counterdrug schools trained nearly 60,000 law enforcement personnel in 2020, using subject matter experts who are able to draw upon their military education, operational experience, and knowledge of DOD capabilities.

10.9 Million Days

When **COVID, Wildfires, Civil Disturbances** and **Severe Weather** hit home in 2020, Guard members in each state, territory and DC left their jobs and families to serve their communities – responding in record fashion.

Pandemic Response

- 632 Million: Meals provided by Guard members in 2020.
- 36.9 million: Masks made by Guard members in 2020.
- 16.1 million: People tested or screened for COVID-19 virus by Guard members in 2020.
- 11.5 million: Miles driven to deliver supplies in 2020.
- 2.4 million: Calls answered, made at call centers in 2020.
- 71,259: Facilities deep cleaned by Guard members in 2020.
- 19,211: Increased bed capacity at Alternate Care Facilities in 2020.

Fighting Fires

- Guard members from 19 states logged 155,108 days responding to 52,834 wildfires covering over 9.5 million acres in 2020 – Maryland is 7.9 million acres.
 - C-130 crews, equipped with U.S. Forest Service Modular Airborne Fire Fighting Systems (MAFFS), flew 470 missions and logged 549 flying hours while dropping over 1.3 million gallons of fire retardant.
 - Air Guard RC-26 fixed-wing and MQ-9 Remotely Piloted Aircraft crews logged over 2,000 hours providing real-time fire mapping; evacuation route identification; and new fire / hot spot detection.
 - Two California National Guard helicopter crews were awarded the Distinguished Flying Cross for bravery by the President after saving over 200 stranded residents from the Creek Fire.

Supporting Peace

- Guard members from 38 states logged 627,659 days supporting law enforcement agencies in 2020 by providing crowd control, monument / infrastructure security, traffic control, and roving patrol missions.
- At its peak on June 7, 2020, 43,351 Guard Soldiers and Airmen were providing civil disturbance support.

Bringing Calm after the Storms

- Guard members from 22 states supported 22 severe weather events in 2020 and a record 12 named storms.
- During hurricane responses, Guard members rescued 9,812 people; and distributed over 6 million meals, 12.1 million gallons of water, 1.6 million bags of ice, and nearly 319,000 tarps in 2020. They also cleared over 2,700 miles of road to assist recovery efforts.
- Guard members logged 118,748 personnel days responding to hurricanes and tropical storms; 36,767 days for earthquakes; 11,340 days for floods; 5,106 days for severe weather; 3,502 days for tornadoes; and 1,174 days for winter storms in 2020.

BUILDING PARTNERSHIPS

- Competition with rivals demands greater cooperation with partners. The National Guard's network of 89 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 FY20.
 - 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 program that provides DOD decision-makers a proven tool to help address today's security challenges and a wide range of potential future threats.
- The National Guard's reputation 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 plans to grow two new partnerships per year.
- In the homeland, planning and training with local, state and federal responders has resulted in unified and rapid responses to man-made and natural disasters – ultimately, saving more lives and property.

SOLDIERS, AIRMEN and FAMILIES

- Army National Guard Child and Youth Services conducted over 2,598 events for over 66,800 National Guard youth ages 6-18 in an effort to promote resilience and sustain the quality of life through high-quality support services and enrichment programs. Coordinators transitioned 202 events into virtual / online programming that might have otherwise been canceled as a result of COVID-19.
- The Air National Guard Home Community Care Program is available at over 42 Air National Guard Wings with state accredited providers offering free child care to Guard members. In FY20, the Home Community Care Program, provided over 27,000 hours of child care, spending \$290K, in support of Air National Guard families.
- The Joint Yellow Ribbon Reintegration Program helped over 31,229 service members and families connect with their local community support services before, during, and after deployments by overseeing 440 nationwide events in 2020. The Army National Guard conducted 419 events and supported 26,319 Soldiers and family members, while the Air National Guard conducted 21 events for 4,980 Airman and their families.
- The NGB Employment Support Program reached 102,141 Guard members and provided assistance to 45,385 Guard members, their families, veterans and other reserve component members seeking jobs. The effort resulted in over 4,100 job referrals and nearly 900 hires. Each state has a program support specialist.
- The Employer Support of the Guard and Reserve is a DOD program established in 1972 to promote cooperation and understanding between Reserve Component Service members and their civilian employers. The network of 3,300 volunteers across the nation bring a vast wealth of experience to assist members resolve conflicts arising from an employee's military commitment.
- Transition Assistance Advisors impacted the lives of nearly 189,026 service members and veterans in FY20 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 over \$36 million in Federal Tuition Assistance benefits to more than 19,000 Soldiers enrolled in over 71,000 courses in FY20.

