



STATE OF DELAWARE
DELAWARE NATIONAL GUARD
JOINT FORCE HEADQUARTERS
250 AIRPORT ROAD
NEW CASTLE, DELAWARE 19720-1502



Delaware National Guard Legacy Document

The details provided focus on actions that we've taken to hopefully improve the lives of Delawareans, as well as examples of how we in the Guard believe we've made a difference and satisfied your goals.

First, we've managed an all-out "**War on Hunger**" and I'm pleased to report that since the program's inception in 2008 we have donated and delivered over **89,942** pounds of food to the Delaware Food Bank supporting our fellow citizens who are in need.

Our Command Sergeant Major has served as a **Distributive Education Club of America (DECA)** judge each year at the Delaware DECA Career Development Conference, these are Delaware students participating in a statewide high school marketing education curriculum. He also has served as a volunteer judge for the **Business Professionals of America (BPA)** State Leadership conference. BPA is a statewide organization whose purpose is to support middle, high school and college level students involved in business careers.

Camp Colwell, 2009 – 2016

Along with Air volunteers our Guard has assisted with Camp Colwell to support 101 military children at the Bethany Beach Training Site this year. Creating a total of greater than a 1,000 children being supported through these efforts.

Yellow Ribbon Reintegration, 2009 – 2016

We conducted our Yellow Ribbon Reintegration program assembling Army and Air personnel and their families, and assisted them in receiving assistance prior, during and post deployment. The program offers counseling and transition training to aid with family and community reintegration.

Christmas Concert, 2009 – 2015

We have utilized our 287th Army Band to help us reach out to the community at the holiday season by providing annual free concerts the second week of December at the Grand Opera in Wilmington. The concerts have been attended by hundreds and have showcased the talent and the versatility of our 287th band. This is an ideal way to connect with the community members, retirees and current members of our force. These efforts are being threatened by some members of congress who do not see the value of the great asset that our band provides and argue for transfer of money to additional areas within the state.

Awards

Our 153rd Military Police Company was the 2016 Region 2 award recipient for the Army Award for Maintenance Excellence (AAME), and will be competing over the next few months as a National Level Finalist.

Morale Enhancers / Comprehensive Soldiers and Airman Fitness

We have engaged in a very proactive approach to improve the morale and wellbeing of our troops. We have done this through strong and impactful psychological health programs; suicide prevention and sexual assault training. These programs have been well attended and received by participants. It is our hope that these programs will take hold and provide ongoing support.

Senior Leaders Conference

Since 2000 we have conducted the Senior Leaders Conference at various venues in the State (mainly Dover Downs). This conference gathers all of our senior officer corps and senior enlisted grades to discuss key Guard issues. We are, I believe, one of the few state agencies to conduct such a conference. The value add to our organization from these discussions has been exceptional.

Military Ball

We have conducted a regular all ranks military ball each year in which we bring together members of our Delaware National Guard family and extended services to Dover Downs for an evening of celebration, dinner and dancing. Each year we have attendance approaching 1,000 participants. It is a great evening of sharing, networking and camaraderie.

Spiritual

The Delaware National Guard has maintained its focus on providing superior spiritual care to full-time and traditional members. In an effort to demonstrate this we have completed the following:

- Refurbished and dedicated a new chapel facility at the Bethany Beach Training Site May 2015.
- Continue to provide fulltime chaplain service at the joint force headquarters and wing levels.
- Built resiliency for military members and their families through Yellow Ribbon programing and suicide prevention training.
- Built stronger marriages through **Strong Bonds** educational retreats.
- Ensured our Guard members have free expression of religion during unit training assemblies, annual training and deployments.
- Provided soldiers and airmen confidential counseling.

Delaware National Guard and Reserve Emergency Assistance Fund (DNGREAF)

Private fund controlled by a group of military and civilian board members that provide financial assistance to any reserve member in Delaware who has a monetary hardship brought on by military or deployed circumstances. This program has functioned for several years and has been quite impactful in providing transitional dollars to service members for personal circumstances affecting their financial situation.

Diversity

The Delaware National Guard has held 6 Annual Diversity Day events. This is a collaborative effort shared with the organization and the share cultural education and information community. The committee consists of an all-volunteer group which provides food, education and talent from a variety of sources. A keynote speaker is the highlight of the event. The event has had the honor of speakers such as our own Brigadier General Carol Timmons (DNG's first female general) and Major General Joseph McNeil (Greensboro Four). A variety of talent from our own members such as bagpipers, to the children within the community. Some local community groups consist of the Chinese American Community Center and the Nanticoke Indian Tribe. The organization and the community together improve the environment allowing cohesion and understanding among the military and the community.

We are making excellent progress in the area of diversity and equal employment opportunity. The percentage of African Americans in the Delaware National Guard is 24%, the percentage of Latino's is 5.1%, and other minorities make up an additional 2.6% of our force. Women make up about 22% of the Delaware Guard force. High profile notables include our first female Assistant Adjutant General of the Delaware Air Guard, Brigadier General Carol Timmons, and the first African American Assistant Adjutant General of the Delaware Army Guard, Colonel David Fleming, and we have also recently promoted the first African American female in the Delaware Army Guard to the rank of Colonel, Colonel Valentine Miller.

Health and Wellness Expo

The 7th annual Delaware National Guard health and Wellness Expo will be held Thursday, October 20, as part of an effort to promote prevention, healthy life-style and wellness amount our employees, retirees and family members. Over 75 participants to include federal and state agencies as well as local businesses promoting health and wellness among the force are expected to attend. Organized by the Delaware National Army National Guard Occupational Health Office, the expo offers health resources on smoking cessation, hearth health, mental health, fitness, nutrition, disease prevention and much more. Voluntary health screenings to include blood sugar, skin cancer, cholesterol and blood pressure will be available. This robust event has grown exponentially since its inception and serves a multi-service audience of the Delaware National Guard and Navy Operational Support Center.

