



Enclosure 4: National Guard Bureau





NATIONAL GUARD BUREAU

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MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS

SUBJECT: National Guard Sexual Assault Prevention and Response Program (SAPR),
2016 Review

The National Guard SAPR Program review is attached for inclusion in the Department of Defense Annual Report on Sexual Assault in the Military.

This report details National Guard efforts to enhance SAPR Program initiatives along the five lines of effort, overarching tenets, and Secretary of Defense Initiatives for Title 32 Service members.

The point of contact for this action is Colonel Nahaku McFadden, Chief of Sexual Assault Prevention and Response Division, National Guard Bureau Joint Staff, at 703-607-3585.

A handwritten signature in black ink, appearing to read "J. Lengyel".

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

Attachment:
As stated

FY16 Annual Report on Sexual Assault in the Military Executive Summary: National Guard Bureau

The National Guard (NG) fully supports the Department of Defense (DoD) Sexual Assault Prevention and Response (SAPR) Program policies, procedures, goals, initiatives, and strategic plans. Whether serving in uniform or as civilians, the men and women in the NG demonstrate their investment in a culture of readiness and volunteer service.

As the only Reserve Component organization with its own established SAPR Program, the Chief of the National Guard Bureau (CNGB) is responsible for establishing and implementing SAPR policy and procedures, and developing and directing the execution of SAPR training requirements for its joint force members on Title 32 (T32) duty status per DoD issuances. The NG SAPR program goal is to eliminate sexual assault by building upon the core values of respect and dignity, supporting and strengthening a positive command climate, and deterring derisive attitudes and behaviors.

Significant milestones accomplished during Fiscal Year (FY) 2016 included publishing the CNGB's updated SAPR Program policy and sexual assault prevention strategic guidance. These issuances delineate NG SAPR program responsibilities and provide a roadmap toward preventing sexual assault within the Guard, respectively, and serve as the base documents for future manuals and strategic plans.

The Manpower and Personnel, NG SAPR Office (NGB-J1-SAPR) staff played an active role in DoD working groups to develop new strategies and plans to address facets of sexual assault, such as male victimization and retaliation with a nexus of sexual assault. The SAPR office routinely reviewed and provided input on the final drafts of DoD issuances and responded to surveys or inquiries. Some of the topic areas included the prevention and response to sexual assault of military men, retaliation prevention and response strategy, judicial proceedings panel recommendations related to sexual assault reporting retaliation, and community of practice. A benefit from participating in these efforts was helping members of the DoD SAPR communities understand and consider the equities of the citizen Soldier and Airman when writing DoD issuances.

Another important milestone for advocacy and victim assistance within the Guard was the allocation of funding for the Air National Guard (ANG) to support full-time (FT) manning authorization for a dedicated Sexual Assault Response Coordinator (SARC) at each wing. Previously, a FT technician at each wing performed SARC duties as part of their overall job description.

SAPR programs within the several States and Territories (**Guam** and the **Virgin Islands**), Commonwealth of **Puerto Rico** (PR), and the District of Columbia (DC) (hereafter referred to as the States), may vary greatly depending on their geographic location, resources available, and State Code of Military Justice (CMJ). However, several recurring themes were evident across the States for FY16. With increased leader involvement, available quality training, push of contact information, and collaboration with stakeholders, many states experienced an increase in requests for information and reports of sexual assaults.

This response from our Guard members shows an improved level of trust in the staff and the state's response.

CNGB Authorizing Publications

Listed below are the current issuances relevant to the NG SAPR Program. A comprehensive manual consisting of all SAPR procedures within one publication is currently under development.

- CNGB Manual 1300.01, 21 September 2016, "National Guard Implementation of the Department of Defense Sexual Assault Advocate Certification Program"
- CNGB Instruction 1300.01, 16 July 2016, "Sexual Assault Prevention and Response Program"
- CNGB Guidance, 26 February 2016, "National Guard Sexual Assault Prevention Strategic Blueprint"
- CNGB Instruction 0401.01, 06 January 2015, "National Guard Special Victims' Counsel Program"
- CNGB Information Memorandum, 02 September 2014, "National Guard Implementation of 2014-2016 Sexual Assault Prevention Strategy"
- CNGB Instruction 1303.01A, 06 August 2014, "Expedited Transfer, Reassignment, or Removal of National Guard Members Due to an Unrestricted Report of Sexual Assault"
- CNGB Memorandum, 27 November 2013, "Implementation of the Joint National Guard Special Victims' Counsel (NGSVC) Program"
- CNGB Memorandum, 19 November 2013, "National Guard Command Climate Assessment Policy"
- CNGB Instruction 6400.01, 14 November 2013, "Use of Defense Sexual Assault Incident Database (DSAID)"
- CNGB Instruction 0400.01, 30 July 2012, "Chief, National Guard Bureau Office of Complex Administrative Investigations"
- CNGB Manual 0400.01, 08 November 2012, "Chief, National Guard Bureau Office of Complex Administrative Investigations"

In addition to the CNGB issuances and training guidance developed specifically for the T32 environment, both the Army National Guard (ARNG) and ANG adhere to their Service-specific issuances and training requirements, as applicable, in support of the total force concept.

National Guard Bureau (NGB)

The Director, Manpower and Personnel Directorate (NGB-J1), serves as the NG principal authority on accountability, policy, and oversight for the NG SAPR Program on behalf of the CNGB to include T32 training development, strategic planning, and data management. The NGB-J1-SAPR Office consists of nine authorized positions and provides the operational support to the Director of NGB-J1 on all matters pertaining to the NG SAPR program.

The Directors of the ARNG (DARNG) and ANG (DANG) assist The Adjutants General (TAGs) of the States and the Commanding General (CG) of the DCNG (hereafter referred to as TAGs) in implementing SAPR programs in compliance with applicable Service-specific policies and directives, and NGB policy and procedures within each state applicable to T32 Guard members.

- The ARNG Sexual Harassment/Assault Response and Prevention (SHARP) Office resides within the Human Resources Directorate (G1). This office consists of eight personnel including five military personnel (SHARP Section Chief, Assistant Section Chief, and three SHARP Instructors), and three contract personnel (Incident Coordinator and two SHARP Program Analysts).
- The ANG SAPR Office resides within the Manpower, Personnel, and Services Directorate. This office consists of six personnel including one ANG SAPR Program Manager (PM)/Major Command (MAJCOM) SARC, General Schedule (GS) -13, four active duty operational support military members (three officers and one enlisted), and one ANG SAPR Resource Advisor on Title 10 Statutory Tour. The ANG SAPR office manages the budget for 91 ANG wings and Program Objective Memorandums for Title 5 positions, SAPR personnel travel, training, office supplies, marketing and promotional items.

Within the States, TAGs serve as the senior commander (CDR) of the NG on behalf of the Governor of his or her respective State. Each TAG is responsible for establishing policies, directives and guidance for the State SAPR program in compliance with DoD and CNGB issuances, and the State's CMJ for their T32 Guard members. Despite potential differences, the basic organization of these 54 separate SAPR programs meets the National Defense Authorization Act (NDAA) FY12 requirements for the assignment of at least one FT SARC and one FT SAPR Victim Advocate (VA) at the brigade (BDE) or equivalent unit level. At each NG Joint Force Headquarters-State, (NG JFHQ-State) SAPR office is a FT, GS-12, or Active Guard and Reserve (AGR) SARC to serve as the State SAPR PM, responsible for reporting all ARNG and ANG sexual assault reports within the state to TAG. Also authorized at each NG JFHQ-State is a FT, GS-9, or AGR NG JFHQ-State Victim Advocate Coordinator (VAC) to assist in the implementation of the TAG's SAPR program. The Army Military Technician program funds these two positions. A collateral duty SARC and one SAPR/SHARP VA are located at each ARNG BDE; two SAPR/SHARP VAs are located at battalion (BN) level command. As stated earlier, each wing is now authorized one dedicated FT SARC, T32 (Federal) GS-11 or Title 5 GS-12, who reports to the Wing Commander (WG/CC) or Vice Commander. A minimum of two volunteer SAPR VAs support the Wing SARC to implement the WG/CC SAPR program.

States may differ in the location of their NG JFHQ-State SAPR office within their structure and in their ability to hire additional FT SAPR staff. **Missouri (MO)** SAPR office falls under the umbrella of the ARNG, Director of Personnel and consists of the NG JFHQ-State SARC, NG JFHQ-State VAC, and two wing SARCs. For additional support, the MO based 131st Bomber Wing (BW) hired a deputy SARC.

The Active Component (AC) assumes SAPR program implementation and management for Guard units and members federalized for over 30 days. If the NG JFHQ-State SARC deploys, the state may hire a temporary technician, or utilize the NG JFHQ-State VAC to backfill the position until the SARC returns.

The NGB-J1-SAPR Office established collaborative working relationships with NG Family Programs, NGB Office of Equal Opportunity (NGB-EO), Director of Psychological Health and Well-Being (DPH), Joint Surgeon, Joint Chaplain, Public Affairs, and the Chief Counsel's (NGB-JA) office for assistance from the Office of Complex Administrative Investigations (NGB-JA/OCI) and Special Victims Counsel program office (NGB-JA/SVC).

The NG of the States relies greatly upon its collaboration and cooperation with federal employees, the Military Services, state and local municipal organizations, and other civilian and non-governmental organizations to counterbalance the lack of organizational structure available in the AC. At each NG JFHQ-State, SAPR personnel established relationships with the State Behavioral Health (BH), Chaplains, State Equal Employment Manager (SEEM), and State Staff Judge Advocate (SJA), as well as NGB-JA/OCI and NGB-JA/SVC. States, such as **Maine** and **Florida**, work closely with other programs such as the State Partnership Program (SPP), Resilience, Risk Reduction, Suicide Prevention (R3SP), and substance abuse prevention (SAP) programs.

Evident within this report, the success of the NG SAPR Program depends upon several key factors:

- Senior leadership emphasis, solid support, and commitment to the NG SAPR Program
- Ability to entice capable, dedicated, and qualified personnel to fill the positions of SARCs and SAPR VAs
- Teamwork, collaboration, and cooperation among all stakeholders, both military and civilian.

Although it is impossible to summarize all the achievements and accomplishments of the States' SAPR programs, this report provides an illustration of the NG SAPR Program.

1. Line of Effort (LOE) 1—Prevention—The objective of prevention is to “deliver consistent and effective prevention methods and programs.” Based on the 2014-2016 DoD Sexual Assault Prevention Strategy, implementation of prevention efforts across DoD should be spread across a collection of 10 program elements. To aid in assessing DoD-wide progress in operationalizing the Prevention Strategy, please provide responses connected back to these program elements.

1.1 Summarize your efforts to achieve the Prevention Endstate: “cultural imperatives of mutual respect and trust, professional values, and team commitment are reinforced to create an environment where sexual assault is not tolerated, condoned, or ignored.” Where appropriate, be specific in the types of measures your program uses, the number of Service members impacted and the approved way ahead for achieving the prevention endstate. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 2)

The NG Sexual Assault Prevention Strategic Blueprint released in February 2016 provided a proactive and comprehensive approach to eliminate sexual assault within the NG. The strategic blueprint incorporated DoD's 10 key elements necessary to achieve the prevention end state. Strategies developed for each of the elements provided the NG within the States with a tool kit to develop their own prevention plan. Elements discussed below include leadership involvement, education and training, communication, and, collaboration, cooperation, and teamwork.