- The National Guard's Strong Bonds conducted over 630 virtual retreats and events for over 17,600 Soldiers, Airmen, and their families to increase family readiness and resiliency through relationship education and training.
- Army Guard Survivor Outreach Service coordinators assisted 46,708 surviving family members in FY20, an increase of 2% over last fiscal year.
- The National Guard Sexual Assault Prevention and Response Program provided training, services and advocacy to victims of sexual assault with its 134 full-time, nationally certified Sexual Assault Response Coordinators. There are also 1,618 part-time, nationally certified Sexual Assault Response Coordinators and victim advocates.
- The Army Guard's team rendered honors at 94,285 service member funerals in FY20. The funeral honors team is projected to conduct over 104,147 requests to render burial honors for veterans and retirees in FY21.
- Due to the Army National Guard Resilience program's robust training platform, they received HQDA's only exception-to-policy to conduct a 2-week Master Resilience Training certification remotely during the pandemic. The team used the lessons learned to conduct 9 one-week and two-week trainer certification courses, helping to offset attrition caused by 3 canceled classes due to the pandemic. The Resilience program trained 648 total Master Resilience Trainers in FY20, bringing the total number of MRTs trained to 7,297.
- The MRT schoolhouse in Wisconsin is now certified to bring any Resilience, Suicide Prevention and Substance Abuse training to the 50 states, 3 territories and DC upon request. Three Army Guard MRT Mobile Training Teams provided Resilience, Risk Reduction, and Suicide Prevention training 25 times last year.
- The Army National Guard provides 54 Suicide Prevention Program managers, one to each state, territory, and DC. They provided advanced training to 76,479 Soldiers and family members in FY20, enabling them to recognize the signs of suicide, giving them the skills to intervene appropriately, and connect those in need to military and community resources.
- The Army National Guard provides between 1-to-4 contracted Risk Reduction and Prevention Coordinators in each state, territory and DC to help commanders assess high-risk behaviors that are counterproductive to readiness -- such as substance abuse, sexual crimes, family violence, and suicide. Despite COVID-19 restrictions, coordinators were able to survey over 150,000 Soldiers in FY20, resulting in remote drills, risk mitigation plans for 2,588 units, and nearly 3,000 prevention training events.

Resilient Warriors

- The Chief, National Guard Bureau established NGB Warrior Resilience and Fitness to ensure multiple programs supporting the well-being and resilience of Guard members and their families are synchronized into a holistic and integrated model that leverages the Total Force Fitness framework.
 - Warrior Resilience and Fitness developed a Compendium of Warrior Resilience and Fitness Strategies with over 167 research-informed programs aimed at preventing and responding to suicide, sexual assault, and substance abuse.
 - Warrior Resilience and Fitness Innovation Incubator provides funding and technical assistance to 22 pilots across 29 states and territories to assist with implementation and evaluation of programs that promote resilience and prevent harmful behaviors.
 - NGB signed a memorandum with the Veteran's Administration to provide greater access to behavioral health services for NG members during drill weekends. The initiative has seen an increase in the number of NG members receiving services during drill weekends (14%) and at Vet Centers (44%).
 - SPRINGboard is the first NG-specific readiness tool that will help leaders make more informed decisions about the health of Service members.
 - NGB partnered with the Uniform Services University and Purdue University to train community-based behavioral health providers in military culture. More than 800 providers have received specialized training.
 - NGB signed a memorandum with Psych Hub to provide NG members with access to the COVID-19 Mental Health Resource Hub that has over 600 videos and podcasts that support mental health and reduce stigma about seeking care.
 - NGB and the Marines partnered on the first Innovation, Prevention, and Outreach (IPO) forum to improve behavioral health, access to care, and overall well-being for geographically dispersed Reserve Component members and their families.

Give Teens a Second Chance

- Forty National Guard Youth ChalleNGe and 5 Job ChalleNGe academies across the country have graduated more than 187,923 cadets since the program's inception in 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. 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.

- Nearly 83% of all ChalleNGe graduates earn their high school diploma, GED or obtain college credits; nearly 32% go on to attend additional college or other schools.
- The per-student-cost for a ChalleNGe graduate averages \$21,450 compared to the almost \$63,000 per-year cost for a youth in juvenile custody.

25 Years in Space

- 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 forces.
- Currently, the Air National Guard provides 60 percent of the Space Force's offensive space electronic warfare capability.
- The Air National Guard operates the nation's only survivable and enduring strategic missile warning / nuclear detection capability and provides the nation's strategic missile warning on the High Frontier.
- In support of DOD space missions, NG members conduct training that bolsters space capabilities and enables homeland protection.
- The Air National Guard's 14 space units in 7 states (AK, CA, CO, FL, HI, NY, and OH) and one territory (Guam) are conducting daily missions in support of global Combatant Command operations.
- Long-standing partnerships and civilian employment with state and local space entities, in both the public and private sectors, allows for access, seamless integration and immediate response.