Youth Challenge Initiative

In an effort to strengthen our communities, the Delaware National Guard successfully re-energized it's pursuit of the National Guard Youth Challe**NGe** Initiative by partnering with the D.C. National Guard, Capital Guardian Youth Challe**NGe** Academy (CGYCA), located in Laurel, MD. The Youth Challe**NGe** Program is preventive in nature and provides Delaware youth, ages 16-18 with opportunities for personal growth, self-improvement and academic achievement; for High School dropouts, those no longer attending and those failing in school; through a highly structured military styled, non-traditional educational environment; integrating training, mentoring, tough love and diverse educational and extracurricular activities. Youth also have the opportunity to complete the GED while enrolled.

- The DENG, with great support from the Department of Education, worked vigorously to establish the Youth Challe**NGe** program and was successful in admitting 9 youth to the July 2016 class (Class 47). Youth came from the following High Schools: Appoquinimink, Caesar Rodney, Milford, Indian River, Middletown, Concord, and Hodgson. The DE cadets in this program are excelling and have achieved the following accomplishments: Class President, Class Secretary, 2 cadets serve on the Color Guard; several other cadets have also achieved the rank of Senior Cadet. Since the class began in July, 2 youth have dropped out of the program. However, the remaining 7 cadets continue to maintain a positive attitude and have adapted very well to the Academy environment.
- While the Youth Challe**NGe** program is not a military recruiting program, the DENG will provide the cadets with a capabilities tour and briefing of the Delaware Army and Air Guard units. In addition, the DENG will host a Career Fair for the Cadets to introduce them to employers, educational institutions and military organizations in Delaware.
- The next class (Class 48) begins in January 2017, and the DENG looks forward to increasing the number of youth participating in the Youth Challenge program!

Delaware Commission of Veterans Affairs (DCVA)

We continue and grow participation in the DCVA to improve communication, services, and benefits for service members, veterans and their families. Having At-Large representation on the commission has increased the flow of ideas and information related to National Guard and Reserve issues and has enhanced the understanding and appreciation of Veterans service organizations and National Guard and Reserve interests.

Delaware National Guard Counter Drug Program (DNGCDP)

Our program has been a shining example of how we can assist and improve the lives of Delawareans. During your administration we have achieved the following:

- The DNGCDP has provided ongoing criminal analyst support to the Drug Enforcement Agency's (DEA) Southern Task Force resulting in numerous successful investigations involving drug trafficking organizations.

- DNGCDP personnel working with the State Attorney General's Office assisted in standing up the Criminal Strategic Unit.
- The DNGCDP provided ongoing criminal analyst support to the Delaware State Police while working at the Delaware Information Analysis Center (DIAC) resulting in numerous successful narcotics and counter threat finance investigations.
- DNGCDP personnel were assigned to the New Castle County Police and Wilmington Police Departments providing investigative case support, analyst support, ground surveillance and aerial surveillance for counter narcotics investigations.
- The DNGCDP operated the only ION scan in the State of Delaware supporting narcotics detection for drug asset forfeitures and domestic highway interdiction cases.
- DNGCDP provided transportation and support for the DEA's Prescription Drug Take Back Days. The program allows our citizens to correctly dispose of unused or expired prescription drugs without fear of them being put on the street for abuse.
- The DNGCDP provided effective training for law enforcement agencies via the portable firearms training simulator increasing the readiness and proficiency of Delaware's law enforcement officers.
- The DNGCDP supported various community coalitions by applying military unique tactics to community strategy to facilitate planning and development to address substance abuse in Delaware's communities.

Military Construction - Army

2010

- Army Aviation Support Facility (AASF) – New Castle, Delaware
 - Addition/Alteration to existing facility
 - 69,500 square feet – new and 34,000 square feet renovation
 - \$22 million facility
 - Owned by the Delaware Army National Guard
 - Houses our UH-60 Blackhawk Helicopters

2011

- Armed Forces Reserve Center – Newark, Delaware
 - New construction
 - 72,646 square feet
 - \$15 million facility
 - Owned by the United States Army Reserve (USAR); houses the Delaware Army National Guard's 160th Engineer Company.

2014

- Biden National Guard / Reserve Center – New Castle, Delaware
 - New construction
 - \$48 million facility
 - 106,344 square feet
 - LEED Gold
 - Houses the Delaware Army and Air National Guard Headquarters and United States Naval Reserve Center.
 - Dedicated 30 May 2016.

2015

- Regional Training Institute Academic Building (RTIAB) – Bethany Beach, Delaware

- Demolition and New Construction
- \$5.5 million
- 13,920 square feet
- LEED Silver
- Houses the 25U course and Regional Training Institute Headquarters element.

2016

- Field Maintenance Shop (FMS #5) – Dagsboro, Delaware
 - Demolition and New Construction
 - \$11.1 million
 - Awarded contract in September 2016; construction to start in 2017.
 - 16,166 square feet
 - Houses Field Maintenance Shop #5, which maintains wheeled vehicles for Sussex County units.

Sustainment, Restoration and Modernization (SRM) Construction Projects

By leveraging state Minor Capital Improvement (MCI) and Major Capital Improvement funds, we have been able to bring over \$10 million of federal matching funds to the state of Delaware.

Minor Capital Improvement (MCI) and Major Capital Improvements

- Receive \$850,000 of state MCI funds annually to support our facilities.
- In State Fiscal Year 2014
 - Received \$541,500 for the 1401 Readiness Center.
 - Received \$528,000 for the Scannell Readiness Center.
 - Received \$140,000 for the Duncan Readiness Center.
- In State Fiscal Year 2015
 - Received \$1,650,000 for improvements at the 198th Regiment Readiness Center (Major Capital Improvements).

- Contract awarded in 2016.