Leadership Involvement

The extent to which a leader actively promotes a program greatly influences the amount of emphasis placed on the program by others. To set the proper tone, the CNGB signed the updated NG SAPR policy in July 2016 for implementation throughout the Guard. The "NG Sexual Assault Prevention Strategic Blueprint," signed and published in February 2016, provided the NG prevention strategy vision and mission, and a roadmap for implementing promising research-based practices. It identified the leaders and supervisors at every level as the center of gravity in the prevention of sexual assault and offered ways and means to achieve desired end states at each level of influence. The CNGB discussed this plan at a quarterly Guard Senior Leader Conference (GSLC) and disseminated it to all the States. The CNGB continued to host the quarterly GSLCs and monthly Guard Senior Leader Updates (GLSUs) where he discussed new initiatives and strategies, current trends and metrics, and provided updates to the DARNG, DANG, and the TAGs.

The leadership within the States also took actions to emphasize the importance of the SAPR program and to support a healthy culture within their State. The **Alaska** (AK) TAG signed and published an updated SAPR policy letter, 20 June 2016, directing a commitment of all AKNG personnel to create and support an environment where individuals do not tolerate, condone, or ignore sexual assault. In **Pennsylvania** (PA), cultural imperatives and mutual respect started from the top. Governor Tom Wolf recently called for the PA General Assembly to pass anti-discrimination legislation. This legislation offers equal protection under the law for all Pennsylvanians, regardless of sexual orientation or gender identity. The efforts by the Guard in support of equal protection started by visibly displaying posters, providing literature, and making other resource information available. The PANG SAPR program worked in concert with other programs during Yellow Ribbon events to unite and strengthen sexual assault prevention. One specific initiative, "PA CARES (Creating an Atmosphere of Respect and Environment for Success)," helped the PANG SAPR Office network with Pennsylvanians across the state in an effort to create safe environments for individuals to come forward. The **Tennessee** (TN) ARNG SHARP and ANG SAPR programs collectively posted the TNNG Adjutant General's policy on Sexual Harassment and Sexual Assault in prominent locations at every unit across the state. The policy outlined the intent for a well-trained, certified SAPR VA to be present in every Company and Detachment in the TNARNG, and two SAPR VAs in each wing in support of the FT SARC. The policy further stated, unequivocally, that sexual harassment and sexual assault have no place within the organization, and view any report of either seriously. The TNNG observes Sexual Assault Awareness and

Prevention Month (SAAPM) annually and uses that time to focus on mutual respect and professional values in Soldiers and Airmen through programming and awareness activities. The **West Virginia** (WV) and **Oklahoma** (OK) NG focused on a top down approach to facilitate cultural change within the units. At a town-hall meeting, the WV TAG addressed all Soldiers and emphasized his no tolerance policy for sexual harassment and sexual assault. In both states, BDE, BN, and company CDRs addressed formations during training events and Yellow Ribbon events to ensure their Soldiers understood the Guard's expectations.

Education and Training

The ARNG and ANG Directorates promoted the use of their respective Service's training program as their primary prevention training for members of the Guard. The SHARP Annual Unit Refresher training is the key element in the Army's multi-faceted prevention approach. Headquarters, Air Force (HAF) contracted the non-profit Green Dot organization to provide violence prevention tools to the total Air Force to decrease interpersonal violence across the service. HAF also launched a prevention initiative that required every ANG wing to train one coordinator and additional implementers on the Green Dot prevention program. The ANG had 567 Green Dot facilitators to execute the 2016 annual training (AT) SAPR requirement and prevention awareness.

In addition to conducting their Service-specific mandatory SAPR training, many states augmented the training or used different approaches to the training. In **Guam** (GU), the ARNG received individual and CDR led sexual assault briefings. The SHARP training identified issues within the organization and reviewed how to report sexual assault incidents. The briefers also gave statistics on reports of sexual assault within the organization to emphasize the relevance of the training. The GU ANG received Green Dot training focused primarily on sexual violence, domestic and dating violence, and stalking using interactive training, awareness tools, and a proactive approach in identifying problems that lie within their island. **Idaho** (ID) created and implemented targeted leadership training in conjunction with their required Service-specific AT. **Missouri** ARNG conducted interactive, small group, in-depth discussion focused on roles and responsibilities, prevention methods, policies, and commitment to eliminating sexual assaults, holding offenders accountable, and investigation options to include the importance of NGB-JA/OCl. As part of their training program, **Wisconsin** (WI) used recorded senior leader and peer sexual assault elimination messages, while some units presented skits on various topics to include sexual assault, violence prevention, and bystander intervention. The WING also coordinated with nationally known and renowned guest speakers to address senior leader conferences.

The **Kentucky** (KY) NG continued to use the "Not In My Squad" initiative, and encouraged leaders at the lowest level to use hip pocket training to talk to their Soldiers. Topics discussed in the training included sexual assaults, intervention techniques, the SAPR reporting process, the Army Values and how they relate to the units SAPR/SHARP prevention efforts, and team building. This approach assisted CDRs in creating an environment where Soldiers and Airmen do not tolerate, condone, ignore, or otherwise

allow sexual assaults and sexual harassment to fester and grow. The KYNG promoted an environment where victims of sexual violence have trust and confidence in the leadership to address issues of sexual harassment or sexual assault reported to them. This effort reached almost all of their 6,000 Soldiers in the KYNG.

The **Ohio** (OH) NG created a two-day SAPR Leader course for all levels of command teams to attend. The OHNG SAPR Leader Course's curriculum and open dialogue forum helped leaders build positive command climates and cultivate a culture that takes action to eliminate behaviors that lead to sexual harassment and sexual assault. The instruction also taught the leaders approaches to help prevent, and when necessary, respond to a report of sexual assault. The training included:

- Military culture and sexual assault
- Sexual innuendo, sexual harassment, and sexual assault
- Phenomenology of sexual assault
- Victimology - what is a victim, challenges, and care
- Offenders - what is an offender, getting the offenders out of our ranks
- Unit training
- Victim advocacy
- Reporting
- Bystander intervention
- How to talk to Service members about consent - how to get consent and how to give consent

The course also included a discussion on the difference between risk reduction versus prevention, and how to communicate the importance of the two without creating barriers to reporting. The OHNG held four, two-day SAPR Leader Courses in FY16. All four wings and BDEs sent personnel for the training. **Vermont** (VT) gave mandatory training briefings, which included specific language aimed at implementing bystander intervention strategies to promote stronger teams and safer communities. Over 2,000 Soldiers attended the briefings. The NG JFHQ-State SARC assisted the SEEM in conducting an "Inclusion Leadership Workshop" on 5 November 2016, which focused on recognizing how the strongest, most effective teams are comprised of diverse skill sets. This workshop reached 350 Soldiers representing every unit in the state.

New York (NY) ANG provided Green Dot training, Frontline Supervisor SAPR training, New CDR training (within 30-days of taking command), Pre- and Post-Deployment Briefings, Newcomers Orientation, and Basic Military Training Out-processing. The facilitators used different methods for training based on the audience, information emphasis, and desired effect on the Airmen. One example was Bystander Intervention training, where there is no one perfect response to deciding when, how, and whether to intervene alone or to look for help in intervening. The 109th Attack Wing (AW) leadership encouraged squadron CDRs to use a public forum to recognize Airmen, who used

bystander intervention to reduce high-risk situations. Additionally, first line enlisted and officer supervisors received supervisory retaliation training and the Leadership Development Course. The NYANG 174th AW SARC published monthly SAPR prevention articles in the wing newsletter, Compass Rose.

Communication - Information Push – Sexual Assault Awareness and Prevention Month

The NGB-J1-SAPR Office in collaboration with the NGB Public Affairs Office developed a comprehensive communication plan to provide consistent messaging and define lanes of responsibility for media response during FY16 SAAPM. The public affairs guidance included NG talking points, SAPR five lines of effort (LOEs), messaging, and public affairs efforts. A tactical plan supplemented the guidance to provide examples of events to generate ideas for use throughout the month and year to promote understanding and awareness. The examples provided group events, media and social media, sports activities, and videos to support training.

In April 2016, the **Indiana** (IN) NG observed SAAPM and supported the theme “Eliminate Sexual Assault: Know your Part. Do your part.” The focus - eliminating sexual assault - requires every Service member to be a steadfast participant in creating an appropriate culture and upholding military values. A SAAPM event included three presentations: Mr. Jeffrey Bucholtz, “Together We Can: Understanding and Preventing Sexual Violence;” Michelle Corrao, “A Story of Triumph Over Tragedy!” and, Dr. (MAJ) Scott Edwards, INNG State Psychologist, the “Neurobiology of Trauma.” This event was open to all INNG members, military and civilian. All BN level and above senior FT unit staff and Directors were required to attend the event. Approximately 200 INNG members attended, most of whom wore jeans and teal to show their support for sexual assault survivors and to show their unity in their fight to combat sexual assault in their organization and communities. For those who could not attend the event, INNG SAPR staff recorded all the presentations and distributed them to units to allow all members to watch the presentations. The NG JFHQ-State and Wing SAPR programs participated in the state Diversity Day event and provided a table display with several promotional items featuring the state’s 24/7 number. Another item handed out was DoD Safe Helpline (SHL) information. The NG JFHQ-State VAC and unit SAPR VA supported the table and answered questions about the information and the SAPR program. INNG members from around the state, both Army and Air, attended the event to learn more about cultures from around the world and the SAPR program.

Louisiana (LA) NG SAPR staff distributed educational materials across the state and at as many venues and training events as possible to promote education and prevention efforts. NG JFHQ-State SAPR office compiled and distributed bags of educational materials on stalking, sexting, healthy relationships, domestic violence (DV), bystander intervention, DoD SHL, male on male sexual assault, drug facilitated sexual assault (DFSA), Military Sexual Trauma (MST), the SHARP program, and the SAPR program to the following audiences/events:

- ANG Mentorship Seminar
- ANG Warrior Flight
- Yellow Ribbon Symposiums
- Leadership Conferences
- Equal Opportunity Leader (EOL) Trainings
- State Family Programs Symposium
- Company CDR's and First Sergeant's (1SG) Course
- Resilience, Risk Reduction and Suicide Prevention American Council on Education Training
- Recruiting and Retention Command AT

LANG also conducted a DV Prevention and Awareness statewide clothing drive in October 2015. The LANG SAPR Office donated a substantial collection of clothing to DV shelters across the state. The LANG SAPR Office conducted unit staff visits during FY16 and provided fifteen bulletin boards. These boards gave the unit a dedicated space for SAPR and SHARP policies, resources, and educational materials within the units as give away materials to Guardsmen.

The **Texas** (TX) National Guard strongly supported SAAPM with SAPR T-Shirts and Denim Day, in which TAG authorized all members of the **Texas** Military Forces to wear jeans and SAPR awareness shirts. The NG JFHQ-State SAPR team chose "There is never an excuse for rape," as the message for Denim Day, consistent with the DoD's message of sexual assault is never tolerated. Denim Day also encompassed a social media campaign in which BDEs, Wings, and all TXNG members took and shared pictures of their units on the TX Military Forces SAPR Facebook page in support of SAAPM. Other TXNG social media pages re-shared the photos, expanding their visibility and outreach of the services and prevention efforts offered by the SAPR and SHARP programs. The TXNG participated in community awareness initiatives by setting up information booths at local Veterans Affairs clinics, Rape Crisis Centers, Universities, and community events honoring survivors and SAAPM. The TXNG also focused on the primary prevention of sexual assault by using printed materials, videos, and in-person training on Consent and Bystander Intervention information and messaging.