In State Fiscal Year 2016

- Received \$1,092,000 for improvements at the Georgetown Readiness Center (Major Capital Improvements).
 - Design completed in 2016; construction to begin in SFY-17.
 - Designed and/or executed nine facilities modernization projects, including 3 fire protection projects, and 2 Americans with Disabilities Act (ADA) compliance projects.
 - Received \$2,702,100 in Federal sustainment funds.
 - Received \$739,200 in Federal modernization funds.
- In State Fiscal Year 2017
 - Received \$2,205,000 total in Minor Capital Improvements (no Major Capital Improvements).
 - Received \$942,900 in Federal modernization funds (end of FFY-16)

Energy - Army

- Hired new Energy Manager, a recent PhD recipient from the University of Delaware's Center for Energy and Environmental Policy (CEEP).
- Worked with OMB, the DESEU, and Siemens on a \$4.5M statewide Energy Savings Performance Contract, to be signed in September 2016. Projects include LED lighting, Solar Panels, and Building Controls.

Military Construction - Airforce

- The Air Guard spent nearly \$24,000,000 building a new hanger on the base.
- Offered \$1.5 million as their portion of the new JFHQ at the Armed Forces Reserve Center on Airport Road.
- There was also an expenditure of over \$8,000,000 for fuel cell design funds.
- The 166th Network Warfare Squadron completed the construction of a \$3,200,000, 9,300 square foot squadron operations building in 2010.

- The Wing was successful in bringing projects to Delaware through the Congressional Delegation as well as by building a strong rapport with their counterparts at the National Guard Bureau.

Energy - Air

- Overall, the 166 AW has reduced its Energy consumption by 34% from the FY 03 baseline.
- DoD reduction target by FY 15 was 30%.
- Wing has been able to achieve this goal by the demolition of antiquated facilities, construction of new facilities as well as utilizing Sustainment, Modernization and Restoration funding to upgrade Heating, Ventilation and Air Conditioning systems as well as installing energy efficient appliances and lighting.
- Another key factor in the Energy reduction has been the centralization of temperature controls, enabling building temperatures to be set to occupied and unoccupied status' via an automated system.

Delaware Military Museum

At long last, established space for this museum at our former Joint Force Headquarters at the Wilmington Readiness Center on 1 July 2016. Museum items have been moved to on-site storage; personnel have access to building, with move-in expected in fall 2016.

Job Creation

- The Wing received an additional three personnel to act as Construction Control Inspectors during the periods of the MILCON projects.
- While the total number of contractor jobs created is unknown, the average number of contract workers performing the project was well over 250 personnel for each MILCON project.

Military Support

Our director of military support and staff have participated in the following boards, panels and committees that support emergency management and anti-terrorism functions throughout the State of Delaware. In each instance the Delaware National Guard (DNG) has brought a unique perspective to the groups based on experience and the unique capabilities that only the military can provide.

Our participation helped to maintain open, honest and objective decisions on behalf of our citizens. It also ensured that the highest level of integrity, candor and selfless service are maintained throughout the entire process.

- Delaware Homeland Security Senior Advisory Council – Provides assessment and recommendations to the governor regarding any and all known threats to our state and its citizens.
- Joint Terrorism Task Force – Brings together federal, state and local law enforcement agencies to ensure seamless information sharing regarding contemporary national and state threats. It also directly ensures local communities have full visibility and capability to identify and mitigate any known threats.
- State Emergency Response Committee – Provides oversight on processes and procedures used during all emergency events in the state and recommends changes where necessary to ensure the voice of both the citizens and first responders are considered in policy formulation.
- Delaware Homeland Security Terrorism Working Group and Grant Committee – Reviews state and local requests from organizations and assists in prioritizing projects from grant funding. DNG also ensures that annual grant projects are consistent with federally identified capability gaps and threats to the state. The result is seamlessly layered protection to our citizens.
- Delaware Information Analysis Center – DNG provides direct support by way of assigning two full time intelligence analysts to the group at no cost to the state. The result is additional manpower provided to the state to conduct in depth analysis of terrorism and illegal drug activity to remove illegal drugs off our streets.
- Delaware Citizen Corps Council – As a seated, voting member, the DNG seeks to assist the council to strengthen and better prepare our citizens to know what self-help measures they can perform immediately after a significant incident and before 911 services arrive. In short it empowers our most effective assets in emergency response – our citizens of our great state.
- Anti-Terrorism Advisory Council- DNG works closely with federal and state business entities and anti-terrorism professionals to review contemporary threats, share critical information and develop mitigation measures to stem the efforts of those seeking to harm our citizens.
- Department Homeland Security Terrorism Working Group – The group is responsible to review all available terrorism threats developed by other groups and cross walk that information against available funding stream from all sources and make recommendations to the Homeland Security Advisory Council.
- State Interoperability Executive Committee and Council – Reviews the current status of first responders and their communications capability across the entire

state. The goal is to ensure seamless interoperability of communications equipment across all agencies involved with immediate response. As a result, first responders are better protected and the public is better protected by the elimination of an inability of first responders to effectively coordinate on the scene of an emergency.

- Delaware Transportation/Evacuation Working Group – The DNG works with all federal, state and local transportation entities to ensure evacuation procedures, policies and regulations are developed and exercised to effectively and efficiently evacuate citizens whenever and wherever required.
- Volunteer Organizations Active in Disasters – The DNG works with faith based organizations (FBOs) and community based organizations (CBOs) to ensure our most effective partners are fully utilized in emergency operations. The group ensures our state can effectively register and mobilize volunteers well in advance of any disaster situation.
- Federal Emergency Management Agency Region III Executive Planning Council – The DNG specifically provides information on military asset availability to respond to any large scale event requiring a regional/multi state response.
- Radiological Emergency Preparedness Working Group – The DNG represent the first military responders available for any radiological incident particular to nuclear power generating stations. The DNG is a key part to the planning and exercise process and is nationally recognized as one of the best in the nation. Again, it is all focused on quickly alerting, evacuating and decontaminating our citizens when needed to protect them in a radiological event.
- Strategic National Stockpile Technical Assessment Working Group – The DNG is an integral part in receiving, storing, securing and distributing of the national pharmaceutical stockpile when it is brought to bear in our state under the authority of the Delaware Department of Public Health.
- Delmarva Emergency Task Force – The DNG is one of the only National Guard entities directly supporting the planning, exercising and team building efforts between Delaware, Maryland and Virginia concerned with incidents that may require a unified effort across all states on the Delmarva Peninsula.
- Delaware Statewide Sheltering Workshop - The DNG works with DEMA and state functional areas to plan, exercise, and adjust the State Shelter Operations Group Annex within the DEOP, from the decision-making and activation phase through full shelter operations.

- Delaware Ebola/Emerging Infectious Disease TTX Exercise - The DNG works with state and community lines of effort in the planning for and follow on actions required to address potential endemic and epidemic medical situations that affect the state.

Delaware Leadership Academy (DLA)

DLA has been a strong example of what we've been able to do internally to improve the lives of our soldiers and airman. Since 2009 we have achieved the following initiatives:

- Partnership with Wilmington University - 87 graduates with 48 receiving master's degrees or in process.
- DLA helped our members receive valuable credits towards masters' level programs offered by Wilmington University.
- Further on the education front our programs have benefited over 1,000 soldiers and airman in our guard (over 1/3 of our assigned strength) and have utilized more than \$2,000,000 in tuition assistance.
- We also offer college courses at the Air National Guard (ANG) base through Del Tech with great success.
- Last year marked our first graduated from the **Leadership Delaware** program. We currently have a participant in this year's program and look forward to selecting individuals for the next couple of years.

Veteran Employment

This has been a singular success with Christine Kubik at the helm the veteran's unemployment rate has been **reduced from 13.5% to 4.3% and the Army Guard unemployment rate has decreased from 14% to 3.8%**. Employment rates are based on the following sources: Delaware Department of Labor, Bureau of Labor Statistics and Defense Manpower Data Center (DMDC), Civilian Employment Information database.

The reduction of unemployment among Delaware National Guard members was progressive, it truly was sparked by the Governor who was made aware of a large number (close to 40%) of our soldiers in the 262nd CRC who were deployed at the time, and would return home unemployed. This indeed, also ignited the initial collaboration and face-to-face meetings of key agencies who could make an impact. It built over time, and each year, we closed the gap, which lead to the decreased unemployment veteran rate. The top three reason for this change are:

- 1) Awareness: we were consistent and constant in keeping an overall "Hire our Veterans" message in the general public.

- 2) Employer referral and commitment: For employer referral and commitment, if any employer displayed interest to seek candidates, we provided a simple way to impact their search with military members and veterans by posting their jobs for free, then referring candidates and tracking applicants, via weekly Job eAlerts. We also hosted or partnered Veteran Job Fairs for our job seekers, and Employer Workshops for employers. Our success was due to the commitment and willingness of all the employers to hire our military and veterans.
- 3) Collaboration of resources/agencies: Working together made the difference. We all walked the same line, sent the same message, and referred resources. Delaware Department of Labor, Delaware Workforce Investment Board, the new Joint Military Affairs Committee, Employer Support of the Guard and Reserve, Delaware Commission of Veteran Affairs are just a few who partnered with us.

Listed below are additional key initiatives taken:

- Employment Assistance Best Practice – offered one-on-one counseling and referral for service members who are job seeking, to include resume creation and advice, job interviewing coaching, and job search guidance.
- Collaboration with local, state, and federal agencies who positively impact unemployment / underemployment of services members and families, to coordinate services.

Delaware Joining Forces

Delaware Joining Forces joint partner DNG, hosted the following employment related events and Job Fairs:

- Sep 30 – north Vet Job Fair
- Oct 26 – South Vet Job Fair
- Boots to Business Workshop
- Military Spouse Job Fair
- Kickstart your Career, Entry Level Job Fair
- Civilian Resume Workshop
- Federal Resume Workshop
- Heroes/ Nine Innings Job Fair at Blue Rocks

- **JOB FAIRS!!**
 - Partnered with Congressional Delegation in Delaware to host job fairs, both general public and veteran targeted, at least 4 times per year and geographically spread out.
 - Partnered with US Chamber of Commerce and Wilmington University to host Job Fairs – coined, “Hiring our Heroes” Job Fairs held once per year. Resulted in 10% hires on the spot, and over half attendees interviewed on the spot for job vacancies.
 - Set to host our own Job Fair on September 30 and October 26, due to employer interest.
- Job eAlert – weekly emails that contain job postings from employers who submitted and have the desire to receive uniformed members as potential candidates for the open positions.
 - **2,003 subscribers** (service members, veterans, and spouses)
 - Consistent job postings received from statewide employers who seek to hire uniformed members in job vacancies at their worksite.
- Proclamation of “Hire A Vet” month in September.
 - Coordinated an employer event in September 2013 hosted by Governor.
- Media – no-cost Public Service Announcement to raise awareness on the value of hiring veterans. Governor Markell voiced radio ads.
- Promoted the enhancements made for the military on certifications & licenses
 - Support and promotion of the Delaware Division of Motor Vehicles’ (DMV) “Heroes on the Highways” program (Launched May 2013) which will allow active duty military members and recently discharged veterans to waive the pre-trip skills and road test requirements for the issuance of a Class A or B Commercial Driver License (CDL). The new program will aid in securing local employment for military members with truck or heavy equipment driving experience.
 - Legislation House Bill 296 (July 2014) enacted and allows professional licensing boards to recognize military education, training, and experience when reviewing credentials and issuing licenses. This change will assist service personnel in obtaining and/or renewing professional licenses when transitioning from active duty.