The **New York** 107th AW teamed up with the 914th AW, an Air Force Reserve unit from Niagara Falls Air Reserve Station, to host a 5K run at the base track and a competitive obstacle course through mud and water during SAAPM. These 2 events required teamwork and communication, reinforcing an environment where there is not tolerance for sexual assaults and violent behavior. Approximately 100 Guard members participated in the events of the day.

Collaboration, Cooperation, and Teamwork

The **Illinois** (IL) NG SAPR program collaborated with IL State programs and relevant non-profits such as Health and Disability, IL Coalition Against Sexual Assault (CASA), Veterans Centers, and Rush University Medical Center Road Home Program to increase awareness about sexually violent crimes and prevention. Both the NG JFHQ-State SARC and the VAC attended trainings held by these organizations to create partnerships, gain resources for their victims, and to stay proficient in victim advocacy. The **Maine** (ME) NG JFHQ-State SARC provided training to units as part of a “Collaborative Team Training” concept along with Equal Opportunity (EO), Suicide Prevention, SAP, and Resiliency subject matter experts (SMEs). Green Dot Implementers provided the ancillary training requirement for all wing members. The Wing SARC attended an information and outreach booth at the annual Family Day event, as well as Yellow Ribbon Program event.

Michigan (MI) NG SAPR team brought SHARP and SAPR training out to the entire state for both Army and Air to reinforce their values and commitments as a whole. The NG JFHQ-State SARC serves on the Capitol Area Sexual Assault Response Team (SART), which includes professionals throughout the field. The team in turn supported the MING organization by committing to speaking engagements at their SAPR continuing education training (CET) events and providing consistent resources for our Service members. The MING SAPR team also collaborated with a member of the NGB-J1-SAPR Office and gave a presentation to the **Michigan** Coalition of Domestic Violence and Sexual Assault in May 2016. The response was so overwhelmingly positive, the coalition already requested they present again in 2017. This event assisted the MING SAPR team in making tremendous strides in reaching out to their community, providing support, learning from their resources, and applying that knowledge to their programs and teachings across the state. The **Virginia** (VA) ANG SAPR office collaborated with the Langley Air Force Base (AFB) SARC in prevention strategy, local rape crises center and Yellow Ribbon events. The ARNG SHARP team created a partnership with local colleges, Fort Eustis and Fort Lee SAPR Offices, and others agencies in support of sexual assault prevention and available resources.

Of particular note, the **Florida** (FL) NG JFHQ-State SARC and two additional members of the ARNG SHARP team participated in a Subject Matter Expert Exchange (SMEE) program in FY16 to discuss the ARNG SHARP program. The benefactors of the three-day vigorous and informative discussions were 29 members of the Guyana Defence Force (GDF). The GDF and FLNG are SPP partners. This event allowed a frank and open exchange of talk about sexual and gender based issues. Within that context, the participants noted how the issues crossed both societal and cultural boundaries. In this exchange, participants from both the FLNG and GDF discussed information that was beneficial to both sides. The FLNG SHARP Team tailored their discussion ideas to meet the needs of the Guyana participants.

1.2 Communications and Engagement: Update your progress in aligning prevention communications and training based on the type of message, messenger, and delivery methodology to specific demographic audiences across your Military Service (e.g., basic training, first-term, mid-level, and senior leader).

(DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Communications), p. 11)

The CNGB used quarterly GSLCs and monthly GSLUs to provide policy and procedural updates, discuss special initiatives, share trends, and deliver other relevant SAPR messages to TAGs, DARNG, and DANG. The senior leaders, in turn, disseminated this information at various venues to varying audiences within their headquarters and organization.

The Deputy DARNG conducted bi-weekly status update meetings, to include discussions on SHARP, resilience, suicide prevention, and SAP. Additional information briefed included sexual assault numbers, prevention, education and training requirements, policies, upcoming program events, and full-time vacancies within the states.

The ARNG G1 conducted bi-weekly meetings to discuss upcoming SHARP events and the number of trained SHARP personnel in the ARNG. The ARNG SHARP PM conducted monthly teleconferences with all NG JFHQ-State SARCs and VACs to discuss current events, best practices, and other SHARP or SAPR related topics. The SHARP Office used weekly emails to address concerns and questions raised from the field during the teleconference.

The ANG SAPR Office hosted a monthly ANG SARC teleconference at two separate times to accommodate different time zones. Topics discussed included training, budget, database management, DoD SAPR certification requirements, policy, and case reporting. Additionally, the SAPR Office emailed weekly field updates. The ANG SAPR SharePoint provides information and documentation regarding all pertinent program items. As needed, the ANG SAPR Office requests data calls to ensure SAPR personnel are certified and equipped to fulfill the requirements.

In general, the SARCs and JFHQs-State VACs within the States provided briefings at newcomer briefs or receptions, new employee orientation, recruitment sustainment programs (RSP) and student flight programs, and various deployment briefings. The **Connecticut** (CT) NG JFHQ-State VAC led monthly ARNG RSP "Battle Hand-Off" training and provided 282 Soldiers with follow-on SHARP training after returning from basic training to ensure these new recruits were not influenced by myths or misunderstanding about sexual assault. Additionally, the CTNG Wing SARC gave a Face-to-Face brief to 190 newcomers during quarterly briefings. The CTANG successfully trained 96.13% of their Airmen to meet their AT requirement using Green Dot training. The **Illinois** Recruiting Command has 27 Recruiters qualified as SHARP Specialists to train RSP Soldiers prior to attending basic training. Each student flight member in the **New York** 109th AW received a briefing by the SARC, who informed them about reporting options and provided SARC contact information for home station and Basic Military Training SARCs. During WG/CC's call, the CDRs briefed SAPR updates and the SAPR vision of mutual respect and dignity of all members. This discussion included the possibility of losing on-base Privately Owned Vehicle driving privileges for displaying inappropriate bumper stickers. The Airmen received most of the training on Unit Training

Assembly (UTA) weekends from March through December. By the end of October 2016, the 107th AW trained 73% of their unit in Green Dot; JFHQ-State trained 75%; 106th Rescue Wing (RQW) trained 58%; and, 109th AW trained 84% of their wing.

The SARCs and NG JFHQs-State VACs also briefed all CDRs within thirty days of taking command. **Colorado** (CO) took the briefing a step further by including Retaliation /Reprisal training to all first line supervisors in the CO ANG. **Hawaii** (HI) ARNG conducted SHARP Leader Training, specific to first line leaders, company grade and field grade leadership, to 100 personnel. They also provided their Plans and Operations Directorate, and G1 with a monthly update of annual SAPR training status and briefed trends at the Community Health Promotion Council (CHPC). The HIANG conducted training to 44 personnel in response to individual unit climate assessments. The HING TAG and Deputy Adjutant General (DAG) regularly attended training for victim advocates to show support for their work in SAPR. The **Indiana** TAG conducted a Senior Leader Conference to CDRs at the O5 and O6 level along with their associated Senior Enlisted Leaders, all NG JFHQ-State Directors, the NG JFHQ-State Command Group, and all INNG General Officers. The NG JFHQ-State SARC gave a two-hour block of instruction on the SAPR program. The NG JFHQ-State SARC and a Wing SARC discussed CDR responsibilities, reporting options, and culture. The presenters used scenario-based questions to engage in discussion about the SAPR program. In **Minnesota** (MN), the units had permission to tailor the SAPR training program to meet the specific demographics and needs of the unit. The units welcomed this approach and received training in such topics as male survivors, strangulation, sex trafficking, and deoxyribose nucleic acid (DNA) collection and processing. **Michigan** contracted Catharsis Productions to train and assist in engaging their Guard members by using comedy to appeal to all levels and types of personnel. During the year, 70 personnel participated in the CDRs/1SG course; 100 personnel attended EOL training. The SAPR staff provided training and information packets with SAPR program procedures, points of contact (POCs), and early intervention techniques to Command Sergeants Majors, key leaders, and military police during AT operations

Utah (UT) focused on educating and impacting change at the lowest level possible in FY16. The SAPR office personally trained over 5000 Service members. These Service members included **Utah** NG Soldiers, Airmen and families, and Soldiers from other states attending the Regional Training Institute. At the start of FY 16, the SAPR team and senior leadership identified common trends and issues during a CHPC meeting and with one-on-one sit-downs. With this information at hand, they developed state specific training focused on the areas identified. They targeted the "Not in my Squad" concept and "I. A.M. STRONG" Campaign. Training focused on stepping up and intervening to prevent sexual assault. With the **Utah** SAPR team fully engaged with the lower enlisted and new Service members, the senior leadership focused on educating and holding leadership accountable for training and actions. During SAAPM, the leadership hosted a presentation given by two local community partners, Detective Justin Boardman and Donna Kelly from the state prosecutor's office. The presentation focused on trauma; specifically, how to support those that have experienced trauma. Over 250 Soldiers and Airmen attended the presentation. In FY16, **Utah** raised its SHARP training compliance from less than 70% to 96%. The attributable factor in this percentage increase was the ability of UT to fill all

authorized FT SAPR team positions. They currently have more than 70 BDE and BN SAPR VAs statewide.

Many states such as **Alaska** used a variety of media to reach their Guard members. They provided updated SARC and NG JFHQ-State VAC contact flyers, SAPR VA flyers, and TAG policy letter for bulletin boards in unit areas, as well as on the AKNG SAPR Facebook page and AKNG SAPR Twitter account. **Arkansas** (AR) produced a state level SAPR video for use during SAAPM that outlined leadership policy and accountability. The target audience for the video was all levels and both services. After SAAPM, the ARNG SAPR Office distributed the video to the field for use in support of SAPR training. The **District of Columbia** NG integrated their marketing material with the annual flu shot season. **NYANG** aired a monthly SAPR Spotlight on the Commanders Network for all wing members to view. **Hawaii** ARNG developed and distributed over 700 wallet cards for deploying Soldiers and initial entry trainees that contained resource contact information and Restricted and Unrestricted Reporting fundamentals. **Indiana** SAPR program office conducted a series of quarterly SAPR VA webinars to pass on updates on the SAPR program, including new guidance, procedures, and information. Each webinar played at least four times within the quarter to reach as many SAPR VAs as possible. The **Indiana** SAPR program also provided training upon request to various levels of command and groups within the organization. Some of the events included Senior Leader Conference, Peer-to-Peer Workshops, Technician/AGR Supervisor Courses, Department of Army (DA) Civilian Training, Chaplain Assistants Training, CDR/1SG Training, Yellow Ribbon Events, and NG JFHQ-State Annual SAPR training. **Louisiana** NG also utilized a quarterly newsletter to educate Service members on “hot topics” in the SHARP program and to inform CDRs and guardsmen of available resources. LANG managed a social media Facebook page to share information on rape culture and resources, and to encourage reporting and survivor supportive behavior. Additionally, LANG provided access to program information via a SHARP/SAPR webpage on their state’s Geaux Guard website (<http://geauxguard.la.gov/resources/sharp/>).

Florida NG boasted a robust program for distributing information to different audiences. Some of the program included conducting:

- Monthly G1 Conference Calls to disseminate information regarding program needs and changes through BDE and BN Manpower and Personnel (S1) channels.
- Annual CDR and 1SG Courses to provide each student initial training to unit leadership regarding recent changes in regulations and sexual assault response tools for the leadership at the unit level.
- Bi-annual Army Leader Update Brief to provide training to senior command to maintain consistency of the program, policy changes, and regulatory consistency in cases.
- Officer Candidate School, Airmen Leadership School, and Senior Leader Courses in-briefs to provide leadership-based facilitation of SHARP program requirements and identification of key program personnel for students from out of state attending these courses.

FLNG also published Quarterly Operation and Fragmentary Orders to disseminate key requirements and policy changes through command channels. The NG JFHQ-State SAPR Office publishes a monthly Program Management slide deck to provide monthly program statistics, updates, and important dates to all major subordinate commands (MSCs), S1s, and Administrative Officers. The NG JFHQ-State SARC used a SAPR VA email distribution list to monitor and distribute information to SAPR VAs on CET, best practices, and awareness activities. The SAPR VA SharePoint Site listed the SHARP events calendar, SAAPM information, Command Readiness Inspection (CRI) supporting documentation, policy and training guidance, and information for advocate and leader response to reports of sexual assault. The FLNG JFHQ-State SARC Office managed a Facebook page to engage local resources, enhance awareness, and generate opportunities for community involvement, while seeking program and social media feedback from Soldiers and the greater **Florida** community.

In addition to including SAPR guidance in the JFHQ Yearly Training Guidance and updated Active Guard/Reserve Handbook, **Maine** NG JFHQ-State SARC provided training to Pre-Command Course with 40 attendees including chaplains, recruiting, and medical personnel. NG JFHQ-State SARC also provided input to a product called "Crisis Response Playbook" for unit command teams. The goal of this product is to provide a one-stop shop for emergency response steps for various Soldier emergency situations, such as suicidal ideation, substance abuse, sexual harassment, sexual assault, and family issues. Additional SAPR information was released periodically through the MAINEiac Refueled newsletter, MAINEiac Radio Show, and often through CDRs' Calls. SAAPM activities included sharing information via electronic marquees at various locations, pledge boards at the two most populated and traveled locations, and via the MENG SAPR and MENG Facebook pages.

The **Missouri** SAPR Program also geared their training and messaging toward specific audiences. In FY16, they conducted leader training for the Guard Officer Leadership Development Program, Pre-Command and 1SG Course, RSPs, and Joint CDR's Conference.

- The senior leaders training was an interactive small-group led discussion on roles and responsibilities for senior leaders and CDRs. In the training, they discussed plans to prevent sexual assault, as well as how to respond appropriately to a sexual assault victim making an Unrestricted Report. The platform provided an opportunity for senior leaders to promote a positive climate throughout the organization. SMEs in attendance to advise and assist with questions or concern included SARCs, EO advisors, legal, law enforcement, NGB-JA/OCI, and health care personnel.
- The MONG SAPR Staff also planned, coordinated, and executed the inaugural Sexual Harassment/Assault Prevention Education training with Ft. Leonard Wood Installation SAPR Program to teach culture change and bystander intervention. This comprehensive training program targeted Sergeants and Staff Sergeants, Warrant Officers and Chief Warrant Officers, and Second Lieutenants through Captains to discuss bystander intervention, training procedures and guidelines, cultural

socialization and breaking the cycle of abuse leading to sexual violence. The MONG, through data analysis, determined that Soldiers in these ranks, with knowledge and specific training, could facilitate and shape cultural change within the Army community.

- Additionally, MONG Family Assistance Coordinators, Family Readiness Groups, and MOANG New-Comers orientation received awareness training.

The **North Carolina** (NC) NG JFHQ-State SARC received previous training in Mentors in Violence Prevention, which is highly interactive and based on facilitated discussions. The SARC shared this knowledge and experience with the NG JFHQ-State VAC, Wing SARCs, and SAPR VAs to provide options to employ for communicating and engaging with an audience instead of relying on slide-decks and dated videos. The NCANG adapted and provided the National Green Dot training, alongside their already established bystander intervention training; as well as newly added first-line supervisor retaliation training. Implementing this new method helped to increase participation and interest in the information.

1.3 Communications and Engagement: Update your efforts to share and foster practices across all prevention stakeholders (suicide prevention, sexual assault prevention, alcohol reduction, etc.). Detail any effort to incorporate shared messaging (e.g., bystander intervention efforts supporting suicide and sexual assault prevention). (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 4, #5, p. 7)

The NGB-J1-SAPR Office coordinated with the NGB Surgeon General's Office, NGB-EO, NGB Office of Diversity and Inclusion, NG Family Programs, NG Joining Community Forces (JCF), and the NG Yellow Ribbon Reintegration Program as appropriate during FY16. The collaboration of these NGB entities represents the holistic approach to taking care of our Guard members and their families, and Veterans.

The Deputy DARNG conducted bi-weekly status update meetings, to include SHARP, Resilience, Suicide Prevention, and substance abuse program discussion on sexual assault numbers, prevention, education and training requirements, policies, upcoming program events, and full-time vacancies within the states.

The ANG SAPR office continued to collaborate with first responders for all SARC training and with the ANG Surgeon General's Office pertaining to line of duty investigations for sexual assault victims. The ANG SAPR Office also communicated with the ANG Inspector General (IG) on retaliation and wing inspection programs. Wing SARCs collaborate regularly with Wing DPH, Chaplains, Special Victims' Counsel (SVC), EO, and Family Programs. ANG Integrated Delivery System (IDS) and Community Action Information Board (CAIB) met quarterly to identify trends to improve wing's climate and culture.

The SAPR teams in the States routinely communicated with other prevention stakeholders, as well as other offices sharing an interest in the welfare of our Guard members and their families. Most notable were the various components within the Family

Program, EO, R3SP, Chaplain, and DPH. Members of the SAPR teams participated in the CHPC, Ready and Resilient Council (R2C), and JCF within their State, as well as the ANG CAIB and IDS. **Alabama** (AL) engaged their Counterdrug program in the Unit Risk Inventories (URIs). Some states, such as **Arkansas, Arizona (AZ), Hawaii, Idaho, Maine, New Jersey (NJ), North Carolina, Vermont,** and **West Virginia** required or encouraged their SARCs and SAPR VAs to attend Applied Suicide Intervention Skills Training (ASIST), EO, Master Resiliency Training, and substance abuse training. **Louisiana** NG supported R3SP “Fearless 5K,” two Yellow Ribbon events, Family Programs State Workshop, and two CDR/1SG Courses. The SAPR Office regularly communicated with these programs and the Army SAP to investigate and collaborate on areas of mutual concern. Both the NG JFHQ-State SARC and VAC are EOL trained and routinely provided training support to all EOL courses. **Maryland** (MD) NG JFHQ-State SARC also worked with EO to provide SHARP training at EOL training so that all new EO leaders understand the SHARP process. Additionally, the MDNG JFHQ-State SARC conducted a Unity Day in conjunction with EO to encourage awareness of issues related to SHARP and EO, to include their similarities and distinct differences. **Maine** NG JFHQ-State SARC provided training to units as part of ‘Collaborative Team Training’ concept along with EO, Suicide Prevention, SAP, and Resiliency SMEs focusing on resiliency as a protective and preventative set of skills, discussing bystander intervention tools for each area, and addressing how each of the areas can be interrelated. The SARC and SAPR staff continued to attend monthly and quarterly meetings routinely throughout the state to maintain currency on local trends, and remain integrated within the overall system, sharing information and knowledge gained with victim advocates and others within the organization. **North Carolina** NG SAPR/SHARP office worked in conjunction with the Suicide Prevention office, Army SAP, SEEM, and Integrated BH System to collaborate and share messaging across the disciplines and how they relate to prevention and response. Additionally, they attended Yellow Ribbon events, AGR and Technician orientation briefings, as well as monthly and quarterly meetings to include R3SP, Equality and Diversity Council, and EO meetings. **Vermont** NG JFHQ-State SARC completed the State run Victim Assistance Academy hosted by the Center for Crime Victim Services and funded by Violence Against Women Act. The NG JFHQ-State VAC enrolled to complete the academy in FY17. Both NG JFHQ-State SARC and VAC attended monthly county Task Force meetings on sexual and DV; the SARC serves on the Executive Committee for the local task force. Additionally, the NG JFHQ-State VAC is a Behavioral Interventionist, who supports Service members experiencing suicide ideation and uses these skills to support survivors as necessary. The NG-JFHQ-State VAC serves as special emphasis program manager for Spectrum Pride Awareness month.

These additional efforts by some of the individual states demonstrate the collaborative efforts typical within the States to help safeguard its Service members. The **Alaska** NG JFHQ-State SARC participated in the Ready and Resilient Working Group during FY16. This group combines the efforts of suicide prevention, alcohol reduction, sexual assault prevention, religious support, and overall behavioral health initiatives. The **Arizona** NG JFHQ-State SARC is a member of the Suicide Task Force; an organization that actively responds to high risk unites based on URI and Defense Equal Opportunity Management Institute (DEOMI) survey results. **Guam** NG established a crisis response team, which

includes the SAPR office, Chaplain, DPH, BH, and suicide prevention personnel. This team met monthly to discuss updates in the programs, trend analyses, and events they can collaborate on to target assistance to Soldiers and Airmen within their organization. The team also engaged in awareness events such as SAAPM and Suicide Prevention month. In **Iowa** (IA), program managers from substance abuse, resiliency, suicide prevention, SAPR, and behavior health participate in a monthly Prevention Working Group under the CHPC. They worked to identify high-risk criteria from URI and Department of Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS) and developed courses of action to assist command teams in mitigation of the high-risk behaviors identified. When high-risk units requested training, the working group synchronized efforts to include a team of program managers for each risk factor identified to consolidate and customize training to the needs of the unit. **Colorado** ANG created a caregiver's group (similar to a CAIB) that included the DPH, SARC, EO, Human Resources, and Airmen/Family Readiness Coordinator. This group met on a monthly basis to identify possible negative trends within the COANG.

Hawaii SAPR Office worked with the Army SAP to create the TAG's mitigation plan. **Illinois** NG JFHQ-State SARC and NG JFHQ-State VAC attended the monthly behavior health meeting, which included the SEEM and Alcohol Drug Control Officer. **Michigan** NG JFHQ-State SARC and VAC consistently worked with other programs to establish strategic goals and consistency within their programs. They provided contact information and training to EOL courses and collaborated with the SEEM, BH office and drug and alcohol reduction programs to produce a consistent, united message in training throughout the State for Yellow Ribbon, and pre and post deployment support. In **Nebraska** (NE), members of the CHPC, the NG JFHQ-State SARC, R3SP coordinator, and SEEM, visited units in different geographical areas to introduce themselves, share the purpose of the CHPC, and to allow the Guard members to ask questions or address any concerns or issues.

Indiana shared messaging included the SAPR program teaming with the Resilience program to incorporate sexual assault training with a resilience training event, while the Resilience program provided resilience training at a sexual assault training event. The Resilience team hosted Peer-to-Peer training for Service members, E4 and below, to receive training from Suicide Prevention, Resilience, Chaplaincy, and SAPR staff. The IN NG leadership wanted to expose the information about each program and the resources available to every member. The Resilience team also trained a 2-hour block of instruction at the SAPR VA Continuing Education Courses on how to foster a positive attitude and maintain it throughout their day, week, year, and lives. This type of messaging was extremely important for those who work in the SAPR program and have the stressors associated with the sensitive work they do. The **Indiana** NG Recruiting and Retention BN conducted sexual assault training to all leaders and recruiters within the recruiting command. Their senior SAPR VA conducted the training with support from the NG JFHQ-State SARC and VAC.