Engaged and Sustained Exceptional Employer Relations with all Civilian Employers Statewide:

- Built up a network of over 200 employers.
- Host monthly Breakfast with the General – every first Thursday that includes attendance of 10-12 of our civilian employers and offers them a current view of the Delaware National Guard, and our Hometown Hero force.
 - To date – 118 business and community leaders have attend.
- Host Center of Influence events which is a full day event where community and business leaders tour and get first look at the Hometown Force, including ending the day with a ride on an aircraft.
 - Events held on Sep 23, 2015 and June 22, 2016, where 36 business and community leaders were influenced. The next COI lift is scheduled for October 20.
- Hosted Events with the local chambers of commerce to raise brand awareness.
 - Sep 24 – Networking Station Event by the Delaware State Chamber of Commerce and Delaware BBB where thousands exhibit and attend. Delaware National Guard was a recipient for attendees to donate to “War on Hunger”.
 - October 14 – hosted New Castle County Chamber breakfast event at the now Biden National Guard Reserve Center. Tours provided.
- Employer Education Workshops on topics of access to job seeking veterans, benefits of skills, and tax credits. Briefing theme: Hiring Veterans Makes Good Business Sense.
- Multiple keynote speakers to increase employer willingness to hire vets, including MG Vavala guest speaker to general audience at 10th Annual Delaware Department of Labor Employer Conference, speaking on the value of veterans in the workforce.
- Joined the Delaware Workforce Investment Board (DWIB) – Jan 2013
 - Goal Leader for veteran unemployment goal into their strategic plan.
 - DWIB Goal: *The Delaware Workforce Investment Board (DWIB) educates Delaware’s business community and promotes the advantages of hiring returning and/or separating veterans from both the Active Component and Reserve Component (AC/RC), resulting in an unemployment rate for veterans 25 percent less than the rate for the general population.*

- Sought out and gained no-cost Public Service Announcements (PSA) to encourage employers to “hire vets”, to include editorial for newsprint media, and radio PSAs. Heavy social media presence.
- Opens and provides continual dialog and sharing between Delaware Department of Labor and DNG.
- Enhanced business relations:
 - MG Vavala keynote speaker at several chamber events.
 - Initial committee member of the launch of Joint Military Affairs Committee of the Delaware State and New Castle County Chambers.
 - Hosted joint events, including the first annual JMAC Golf Tournament to build relations between business leaders and military members, while they team up in a foursome for golf
 - Together in committee, launched the “Warrior Friendly Business” award two years in a row to 4 overall deserving employers who focus on hiring veterans in the workplace.
- Committee member of the Military Affairs Committee, Central Delaware Chamber.
- There was/is no database of hired members, except our CEI database. We simply know we made a significant impact by relying on the unemployment statistics from our sources. Many times we did hear from the service member to thank us for the assistance and those testimonial emails are retained.
- We had over 75 unique employers attend the Veteran Job Fair on Sep 30 (New Castle County), and expect the same attendance on Oct 26 (Kent County), in which we are the lead organizer.

Employers who hired military and veterans over the last several years– in no particular order, but covering all counties:

NEW CASTLE COUNTY

Christiana Care
Phoenix Restoration
Best Buy – Concord Pike
New Castle County
Government (esp.
EMS/Paramedic Division)
JP Morgan Chase
Wilmington Police
Department
Assurance Media
G4S Secure Solutions
Bloom Energy /Aerotek

KENT COUNTY

Walmart Distribution Ctr

State of Del (top 3
agencies: DOC, DSP,
DeIDOT)

SUSSEX COUNTY

SPI Pharma
Solar City
PATs Aircraft Systems

DELAWARE JOINING FORCES: Cultivated and enhanced community-level efforts to gain external providers to support service members, veterans and families.

- Creation of new state full-time veteran support position – titled, Military Outreach and Community Relations Specialist, for purpose of building community level efforts and external provider network to assist service members, veterans, and families.
- Reorganized and brought together several existing committees, Delaware Joining Forces (DJF), formerly known as Military Community Partners and Inter-Service Family Assistance Committee, and the Governor’s Policy Academy; as well as the web directory of Veteran Service Directory - streamlining services to the end customers.
 - Developed two key support groups to drive the growth of DJF: Steering Committee made up of 9 state agencies, and an equivalent community / business leader.
 - *Hosted first Strategic Planning session to address “Behavioral Health Issues Facing Veterans”*
- Focused on Inter- state agency collaboration with community.
 - The DJF is a network of state agencies, and external service providers who proactively work together to provide solutions for military members, veterans and families. The DJF network may be called upon to address and provide solutions to critical issues and needs, including financial and

legal assistance, job training and employment, homelessness and housing, education, behavioral health and wellness.

- DJF is a collaborative effort led by several state agencies, including the Delaware National Guard, Delaware Health & Social Services and the Delaware Commission of Veteran Affairs (DCVA).
- DJF has grown to over 326 unique providers.
- Continue and grow participation in the Honorary Commander Program meant to create a lasting relationship between civic leaders and military members. This program is intended to encourage the flow of ideas and information and is an excellent opportunity to further enhance our understanding and appreciation of each other's unique positions.
- Seat and Co-Chair the MyVA Communities Delaware meant to address challenges veterans face at the WVAMC, and bring in community resources for solutions.

We have rekindled strong ties with the community through regular outreach and have developed a strong working relationship with Team Delaware at Dover Air Base.

- As lead for Delaware Joining Forces, we now sit on the working group committee for the First State Community Partnership at Dover Air Force Base.

Delaware Joining Forces hosted numerous Workshops this past year to highlight and boast community resources and partnerships available to provide solutions to service members, veterans, and families.