The **Missouri** NG JFHQ-State SAPR Office and ARNG EO Office combined efforts, resources, and expertise, to create a SHARP/EO training package for all MONG Service

members. SMEs capable of discussing the difference between sexual harassment and sexual assault, the continuum of behaviors and harm, prevention methods, bystander intervention, culture change, reporting options, CDR “no tolerance” policy of sexual harassments and sexual assault presented this training. The **Florida** NG Resilience, EO, SHARP Training Program provided training to units that experienced an incident of sexual harassment or assault, as requested or directed. The training program serves as a mechanism to increase unit cohesion and resiliency through experience and didactic discussion. **Florida** ARNG also conducted a bi-annual Wellness Camp. This wide-ranging program, coordinated by the R3SP program provided Guard members with the tools and training necessary to meet Army Physical Readiness standards, and height/weight requirements, but also focused on helping the participants learn ways to optimize their overall performance, and live a healthier lifestyle. The FLNG NG JFHQ-State SARC attended and provided input for Wellness Camp training, especially for the victims of sexual assault who were able to attend the program in an AT status, at the discretion of their command. The **Connecticut** NG JFHQ-State VAC, a DEOMI trained US Army EO Advisor, was a main instructor for the CTARNG EOL course. The NG JFHQ-State SARC was a guest speaker in the EOL course to provide up to date SAPR/SHARP policies. The CTNG NG JFHQ-State SARC is currently on a 6-month tour to NGB-ANG SAPR Office sharing information from the State level and forging relationships at the National level.

In **New Jersey**, the NG JFHQ-State SARC is responsible for the State SAPR Program, as well as the overall management of suicide prevention, SAP, and Resiliency. Members of these programs worked together collectively to present these programs at the CHPC meetings to BDE CDRs, Deputy Adjutant General, and TAG. They worked closely with their State Psychological Health Coordinators and State Surgeon to assist Soldiers in crisis management. Additionally, they shared resources among the multidisciplinary teams to ensure Soldiers received the resources they need.

The **Ohio** TAG capitalized on the concurrent observance of Alcohol Awareness Month and SAAPM in April and sent a message to all **Ohio** Guardsmen asking for a renewed focus. An excerpt of the message is as follows... “Maybe it's not a coincidence that April is both Sexual Assault Awareness and Prevention Month and Alcohol Awareness month. Alcohol is the number one weapon used in sexual assaults. Multiple studies have shown that close to 70% of assaults involve alcohol by the perpetrator, the victim, or both. An individual cannot give or receive consent if they are intoxicated or under the influence - we must make certain that every one of our Soldiers and Airmen understand this simple concept. Being an advocate for responsible drinking and preventing sexual violence is not only a leadership responsibility - it is the responsibility of every Service member. We must all be proactive in recognizing at risk behaviors and never hesitate to take action and intervene when we see one of our own crossing the red line of our organization's values.”

The **Virgin Islands** (VI) NG began a new collaborative initiative called “Lunch & Learn” conducted on every Wednesday from noon to 1300 and 1300 to 1400. It combined the members of the SHARP program, Family Support, Military Family Life Counselor, and Psychological Health Coordinator, who presented various topics to include anxiety,

depression, post-traumatic stress disorder, relaxation techniques and other remedies or ailments in a small, interactive group setting at a particular break area.

1.4 Peer-to-Peer Mentorship and Support: Describe efforts to support peer-to-peer programs for junior Service members that promote healthy relationships focused at the battalion/squadron/or Military Service equivalent levels. Provide, where appropriate, metrics used to assess efforts and intended outcomes of the efforts. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Peer-to-Peer Mentorship), p. 10)

The CNGB's "NG Sexual Assault Prevention Strategic Blueprint: Addressing Sexual Assault Prevention in Today's National Guard", provided strategies for this key element of the NG Sexual Assault Prevention Program for the States to use. The goal was to establish a peer-led program that aligns with the goals of the organization and complements the culture of the unit.

Generally, all the States assigned a sponsor to each newcomer, including interstate transfers, to the Guard and gave him or her a sponsorship packet to assist the new member in the integration with the unit or wing. This packet identified important areas and programs available within the State. Each new member used the packet to assist him or her in meeting all key personnel, inside and outside the unit. Additionally, most states ensure they introduce the new member to the SARC and SAPR VA within the unit, BN, or BDE.

Many of the State peer-to-peer programs rely heavily on the RSP and Student Flight Program as a strong base to support additional training. **Arizona** NG Army and Air SAPR Office focused on Bystander Intervention against any unacceptable behavior, understanding what "consent" means, healthy relationships between Soldiers and family members, and the I. A.M. Strong Campaign, specific to victim empathy. In the **Kentucky** NG RSP program, one of the first things new Soldiers receive training on is the Army's SHARP program to ensure they understand the purpose of the program, the services offered, and the personnel who make up the SAPR team if they need to talk. During this training, the instructor explained different means of intervention to stop sexual violence before it happens and covered what healthy relationships are and how to achieve them. **New Mexico** (NM) NG recently established a Female Mentorship Program for all ranks.

Georgia NG 116th Air Control Wing (ACW) has a robust student flight program, which includes a 45 minute to 1-hour long newcomer SAPR briefing, and pairing of new members with a unit POC throughout their accession process. The SARC and unit's SAPR VA introduced themselves to all new members during in processing. Key leadership received separate training for their annual SAPR and Green Dot training requirement. In this training, the instructor addressed retaliation issues and discussed real life examples and scenarios. The Assistant TAG and Unit CDR, both attended the training and reiterated their strict no tolerance policy. They also discussed the importance of improving the climate and culture to allow members to feel comfortable enough to

report a sexual assault and the better way to talk with them without causing additional suffering.

The **Indiana** NG resilience team hosted Peer-to-Peer training for Service members, Specialists and below. This group also received training from Suicide Prevention, Resilience, Chaplaincy, and SAPR staff. The SAPR staff provided a one-hour briefing, which included interactive PowerPoint, group discussion, and video. The training material, geared towards younger Service members, incorporated aspects of modern culture.

In the **Louisiana**, the NG JFHQ-State SARC developed a collection of 10 SAPR/SHARP mini lessons focused on targeting the 18 to 24 year old, Private to Specialist demographic. These lessons supplemented the SAPR/SHARP AT requirements and made available on the LA-Guard Knowledge Online (GKO) SHARP webpage. Additionally, all SAPR VAs who attended the FY16 LANG JFHQ-State SARC and VAC 40-hour CET received the mini-lessons on a compact disc. The mini-lessons included topics such as Respect, Recognizing Sexual Violence, Damaging Behavior and Language, Dispelling Rape Myths, Female Perpetrators, Sexism, Rape Culture, Appropriate Social Behavior, Abusive Dating Relationships, and Sexual Predators.

Michigan NG used consistent messaging throughout the state and conducted group sessions and one-on-one to reach out to junior Service members and higher. Some of the information discussed included inappropriate texting and pictures and their potential affects; and, prevalent underage and social media issues due to the increased use of social media such as Facebook, Twitter, blogs, and other social media platforms. Two other important topics discussed were the risk of abusive relationships and bystander intervention. The facilitator discussed how each of these situations possess risks based on the situation and identified resources available to assist.

Missouri NG employed a joint effort between the ANG and NG JFHQ-State SAPR Office to conduct Newcomer SHARP awareness training. The focus of the training was to ensure new Soldiers and Airmen understood TAG policies and reporting procedures for SHARP issues.

Nebraska NG created specific wallet cards with SAPR related contact and resource information, reporting option details, and key points to bystander intervention techniques.

North Carolina ANG conducted their bystander training and Green Dot implementation as a peer-to-peer instruction. NCNG SHARP and SAPR offices facilitated conversation to encourage the creation of peer-to-peer mentorship amongst units and squadrons, utilizing the sponsorship program, with an emphasis on bystander intervention and prevention. NCNG SHARP and SAPR built relationships with the RSP command to help facilitate SHARP program training before the recruit attends initial entry into the military.

Pennsylvania NG JFHQ-State SARC capitalized on the use of social media to reach out to provide Guard members' quick access to the PANG SAPR website by using a bar code on his business card. With peer-to-peer mentoring occurring by sharing information

through websites, the PANG SAPR team posts healthy communication tools in hopes that Guard members share the message verbally and electronically.

The **Tennessee** NG spearheaded the Guard Your Buddy Program, which incorporated a mobile application. The intent of the program is that every TNNG Service member, Army and Air, has a battle buddy or wingman who shares a responsibility to correspond frequently to check on each other's well-being. This program reinforces that the TNNG is a "Family," as well as a military force. All SAPR and SHARP training venues included Bystander Intervention training to support this prevention strategy of taking care of fellow Service members.

Vermont NG policy, enforced through the Organization Inspection Program, required the assignment of same gender sponsors to each incoming Soldier to a unit. That sponsor ensured the incoming Soldier met all leadership and integrated fully into the organization. The state published a SAPR to Retaliation Policy that outlines expectations of Unit leadership and peers following a report of Sexual Assault, Sexual Harassment, or Sexual Orientation Discrimination. This policy also provided CDRs with the appropriate language to counsel both the subject and survivor of the report as to their rights and boundaries pertaining to retaliation or reprisal. Unit training on sexual assault policies and procedures educated Service members on these expectations as well.

Washington (WA) NG conducted a State level cross-service Peer-to Peer training on a quarterly basis. SAPR programs facilitated conversations designed to encourage all levels of membership to embrace their role in the reduction of sexual assault within the WA Guard formation. Approximately 200 Guard members attended the peer-to peer training in FY16. **Wisconsin** established peer-to-peer mentorship programs to help promote healthy relationships. Groups of Airmen met consistently to discuss challenges as well as successes.

1.5 Leadership Involvement: Update improvements to local Military Service SAPR programs (on both prevention and response) based on the feedback to local commanders from command climate assessments. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 5, para 9f)

A number of states addressed issues and concerns identified in the results of command climate assessments. **Arkansas** ANG Wing SARC conducted a "roundtable" with audiences to address issues identified in command climate assessments. The SAPR VA assisted by addressing concerns in the command assessment on knowledge of reporting and support to report. The NG JFHQ-State SARC conducted training to the ARNG on Anger management, DV, and healthy relationships (Strong Bonds) based on feedback received by CDRs from climate assessments and URIs.

Colorado ARNG developed AT based on the SHARP improvement process of FY15. The training requires Soldier involvement in the training in lieu of power point presentations. The ANG WG/CC requested the formation of a Tiger Team to identify any possible

barriers that could have an impact on the decision making process of a victim on whether to report a sexual assault.

Delaware (DE) NG modified their AT to increase leader involvement based on feedback from the climate assessments. The two particular topic areas modified were publicizing investigation outcome and reasoning, and false reporting and leadership trust, specifically relating to victim support.

District of Columbia NG updated the SAPR Command Policy for the DCNG based on the review of climate assessments and individual interviews. The new policy stresses increased leader involvement. The leaders received education on the importance healthy discussions and guided discussions within the workplace.

Based on feedback received from the command climate assessments, **Hawaii** NG CDRs became more responsive in understanding their role in sexual assault incidents. The HIARNG is currently working to ensure that change of command and responsibility briefs are conducted within mandated timelines.

Idaho NG created training material to teach leaders and Service members how to react properly to a report of sexual assault. **New Mexico** NG also developed more interactive training to keep Soldiers more engaged for better retention of the information and resources. **Oklahoma** NG and **West Virginia** NG redesigned training aids, such as specific videos and activities to use as icebreakers, to help encourage more dialogue between leadership and unit members.

The **Illinois** NG JFHQ-State SAPR office pushed the idea of CDRs leading the annual SHARP training for their units. Initial feedback from units following this direction was positive. With the CDR leading this training, the Soldiers view it as an endorsement for the program and take it more seriously. **South Dakota** (SD) NG CDRs also started conducting more of their annual briefs based on the results of the command climate and the unit risk assessments. Commanders are seeking to bring in SMEs and to combine classes. Another action taken based on feedback received from the surveys is the desire by more CDRs to increase their number of SAPR VAs. After reviewing the Command Climate Surveys and URI, many CDRs took the opportunity to talk to their units and identify vulnerabilities within their unit. Based on these assessments, the state developed a mitigation plan for dissemination in FY17.