- Provided Financial Fitness seminars at Dover AFB – partnering with The Money School
- Provide bi-monthly class schedule for the Money School, as a part of our DJF Financial Fitness initiative and partnership with DFLI.
- Supported Delaware Vet Fest – an event to raise awareness in the general public on the issue of veteran suicide
- DE Air Guard Family Day on base – to welcome home and give back to the deployed families
- Hosted Lunch & Learn for over 35 Guard employees to attend a session given by The Beau Biden Foundation for the Protection of Children and “Stewards of Children®” training. This free training session is designed to educate adults about how to identify, prevent, and responsibly react to child abuse.

Deployments:

Sir: you are aware that our deployments over the last few years have been high tempo. Actually, since 9/11 we have deployed 95% of our Army and Air Guard personnel. We have seen 11 major deployments of our Army National Guard in overseas contingency operations during your administration.

Additionally, we have been involved in 14 state emergency response situations culminating with Operation Valiant Honor which provided security, honor guard, and logistic support to state and federal agencies for the funeral of former Attorney General Major Joseph R. “Beau” Biden III.

On the Air Guard side of the house we have seen a particularly significant uptick in the tempo of our operation. Listed below is a summary of major unit and wing accomplishments within the 166th Airlift Wing of the Delaware National Guard:

Network Warfare Squadron:

- 2011 – 2016; CYBER FLAG, CYBER GUARD and CYBER SHIELD Exercises provided leadership and technical expertise on coordinating cyber incident response between federal/state governments and within COCOM environments, validated cyber professionals ability to defend DoD and state critical infrastructure and identified strengthening processes to reduce vulnerabilities and increase DoD and state security postures.
- 2012; United States Cyber Command support is established as a premier cyber space warrior provider in support of homeland defense and National Security Council objectives.
- 2014; Joint Task Force Dual Status Commander for Cyber Guard 2014 Exercise; Brigadier General James Begley, DEARNG led combined Title 10 Active Duty, Title 32 National Guard and Coalition Forces in Cyber Guard 2014 to coordinate response to simulated cyber-attacks on Delaware critical infrastructure; improved processes of reporting procedures to state and federal cyber centers outside of the exercise networks.
- 2015; Exercised Combined DE ANG, DEARNG, Delaware Department of Technology and Information and Industry (J.P. Morgan Chase) response to simulated cyber-attacks on Delaware critical infrastructure in Cyber Guard 2015.
- 2009-2016 NSA Cyber Defense Exercises provided leadership and cyber technical expertise for an annual, week long, simulated real-world educational exercise that challenged networks designed and defending by teams from the nation's top military academies and including the Royal Military College in Canada.
- 2015; Department of Technology of Information; joint vulnerability assessment; identified weaknesses in Delaware critical infrastructure.

- Established and staffed a 60 member squadron of cyber professionals to defend the State and Nation in cyberspace.
- Built 2 secure facilities to conduct training for cyber operations, perform cyber threat analysis, and exercise cyber capabilities.
- Supported DTI by performing a cyber vulnerability assessment of the policies, processes, and architecture of the State's core network infrastructure.
- Contributed to the establishment of Delaware's State Cyber Steering Group and DE-ISAC.
- Exercised standup and execution of a Joint Task Force Dual Status Command in response to a cyber incident affecting State critical infrastructure.
- NWS involvement with the DE-ISAC and support to the State Chief Information Officer strengthens cyber resiliency across Delaware for both public and private organizations. It contributes to shared situational awareness of threats and risks to Delaware's critical services and information infrastructure and provides access to a bench of cyber subject matter experts. Since cyber subject matter experts are scarce resource, the NWS increases the State's readiness to respond to cyber incidents by way of coordination, training, advice, and assistance to State first responders.
- The NWS has worked most closely with DTI and JP Morgan Chase. Through the DE-ISAC, collaboration has started with University of Delaware and other public and private sector entities. The NWS regularly participates in DTI's annual State Cybersecurity Exercise. In 2015, DTI and JP Morgan Chase jointly participated with Delaware National Guard (Army and Air) in the U.S. Cyber Command's Cyber Guard exercise. Can we comment on this relationship today?
- The National Governor's Association (NGA) spearheaded is spearheading efforts to improve DoD and the Department of Homeland Security policy ensuring the National Guard can be used to support both federal and state cybersecurity missions, improving coordination between states and the federal government on cybersecurity incident management and response, and enhancing state-federal information sharing during cyber incidents.
- DoD reviewed its policy on defense support to civil authorities that previously limited Governors' ability to request National Guard support under Title 32. The new policy provides guidance on DoD and DoD-funded Coordinate, Train, Advise, and Assist (CTAA) cyber activities incidental to DoD-required military training and clarifies DoD policy regarding use of DoD networks and equipment for state cyber activities.

- The NWS offered suggestions and timely feedback to the NGA on numerous occasions concerning these policy initiatives.

Operations:

- 2009-2013; Executed partial mobilization & Manpower Personnel Appropriation (MPA - which is an Air Force provided active duty day) days for 729 personnel, flew over 5,200 sorties, totaling over 8,700 flight hours; transported over 785 short TONS of cargo, completed with ZERO flight mishaps.
- 2009-2015; Explosive Ordinance Disposal (EOD) personnel trained with and supported the Delaware State Police Bomb Squad; six EOD Airmen received Bronze Stars and three received Combat Action Medals.
- January 2010 - July 2015; Yellow Ribbon Reintegration Program assisted over 1,600 DEANG Airmen and their families. They receive assistance in pre and post deployment counseling and transitional training to assist with returning to the local communities.
- August 2011; Hurricane Irene; deployed 24 Airmen and 17 personnel on state active duty to assist with state wide response points. Completed medical care to over 300 local patients and logistical support to civil authorities.
- October – November 2012; Hurricane Sandy; provided 129th Rescue Wing, CA ANG, ramp services, logistical and operational support and staging into the Delaware region.
- September 2014; Completed STEADFAST JAVELIN II exercise in Germany which was a joint “show of force” exercise in the Balkans. DE Wing leadership led the coalition of five ANG wings where multiple personnel drops occurred. In turn, the nation’s combat agility was expertly demonstrated to other nations with an interest in the Balkans.
- September 2014 - September 2016 The 166th Aeromedical Evacuation Squadron deployed over 35 personnel supporting 3 separate deployments where they provided critical airborne medical care to multiple worldwide locations.
- 2015; Brigadier General Carol A. Timmons, Assistant Adjutant General for Air deployed from January to July serving as Director of Mobility Forces for USAFCENT Command. She served as the SW Asia senior liaison between Air Mobility Command and the theater’s Senior Air Commander.
- February 2015 – March 2016; 11 Maintenance and Operations personnel were mobilized to provide advisory assistance to the Afghan Air Force personnel in Afghanistan.