Results of the **Indiana** NG FY15 DEOCS reported that 77% of Service members did not know their EO representatives or SAPR VAs. Based on this report, the SAPR office developed and sent out flyers with the NG JFHQ-State SARC and VAC pictures, reporting options, 24/7 number, and DoD SHL number. The flyer allowed space for units to add information specific to their SAPR VAs.

One of the more robust response programs to DEOCS reports is in **Kentucky**. The KYNG SEEM collaborated with the NG JFHQ-State SAPR/SHARP Office to review every DEOCS done within the KYARNG. The SARC in turn worked with the CDR to identify

trends and accurately analyze the Command Climate Assessments as it pertains to sexual violence and the SAPR/SHARP program. With this information, the CDR formulated an Action Plan to address their specific unit's needs. This effort resulted in targeted training efforts in units, extra SAPR/SHARP advertisement in unit areas, and updated unit bulletin boards, to include SAPR/SHARP Policy Letters, and other SAPR related material. This review process identified two consistent areas of statewide concern.

First, despite routine AT, some Service members did not understand which SAPR first responders could accept a victim's Restricted Report to maintain confidentiality. Actions taken to remedy this lack of understanding included:

- Requiring additional advertisement on all computers' screensavers with sexual assault reporting options
- Placing signs in all stalls and above all urinals in restrooms in all armories within **Kentucky**
- Emphasizing the types of reports and who to speak to during AT, encouraged leaders at all levels to use sexual assault reporting procedures as a topic for hip pocket training at every opportunity they have, as well as other posters and brochures placed in armories all addressing the sexual assault reporting process.

The second concern was the failure of units to post information pertaining to results of sexual assault courts-martial. Units are now required to post courts-martial results from Army and Air Force wide to show the prosecution of sexual assaults around the services on unit bulletin boards.

KYNG CDRs who reviewed the results of their command climate assessments with the SAPR/SHARP Office developed action plans based on feedback received in the DEOCS to address areas of concern identified, and to sustain areas of strength pertaining to SAPR/SHARP. These actions helped CDRs increase reporting of sexual assaults by building trust in the command team. They also led to more documented cases of intervention in cases that could lead to sexual violence. The KYNG SAPR Office SharePoint site became the single source repository of information for CDRs, Leaders, SARCs, SAPR VAs, and others to access for relevant and up to date information about the SAPR/SHARP program, prevention efforts and materials, and available resources in the military and civilian communities. This SharePoint site was shared with other state's SAPR/SHARP staff at their request for their use it as a template to develop their own up to date resource of information for their states

In **Louisiana** NG, feedback from CDRs resulted in two improvements to the SAPR/SHARP program. The state purchased Bystander intervention materials and disseminated them to the field. Also, they included a "For the Commander" section in the quarterly newsletter to provide information on program changes, best practices, and an updated list on certified advocates within each direct reporting unit and BN authorized to work with victims. Feedback expressed by **Iowa** NG CDRs and senior non-commissioned officers (NCOs) at all levels for more advanced training on sexual assault resulted in an FY16 State SAPR Summit. In excess of 200 company CDRs, 1SGs, and higher-ranking

NCOs from both the ARNG and ANG attended a two-day training event in April 2016. Topics included in the training were case timelines, male-on-male sexual assault, suicide prevention, CDR's responsibilities regarding SAPR and training, tough conversations, case studies, administrative responsibilities (medical), and executive level resiliency. The IA TAG personally addressed the attendees at the conclusion of the training event to affirm the importance of information provided.

Massachusetts (MA) NG utilized "Got Your Back Training" in numerous units after receiving rave reviews and favorable comments on Command Climate Surveys. The NG JFHQ-State SARC in collaboration with the SEEM initiated "sensing sessions" upon unit request after unfavorable comments on Command Climate Surveys. **Maine** ARNG unit CDRs also requested "sensing sessions," as well as additional SAPR training in response to command climate assessments and unit risk inventories. **Minnesota** conducted "sensing sessions" at multiple organizations also as requested by the CDR to ensure their Service members felt comfortable and safe. These sessions also provided opportunities for individual conversation for anyone that wanted to report a sexual assault or had questions regarding the program.

Based on feedback from training surveys, **Maryland** NG SHARP increased focus on male victims of sexual assault. Results from Command Climate Surveys prompted the MDNG SHARP to focus on the steps for filing Unrestricted and Restricted reports, the differences between the options, and resources available based on the reporting option selected.

Montana (MT) NG responded to the Command Climate Survey results for the wing by conducting Retaliation Training. Additionally, CDRs reached out for training on specific topics identified as areas of concern for the unit.

This year, the **Nebraska** NG SEEM, with approval from CDRs, shared the results of every climate assessment with the NG JFHQ-State SARC. This provided an excellent opportunity to identify issues or lack of awareness within units based on sexual harassment/assault and reporting options. It also allowed CDRs to see how much trust or lack of trust exists within their units.

The **North Carolina** NG JFHQ-State SAPR program office provided feedback to leadership at all levels based on results URI, Command Climate, and IG surveys, and Command level inspections. The feedback provided the state leadership with a specific "pulse" for the organization, and the state's status on sexual assault prevention, understanding, and command trust as it applies to sexual harassment and sexual assault. Consequently, there was an increased emphasis placed on existing sexual assault prevention policies and operating procedures, such as I.A.M. Strong, bystander intervention, and Green Dot, and re-addressing the proper response to an individual who indicates being a victim.

New York NG survey results showed that greater emphasis is required on ensuring CDRs receive one-on-one SAPR training within 30-days of receiving command. Within the 174th

AW, the SARC is currently designing posters on Restricted Reports and Unrestricted Reports for display throughout the wing to help Airmen distinguish between the two.

Texas NG identified awareness and training as areas requiring improvement. Leadership implemented a plan to communicate outside of Commanders Calls and formal settings, and in more work environments. The TX JFHQ-State SARC attended meetings with CDRs, discussed issues, and developed resolutions. The JFHQ-State SAPR program office created a CDRs Checklist for readiness in sexual assault response duties and focused more training on identifying sexual harassment, early bystander intervention of sexual harassment, reporting a sexual assault, identifying mandatory reporters.

Wisconsin NG JFHQ-State SAPR program created a more aggressive marketing campaign to ensure all Soldiers and Airmen can recognize their SARC. The other goal is to help build the program's Volunteer VA membership.

1.6 Deterrence: Update your progress in developing and/or enhancing sexual assault deterrence measures and/or messaging and outline how they are provided to Service members at the installation (or Service equivalent) level (i.e., Crime Reduction Program, MCIO Outreach Initiatives, etc.). Provide summary of Service member feedback or metrics to demonstrate progress. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Deterrence), p. 11)

The CNGB's "NG Sexual Assault Prevention Strategic Blueprint: Addressing Sexual Assault Prevention in Today's National Guard," provided strategies for this key element of the NG Sexual Assault Prevention Program for the States to use. Additionally, the CNGB continued to use the quarterly GSLCs and monthly GSLUs as a method to share feedback and metrics on deterrence. The NGB-J1-SAPR Program Office, in close coordination with TAGs, key state leaders, NGB-JA staffs, and State SJAs, captured the outcomes of sexual assault cases involving Guard members. The metrics provided state-level visibility on offender accountability with the intent to deter the occurrences of incidents, and improve NG investigations and accountability. Once distributed to the field, the publication of the outcomes was determined at the state-level in accordance with (IAW) state law and policy.

The States' primary emphasis on sexual assault deterrence was the proper investigation of every Unrestricted Report of sexual assault. Additional deterrence measures were addressed through training, aggressive marketing and messaging campaigns, and policy letters, such as limited use or no use Alcohol policy during AT and inactive duty training. Described below are specific measures some of the states created to deter sexual assault within the Guard.

Illinois NG posted and read the Non-Judicial Punishment (NJP) memorandum at first formation on all reports of sexual assault. The State SJA office completes the NJP memo quarterly. During annual SHARP training, the unit discussed the possible outcomes for Guard members who assaulted another Guard member. **Michigan** NG included potential punishments based upon Guard member status to let their members know what the

consequences could be for committing a sexual assault into their training program. During all SAPR training for the State, the SJA also briefed this topic to demonstrate a consistent message. TAG and all General Officers within the state declared no tolerance for sexual assault and determination to hold all alleged subjects appropriately accountable.

The **Kentucky** NG invited state police, prosecutors, and other individuals involved in crime reduction, and the investigation and prosecution of sexual assaults to speak with KYNG Service members. These SMEs provided shared messaging from the military and community in developing sexual assault deterrence measures and efforts during training events. In 2016, the KYNG updated and signed into law, the KY CMJ. This new code removed all statutes of limitations pertaining to sexual assaults in the KYNG and more closely mirrored the Uniform Code of Military Justice (UCMJ). This code allows for increased investigation and possible prosecution of sexual assaults in the KYNG. Steps to increase awareness of these efforts are being taken, with the intent to further deter Guard members from engaging in inappropriate behaviors. **Louisiana** NG SJA wrote Article 120 into the LA CMJ during FY15 and briefed it to Guard members in FY16 during the annual SHARP/SAPR briefing. The inclusion of Article 120 into the CMJ, which prohibits sexual assault, stalking (120a), and other sexual misconduct (120b), improved the State's ability to effectively and judicially address acts of sexual misconduct via the courts martial process, by providing an additional avenue to local law enforcement (LLE) and administrative adjudication options.

Missouri NG leadership published the inaugural Offender Accountability and Discipline Report to every member of the MONG to show Leader actions and offender discipline after the report process or investigation was completed. This report is published annually with guidance from SJA and case management group (CMG). The State of **Missouri** publishes offender accountability on Case.net and various news sources.

North Carolina NG discussed and promoted the concept of providing a "Teal Report" to the field showing the results of adjudicated cases involving sexual harassment and sexual assault or other sexual violence crimes. The report does not include Personally Identifiable Information, but allows demographics of rank, age, gender, and the crime and punishment or action taken by leadership. The intent of this report is twofold. First, the field knows that leadership is taking action on cases reported, which may have an impact on deterring of future violations. Second, the NCNG incorporated Special Victim's Prosecutors, SVCs, and NGB-JA/OCI investigators to provide briefings to leadership, unit victim advocates, and unit members on the process of reported cases through investigation and legal actions. Again, the purpose is to increase knowledge of the field on the process with a goal of deterring violations based on the serious nature of holding the subject appropriately accountable. The actions of several NCNG Soldiers in Kings Mountain demonstrated their determination to deter sexual assault. As reported by WBTV, a CBS-affiliated television station located in Charlotte, NC, some NC Guard Soldiers and other civilian bystanders were praised for their quick action and preventing the assault of a minor girl across the street from a Guard Armory. As the girl was walking along the roadside, a man grabbed her skirt from behind and groped her. The bystanders, hearing her calls for help, ran to her aid and detained the alleged subject until police

arrived. The 19-yr old alleged subject was charged with sexual assault and sexual battery and jailed.

Tennessee NG created Sexual Assault resource wallet sized laminated cards, as well as reporting guides, for statewide distribution. Since then, reporting numbers doubled in FY16 from previous years, lending itself to support Service members' increased understanding of how to access the resources available.

The **Texas** NG TAG tasked the TXNG JFHQ-State SARC to write a newsletter article focusing on offender accountability and consequences of committing sexual harassment and sexual assault. The article is scheduled for release in the *Dispatch* newsletter during the first quarter of FY17.

The **Vermont** NG JFHQ-State SAPR Program Office created a Strategic Plan that follows three LOEs, each of which fall within the five LOEs defined by the DoD. The three LOEs include - establish a climate of dignity and respect that actively prevents violence within the organization; focus on the response to victims from initial report through recovery, promote confidence to strengthen resilience through advocacy, and increase reporting; improve system accountability to provide a fair and trauma-informed system, which promotes justice, efficiency and effectiveness. In FY14, the VTNG created the Cultural Transformation Task Force, which met through FY16. The task force developed specific tasks to mitigate incidents of violence and prepare the units for the integration of women into non-traditional roles. The tasks included same gender sponsors and establishing bi-annual meetings between CDRs and SAPR VAs.

Washington NG observed a significant influence at the Army company command level due to past efforts to deter sexual assault. An increased number of Service members indicated their willingness to approach their chain of command and NCO support channel to gain assistance before an assault occurs. WANG JFHQ-State SARC received 10 requests for assistance from CDRs to support Service members in hostile or uncomfortable situations. The CDRs also strongly expressed to the formations their zero tolerance for the types of behavior that create such hostile environments.

1.7 Community Involvement: Describe your efforts to engage with military community leaders and organizations (e.g., Family Advocacy Programs, ROTC Programs, Chaplains, Healthcare providers, and Single Soldier Programs) to develop collaborative internal Military Service programs. Describe how you addressed challenges. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Community Involvement), p. 11 / SecDef Memo (1 May 14), Develop Collaborative Forum for Sexual Assault Methods, p. 2)

Establishing relationships and collaborative efforts to provide services and support to Guard members, their families, and veterans is the norm for the NG of the States. Each state progressively capitalized on the additional resources and partners available to support Guard members in a more holistic manner since the inception of the SAPR program. As noted previously, some of these partners include Family Program entities,

Chaplain's Office, Surgeon's Office, EO, DPH, Recruiters, and JCF. Described below are some specific state efforts and their stakeholders.

Alaska NG JFHQ-State SARC and VAC currently serve on the Ready and Resilient Working group, which partners with Chaplains, Healthcare Providers, Substance Abuse Program, Suicide Prevention Program, and the Resiliency Program to develop collaborative methods to serve the military population. Additionally, the AKNG JFHQ-State SAPR program Office developed relationships with several other important programs on Joint Base Elmendorf-Richardson (JBER), including the JBER SAPR offices, the Army SHARP office, and the JBER Family Advocacy Program (FAP).

Colorado NG established a memorandum of understanding (MOU) with Buckley AFB that requires the Installation SARC to act as the Alternate SARC for the CONG during an emergency and for the CONG SARCs to reciprocate when needed for Buckley AFB. This MOU also allows survivors to request a Volunteer VA or SAPR VA from another branch of service (active, reserve, or guard) to support them. In **Georgia** (GA), the 116th ACW established a memorandum of instruction (MOI) with the installation SARC at Robins AFB to notify the ANG Wing SARC if an incident involves an ANG member. The

Massachusetts NG JFHQ is located on the active duty Hanscom AFB. The MANG JFHQ-State SAPR Program Office collaborated regularly with the Hanscom AFB SARC and Domestic Violence/Family Advocacy Representative on trainings and events. **New Mexico** NG JFHQ-State SAPR Program Office worked closely with Kirtland AFB SAPR office and White Sands Missile Range Family Advocacy and SAPR office. The **New York** NG JFHQ-State SAPR Program Office collaborated with active duty installations to provide advocacy services for NG members at Fort Drum, West Point, Fort Hamilton, and Watervliet Arsenal. The **NYANG** 109th AW SARC worked jointly with the unit DPH to start the wing's Master Resiliency Training. They are in the process of establishing an MOU with the host installation unit, the 914th AW on the Niagara Falls Air Reserve Station, to solidify the verbal agreements currently in place to utilize the facilities and resources.

Tennessee NG partnered with Fort Campbell SHARP in FY16 and participated in their SAAPM events, and attended the **Tennessee** Annual Rape Education and Prevention Institute together. The TNNG JFHQ-State SARC is a member of several **Tennessee** county SARTs, and has a good relationship with the Sexual Assault Centers in **Tennessee**. A strong sense of cooperation exists between the TNNG JFHQ-State SARC, Chaplains, Family Assistance Specialists (FASs), and BH Specialists, relying upon each other for information and resources. **Texas** NG Wing SARCs are co-located with Reserve or Active duty installations and attend joint base CMG monthly meetings, as well as the monthly TXNG JFHQ-State CMGs. The TXNG Chaplain, EO, BH, Suicide Prevention, Family Readiness Groups, and Yellow Ribbon POCs often speak at the SAPR VA Refresher Trainings and the JFHQ-State SARC often speaks at their program events. The **Virginia** NG 192nd Fighter Wing worked with Joint Base Langley-Eustis in all SAPR events, such as training for Airmen and SAPR VAs. The VANG JFHQ-State SARC worked with first responders and provided information and training. **Washington** NG JFHQ-State SARC and VAC coordinated with all elements of the WANG Joint Service Support to include Family Assistance staff, Veterans Affairs Claim Assistance, BH

Coordinators, and chaplains. They also maintained their relationships with their active duty resources at JBLM, WA.

Ohio NG JFHQ-State SAPR Program Office and the Defense Logistics Agency Land and Maritime in Columbus collaborate each year to conduct various SAPR events, to include training SAPR personnel to complete their CET requirement. The OHNG also has an agreement with Wright Patterson AFB FAP Office. OHNG SAPR personnel collaborated with the Chaplain corps and gave a Chaplain SAPR brief. OHNG SAPR personnel conducted a briefing for our OHARNG Medical Detachment and created a power point presentation for on-going use outlining their functionality and responsibility as it relates to the SAPR Program. OHNG JFHQ-State SAPR Program Office made themselves available to all **Ohio** Reserve Officers' Training Corps (ROTC) programs for briefings and collaboration.

Puerto Rico NG JFHQ-State SAPR Program Office provided training and resources to the administrative personnel and the cadets at the **Puerto Rico** Youth Challenge Academy, a non-DoD program under the PRNG for young school dropouts. They also participated in FT Buchanan Sexual Assault Review Board with Navy, Marines, Coast Guard, Active Duty, US Army Reserve, Criminal Investigation Division (CID), and other agencies to build upon their relationship and share their procedures and services available to their Soldiers and Airmen.

The **Guam** NG initiated a proclamation signing during FY16 Sexual Assault Awareness Month that included their active duty counterparts, the Joint Region Marianas Commander, and the Andersen AFB Wing Commander. This relationship continued after April as the GUNG maintained constant communication with their partners. Each of them routinely invited the others to training events. Recently, GUNG attended a training hosted by the Navy, called "Pure Praxis." The GUNG invited the Army and Air Force Reserves to attend the Air Forces "Green Dot" training.

In **Hawaii**, the HING JFHQ-State SARC began serving as the **Hawaii** Department of Health, Sexual Violence Prevention, and Military Community Action Team (CAT) Leader in May 2016. The HIANG Wing SARC serves as the Alternate CAT Leader. HING JFHQ-State SAPR Program Office initiated planning to host a Joint SARC/SAPR VA Training Summit with all branches of the military present within the state to include over 200 SAPR VAs and SARCs in November of FY17.

Indiana NG BH provides 24/7 behavioral health response to INNG Service members and worked with the INNG JFHQ-State SARC or VAC on specific cases when requested to ensure victims of sexual assault receive all care and resources available to them. The INNG State Family Program Director (SFPD) and the INNG JFHQ-State SARC also worked together on cases involving family members or intimate partner violence. An INNG JFHQ-State SARC notified of a case involving a family member or intimate partner not eligible to file an official report with the SARCs office, the SARC referred the case to the SFPD and gave a warm hand off with the permission of the victim. SFPD then provided resources and assisted the victim with any additional needs/concerns. The SVC

and the INNG JFHQ-State SARC worked together on cases to ensure the victim receives all benefits, resources, and due process. This collaboration was extremely beneficial for all parties involved, but executed only after the victim gave permission for the collaboration.

The **Kentucky** NG JFHQ-State SAPR Program Office sought ways to improve DV services since the KYNG does not have a FAP. The office worked with the Fort Knox FAP and the **Kentucky** Cabinet for Family and Health Services to identify ways of addressing DV, while following state laws when responding to these types of cases involving KYNG Service members or Family members. Due to state law, numerous challenges prevent the Guard from developing similar programs. However, the KYNG JFHQ-State SAPR Program Office identified resources Guard members may use in this situation. The KYNG JFHQ-State SAPR Program Office served as a member of the KYNG CHPC working with the BH Services, Chaplains, SAP, Staff Judge Advocate, and others. This council focused on providing Guard members with resources to meet their needs and afford proper care. The primary focal points included addressing areas of concern and safety that could lead to sexual violence, and the care and response to KYNG and family members who experienced sexual violence and in of need help from these agencies. The KYNG established a partnership with the ROTC programs within the state to provide SAPR/SHARP training at the ROTC programs upon request, provide information and promotional materials for the SAPR/SHARP programs, advocacy response and referrals for sexual assaults, and ROTC guidance for their programs.

Louisiana NG JFHQ-State SAPR program Office cultivated relationships with the following partner programs: Army SAP, Drug Demand Reduction Program, R3SP, Chaplain's program, the DPH program, the Office of Family Programs (OFP), EO and SEEM program, and the Office of the Staff Judge Advocate (OSJA). Representatives from each of these programs are members of the CMG, which allows for collaboration. In addition, program managers assigned to J1 attend a weekly synchronization meeting to identify gaps in service and align efforts collectively to address Soldiers' needs within the state. The LANG JFHQ-State SAPR Program Office works with OFP to provide follow-up assistance for Guardsmen and family members reporting DV to Military One Source.

In addition to working closely with their Family Assistance Centers, Office of the State Surgeon, and Chaplain's Office, the **Minnesota** NG JFHQ-State SAPR Program Office provided training to several ROTC programs for their annual SAPR training. They also collaborated with the active duty SAPR VAs, Army Reserve SARC and Air Force SARC in the area and invited them to attend their yearly SAPR VA CET required for re-certification.

Missouri ARNG Senior Leaders Training is an interactive small group led discussion on roles and responsibilities for Senior Leaders and CDRs. The primary focus is to discuss plans to prevent sexual assault and appropriate responses to a sexual assaulted victim, who has made an Unrestricted Report. This platform provides an opportunity for senior leaders to promote a positive climate throughout the organization. Subject matter experts who attended the training included the SARC, EO Advisor, Legal, Law Enforcement and NGB-JA/OCI, and Health Care personnel to advise and assist with questions or concerns.

MONG also partnered with Army SAP to promote awareness and prevention strategies through displays, training, and awareness campaigns to discuss the correlation of substance abuse and sexual violence.

In **Montana**, both the MTNG JFHQ-State SARC and WING SARC work together with Malmstrom AFB SARC for SAPR program events. Both SARCs also attend the Community Sexual Assault and Domestic Violence Task Force Meetings throughout the State. Routine collaborate with VA MST Coordinator, Chaplains, BH, and State Safety Officer to discuss trends, concerns, and mitigation plans.