- 2015; Chaplain Corps provided community invocations and benedictions in May for three of the Delaware Technical Community College campus graduations.
- October 2015 - July 2016; Operation Enduring Freedom and Operation Freedom's Sentinel deployed over 320 Airmen. This was one of the Delaware Air National Guard's largest deployments since the "Gulf War." These service members were responsible for supporting counterterrorism operations protecting and defending our international nation-state partners and our homeland from terrorist activity.
- December 23, 2015; The Wing hosted the Dignified Transfer mission where 6 Airmen (one of which was a female, three were in the NY ANG) were returned to the U.S. after being killed during a suicide bomb attack at an USAF base in Afghanistan. With only 4 hours' notice, the Wing hosted over 200 family and friends of the Fallen Heroes as well as the SECDEF, SECAF, CJCS, and CSAF. This was the first time the mission was completed at the 166th Airlift Wing as the mission is normally conducted at Dover Air Force Base (DAFB). The 166th Wing Leadership offered their support to the DAFB leadership while their main runway was undergoing a major refurbishment. New Castle County Airport was the weather alternate location for DAFB from November 2015 through August 2016. The flawless execution of this mission demonstrated the teamwork and cooperation built between Dover AFB and the 166th Airlift Wing.

166th Medical Group:

- April 2010; Disease Containment Plan Tabletop Exercise, 166th Medical Group, lead unit; Defense Support of Civil Authorities.
- 2012; Super Storm Sandy; deployed 24 Airmen, 3 days in Northern and Southern Delaware, 24 hour sustainment; 350 local patients; 23 requiring additional medical care.
- 2012, Bethany Beach medical needs shelter set-up; trained medical Airmen on patient transport and real world response preparation.
- April 2015; Operation Cyclone; exercise integrated National Guard assets with DEMA and civilian response agencies; prepared Airmen for national disasters; treated 20.

166th Airlift Wing Recruiting:

- 2013-2016; Operation Full Strength; increased Delaware Air National Guard end strength; 96% to a peak of 105% in 2014, this is the highest retention rate since the Vietnam War. The wing's current end strength remains very strong at just over 102% which is in the top 10% for all wings in the Air National Guard.
- June 2013; Delaware Air National Guard opened a remote recruiting station in Newark Delaware, expanding recruitment efforts throughout the local community.

- June 2014; Delaware Air National Guard recruiters were recognized as the top performing recruiting team in the entire Air National Guard. The award was covered by the local media.

166th Airlift Wing Fire Fighters:

- 2009-2016; New Castle County Airport support; provides expedient in flight emergency response and mission support to the Delaware Air National Guard and all local airfield counterparts. Of note, the 166th Airlift Wing provides the only fire and crash response to the New Castle County Airport.
- 2012; Banner Express; presidential support squadron assistance; the 166th Airlift Wing provided air, operations, and logistical support throughout the United States, abroad and local area in support of the presidential campaign.
- May 2014; DE Air National Guard firefighters assisted in a tractor trailer accident that was carrying honey bees on I-95 in Newark, DE. The team assisted at the accident scene and with the containment of 16-20 million bees.

166th Airlift Wing POTUS/VPOTUS mission tasking:

- February 2009 – July 2016; DEANG achieved 100% POTUS/VPOTUS mission tasking; 493 VPOTUS missions and 3 POTUS missions; Army Chief of Staff in conjunction with the Presidential Support and CODEL, one Presidential Support Mission, one Secretary of Defense Mission and Banner Express – Presidential Support Squadron into region.
- 2009-2016; VPOTUS; 166th Airlift Wing provides continuous operational and logistical support to the White House staff and assisted the U.S. Secret Service (USSS) with the Vice President's expedient and secure arrivals and departures.
- December 2009; Artic Endeavor II; Civil Engineer snow storm support to civil authorities.
- 2009-2016; Explosive Ordnance Disposal provided the USSS numerous Distinguished Visitor protection details; for the President, Vice President, stateside, and abroad.
- January 2010; VPOTUS & CODEL support; Catherine Biden services; provided operational and logistical assistance to the White House staff; assisted the USSS with secure and expedient DV arrival and departure to local area.
- July 2014; POTUS visits I-495 bridge; 166th Airlift Wing provided operational and logistical support to the White House staff; assisted the USSS with secure and expedient distinguished visitor arrival and departure on to the DE ANG's airfield.

- June 2015; POTUS & CODEL support; Major Joseph (Beau) Biden III eulogy; 166th Airlift Wing provided operational and logistical assistance to the White House staff; assisted the USSS with expedient and secure distinguished visitor arrival and departure on to the DE ANG's airfield.

166th Airlift Wing Base Education:

- 2009-2015; State Tuition assistance; \$1,100,000 reimbursed to DE Air National Guard Airmen.
- 2009-2015; 162 DE ANG Airmen graduated from the Community College of the Air Force with an associate's degree.
- 2014-2015; 166th Airlift Wing partnership with the DE Technical Community College; enabled 60 Warrior Scholars to attain an associate's degree from the Community College of the Air Force.
- June 2015; 3 DE ANG Airmen were accepted to the United States Air Force Academy through the "Leaders Encouraging Airmen Development Program."

166th Airlift Wing Volunteers:

- 2009-2016; War on Hunger; over 36 tons of food donated by the DE ANG to the Food Bank of DE.
- 2009-2016; Camp Colwell; over 100 DE ANG Airmen volunteered to support the military children camp at the Bethany Beach Training Site.
- 2013-2014; Lego Robotics Competition; The DE ANG hosted over 400 middle school aged youth for the competition as an open community event which promoted the areas of science, technology, engineering, and mathematics (STEM).
- July 2014; National Night Out – Wilmington; Over 20 DE ANG Airmen volunteered to promote crime prevention through neighborhood watch groups.
- July 2014-2015; Organization of Black Aerospace Professionals; 116 DE youth received a base tour and learned about our various missions.

Awards/Recognitions:

- 2009, 2011, 2013 and 2015; Meritorious Unit Award; the 166th Airlift Wing received the multiple unit awards during the respective deployments.
- 2009 and 2011; Air Force Outstanding Unit Award was awarded to the 166th Airlift Wing.

- 2010; Air Force Organizational Excellence Award for exceptionally meritorious service from November 2007 – October 2009.
- 2012; Network Warfare Squadron – State National Guard Association of DE Outstanding Unit Award.
- October 2013; Major Rogelio Rodriguez Jr. was inducted into the DE Aviation Hall of Fame. Maj Rodriguez was recognized as an Aeromedical Evacuation Squadron flight nurse for accruing over 150 combat missions with 700 combat flying hours and transporting over 2,000 wounded troops.
- 2014; Major Devin Tomaseski received his 3rd Bronze Star for his deployed combat service. Maj Tomaseski was in charge of a task force that located and disarmed improvised explosive devices.
- 2015; The DE ANG's 142nd Airlift Squadron received Air Mobility Command's C-130 Fuel Efficiency Award. This award is presented to the best performing C-130 in the Air Force for fuel conservation and efficiency.

Inspections:

- 2009 Operational Readiness Inspection; 166th Airlift Wing DEANG received an Excellent rating.
- 2013 Operations Readiness Inspections; 166th Airlift Wing DEANG received a Satisfactory rating under the new rating system.

Critical C-130 Modernization Achievement:

Sir, you may recall the older C-130s, like ours, were facing a major communication and navigation modernization aircraft grounding issue. Left unaddressed, our entire fleet of C-130s (and many more in the ANG inventory) would have been grounded by the FAA in the year 2020. As you are aware, through your outstanding support and also through key Congressional support, the equipment is now on schedule to be modernized. Senior Air Force Leadership has fully committed to modernizing the older C-130's communication and navigation systems before the 2020 deadline. You should rest assured, our C-130 fleet and supporting DE ANG personnel, will remain extremely relevant and 100% mission ready to support our national wartime tasking while also remaining capable and available to support any domestic operations. Our 166th Airlift Wing and Delaware Air National Guard has a very solid future going forward thanks largely to your persistent support and oversight of key matters.

Finally, with a solid base of support from our Senate officials, the US Embassy, and our partners in Trinidad and Tobago, our **State Partnership Program (SPP)** has advanced to a new level. Despite systemic changes in our partner nation following an election cycle early in the year, and with the support of Senators Coons and Leahy to get permanent program funding, we have had a landmark year in our SPP.

- We've conducted 127 events since 2005 focusing on counter terrorism, humanitarian assistance, disaster response, communications, flight safety, aircraft maintenance, environmental programs, and the development of a military justice system, emergency operations, media relations, quality of life programs, security, engineering, and sustainment efforts, and professionalization of the force.

This program receives full support from NGB, SOUTHCOM, ARSOUTH AFSOUTH, the United States Embassy in Trinidad and Tobago, and of course the Government and Defence Force of Trinidad and Tobago. With their support we were able for the first time to execute our first entirely joint Army, Air, Trinidad and Tobago and Defence Forces Security Cooperation Opportunity Unit Training.

- In August of this year a Delaware C-130 transported over 30 Soldiers and Airmen to include The Adjutant General in order to conduct four separate Security Cooperation Opportunity Unity Training activities, a Key Leader Engagement, and a Flight Safety Subject Matter Exchange. The positive outcomes of these coincident events were manifold.
- Firstly, it demonstrated our airlift capability in reaching our partners in one leg of travel, and set the stage for the possibility of our aircraft to be used for platoon level exchanges with our partner.
- It afforded an opportunity for Defence Force and Delaware National Guard senior leaders to highlight and reaffirm the strength of our more than 11 year partnership.
- Medical Personnel familiarized Reserve component forces with how to render lifesaving aid to themselves and their teammates in the field.
- Military Police demonstrated incident management techniques for Defence Force members.
- Public Affairs Personnel from the National Guard, Defence Force, and US Embassy conducted multiple operations to document the activities, and to interact with Trinidad and Tobago national television and print news outlets.
- Engineers from the National Guard and Defence Force renovated a school servicing 80 students that doubles as a disaster relief shelter and aid distribution center for a community of several hundred.
- Relationships between the Ambassador and his Staff and The Adjutant General, Delaware National Guard were constructively solidified.

In addition to these events, over the course of this year, we assisted in setting the stage for advancements in Defence Force key support and compliance programs to include Inspector General, Transition Assistance, Family and Dependent Support, and Human Rights. Each of these efforts focus on supporting our partner's capacity to remain a leader

in the Caribbean Region, and allow our Soldiers and Airmen to hone their skills as leaders, educators, military professionals.

Next year our goal is to focus on the gains made this year in the sustainment and engineering arenas, and to provide new ways to further our NCO development and afford access to NCO development programs for our partner. These efforts will greatly enhance the Defence Force's ability to recruit, retain, and advance overall function and efficiency.