The **North Carolina** NG JFHQ-State SAPR Program Office established a relationship internally with the Family Programs Child and Youth department to provide trainings and briefings to help the youth become more knowledgeable on developing healthy relationships, consent, and respect during annual teen retreat events and monthly teen council meetings. Additionally, they collaborated on an event for February's Teen Dating Violence Awareness Month (TDVAM). This event included a midnight bowling event for all NCNG member's children 13-18 years of age to attend and participate in TDVAM projects, discussion and briefing along with a pizza party and evening of bowling. This successful event resulted in a decision to make this an annual occurrence. Additionally, the NCNG JFHQ-State SAPR Program Office continued to be an active member of the state's R3SP Council, the EO Council, and the Diversity and Inclusion Council. The prospect of being able to have a voice and actively participate in these councils helps build the knowledge base of the program and adds to the ongoing change in culture and preventing sexual violence.

New Jersey NG developed and nurtured several relationships with their active and reserve component commands co-located on Joint Base-McGuire-Dix-Lakehurst. Together, they conducted sexual assault refresher training to their SAPR VAs and monthly meetings to foster local-level esprit de corps. The ANG Wing SARCs worked with DPH, Family Advocacy, and Chaplains, and worked closely with the Army Support Activity - Fort Dix SARC.

1.8 Community Involvement: Describe your efforts to engage with non-DoD civilian community leaders and organizations both locally and nationally (e.g., Safer Bars Alliance and Association of Women for Action and Research (AWARE)) to develop collaborative community relationships and programs. Describe how you addressed challenges. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5, (Community Involvement), p. 11 / SecDef Memo (1 May 14), Develop Collaborative Forum for Sexual Assault Prevention Methods, p. 2)

The National Guard is a community-based organization composed of citizen Soldiers and Airmen, who reside and work within the communities. This serves as an advantage to the Guard when reaching out to gain community involvement. In general, many of the NG JFHQ-State SAPR Program Offices developed supporting relationships with their state's Coalition Against Domestic Violence (CADV), CASA, SARTs, rape crisis centers, Joining Community Forces, LLE, Attorney General's Office, Veterans Affairs (especially MST

Clinics), State Veterans centers, and academic institutions. Some of these states include **Arkansas, Colorado, District of Columbia, Delaware** (includes Sexual Assault Network of **Delaware**), **Florida** (to include Guyana Defence Force SPP SMEE), **Guam** (includes **Guam** Coalition against Sexual Assault and Family Violence), **Georgia, Hawaii, Idaho, Indiana** (includes Sexual Assault Nurse Examiner [SANE]), **Indiana** Coalition to End Sexual Assault, and Wabash Valley Veterans Services), **Iowa, Louisiana** (includes JFHQ-State VAC supporting a Prevention Summit in August 2016 engaging teachers, coaches, medical personnel, and others in the local community in sexual assault prevention), **Massachusetts, Maryland, Maine, Montana, Nebraska, New Jersey** (including coordinating Sexual Assault Forensic Exams [SAFEs] at local hospitals), **New Mexico, Nevada** (NV), **New York, Oklahoma** (including Native Alliance Against Violence, Family Justice Centers, and OK Prevention Through Leadership Committee), **Pennsylvania** (including bar managers), **Puerto Rico** (including memorandums of agreements with local hospitals), **South Carolina** (SC), **South Dakota, Tennessee** (including Centerstone Military Services, a grant-funded resource that offers free counseling both group and individual to military sexual assault survivors and their family members), **Virginia** (including Domestic Violence board in Danville, and providing classes to the National Association for the Advancement of Colored People), **Vermont** (including an MOU with the statewide Network to End Domestic and Sexual Violence), **Washington, Wisconsin, and West Virginia**.

Captured below are highlights from additional States on their various collaborative efforts in support of the prevention and awareness of sexual assault, as well as shared resources and information.

Alabama NG JFHQ-State SAPR Program Office is a board advisor for Standing Together Against Rape and Coalition Against Rape. The office also has MOUs with Rape crisis centers within the state.

Arizona NG is consistently involved with the **Arizona** Coalition to End Sexual & Domestic Violence, Community Veterans Centers, Phoenix VA MST Clinic, Community Alliance Against Family Abuse, LLEs, United States Department of Justice, Federal Bureau of Investigation Victim Services, and other victim resources.

Alaska NG JFHQ-State SAPR Program Office is involved in the Coalition Against Domestic Violence/Interpersonal Violence Coalition, which consists of local programs that support sexual assault awareness and prevention. AKNG participated in collaborative trainings hosted by the state SART team, which includes agencies in the community that also work to prevent sexual assault. The JFHQ-State SAPR Program Office provided support and resource tables to local events during SAAPM and throughout the year at events to promote prevention against sexual assault and interpersonal violence. AKNG JFHQ-State SAPR Program Office also collaborated with the University of Alaska, Anchorage Nursing students to present a health fair aimed at reducing interpersonal violence. This collaboration also included a senior nursing project that suggested high school students and AKNG Soldiers age 18-25, experience the same stressors and use corresponding coping strategies to support resiliency in both populations. The AKNG

JFHQ-State SAPR Program Office provided sexual assault and harassment prevention training to a local Junior ROTC and Alaska Military Youth Academy. The AKNG invited the Anchorage police department sexual assault officers to CMGs. The AKNG JFHQ-State SAPR Program Office is also an affiliate member with the Alaska Network on Domestic Violence and Sexual Assault and the Alaska Council on Domestic Violence and Sexual Assault.

Connecticut NG JFHQ-State SAPR Program Office worked with **Connecticut** State University, Central **Connecticut** State University (CCSU), and **Connecticut** Sexual Assault Crisis Services for different training events. The office also collaborated with local rape crisis coalition. The CT Alliance to End Sexual Violence provided trainers at all of their CET events. This relationship began in 2008 and remains today, keeping a strong communication and training support alliance. This past year CCSU Graduate School invited the CTNG JFHQ-State SAPR Program Office to an Inclusion/Community networking event. Through this event, the CTNG SAPR office gained a speaker on "Hyper-masculinity" for their 2016 CET. Additionally, The CTNG JFHQ-State SARC serves on a local prevention team with high school faculty and the chief of police for East Hampton, CT.

The **Georgia** NG 116th ACW SARC partnered with the Macon Judicial Circuit SART to discuss responding to the sexual assault victim, and developed relationships with the Salvation Army Safe House/Rape Crisis Center and the local legal advocate for Houston County.

Illinois NG developed a strong relationship with the local rape crisis centers. Members of the ILNG JFHQ-State SAPR Program Office spoke at their events and invited their members to training events conducted at Guard facilities. **Illinois** NG signed an MOU with the **Illinois** Coalition against Sexual Assault and several local rape crisis centers throughout the state. **Illinois** has 11 Veterans Centers throughout the state to provide counseling services to their Service members. Veterans Center personnel also spoke at Guard training events and, on occasion, brought their Veterans mobile unit for Guard Members to tour. The newest partnership was with Rush University Medical Center Road Home Program, which provides confidential support, counseling and veteran health services to MST survivors.

The **Kentucky** NG JFHQ-State SAPR Program Office was very active in FY16. The KYNG JFHQ-State SARC served as a member on the KY SART advisory committee and worked with senior members from a number KY agencies. These agencies included the Association of Sexual Assault Programs, State Police, Board of Nursing, Nurses Association, State Police Crime Lab, Chief Medical Examiner, Department of Community Based Services, Victim's Advocacy Division of the Office of the Attorney General, and SANE, among others. The KY SART advisory committee addresses access to resources and community response to sexual assaults around the state, discusses and identifies best practices, develops model protocols for SARTs around the state, and identifies and addresses systemic issues among many other responsibilities. The KYNG also established MOUs with multiple universities and colleges statewide and continued to

develop more to provide a platform for collaboration with their sexual assault response staff. The MOUs enabled the KYNG to share program data, training resources, advertise their program on the campuses to reach Service members and their dependents, and to collaborate on improving prevention and response efforts. Another partnership created was with the KY Department of Criminal Justice Training. Members of the SAPR Office helped to educate law enforcement and prosecutors around the state on the NG SAPR program, to include services provided, and CDR responsibilities as it related to investigations and prosecutions of Guard members. The KYNG also collaborated with Western **Kentucky** University and the Victim Services section of the Attorney General's Office and other state agencies to develop an advanced victims' advocacy course provided through the **Kentucky** Victim Assistance Academy. They designed the course to train victim advocates around the state on advanced techniques and to provide updated advocacy information to improve victim services around the state.

The KYNG continued its partnership with the University of Louisville Men of Prevention, Education, and Advocacy on Campus and in the Community (PEACC) program. This program works to involve male students in violence prevention efforts and to increase recognition of male sexual assault victims and services provided to them. Men of PEACC conducted a workshop at the KYNG 16-hour CET event, speaking about relationship violence, ways to intervene, and ways to establish healthy relationships. The KYNG SAPR Office participated in Sexual Assault Awareness Month events hosted on campus by Men of PEACC. The newest collaboration established was with the **Kentucky** Division of Veterans Affairs. This relationship focused on educating Service members, SARCs and SAPR VAs on the services offered by the agency, particularly their new Women Veterans Assistance program, and their homeless veteran services. The Veterans Affairs provided two workshops during FY16 to the KYNG about their program and services. The KYNG JFHQ-State SAPR Office conducted free 90-minute workshop seminars and set up information booths at statewide conferences. These conferences included the 17th Annual Ending Sexual Assault and Domestic Violence Conference in Lexington, KY in December 2015; the Victim Assistance Conference in Louisville, KY in 2016; and various other events around the state. Over 300 military and civilians attended these workshops. Attending these conferences led to increased collaborations with new agencies and programs around the state and enabled us to provide updated information about our program to community partners across the state, other service providers, and survivors.

Michigan NG JFHQ-State SAPR Office was also very active in FY16. The JFHQ-State SARC and VAC were actively involved in community and state programs. They attended monthly or more frequent meetings with the Capitol Area SART, who include local hospitals, SANE nurses, **Michigan** State University, detectives and attorneys who specialize in sexual assault cases, psychologists, Small Talk, FireCracker Foundation and other groups. The Capitol Area SART goal is to improve our area and state response to sexual assault. The JFHQ-State SARC and VAC shared this information obtained with their SAPR VAs and other providers. In May 2016, The JFHQ-State SARC and a representative from NGB-J1-SAPR Office provided training for the **Michigan** Coalition of Domestic Violence and Sexual Assault. The success of the training prompted an invitation for the JFHQ-State SARC to participate and present at next year's conference

and from the Prosecuting Attorneys Office of **Michigan** to speak at one of their training events. The JFHQ-State SARC also engaged Veterans Hospitals, crisis centers and other organizations regarding resources to assist Service members. The Calhoun Crisis Center in Battle Creek, **Michigan** supported the MING and spoke at their CET events, and other significant training events. This training included tours with SANEs, psychologists, and a service dog, Mattie.

The **Minnesota** NG JFHQ-State SAPR Office worked with many civilian allied organizations, who were excited and anxious to join their network. The Battered Women's Legal Advocacy Project presented their annual Journey of Hope Community Award to the MNNG JFHQ-State SARC for her efforts in supporting victims of sexual and DV. The MNNG SAPR team conducted training for that organization, as well as the MN Coalition Against Sexual Assault, Central MN Sexual Assault Center, Acres for Life (Equine Therapy), and Cornerstone. They also worked with 360 Communities, Breaking Free, and Pathways of West Central **Minnesota**, among others.

When the **Missouri** NG JFHQ-State SAPR Office collaborated with **Kansas** (KS) JFHQ-State SAPR Office to conduct the Annual SAPR VA Refresher training, they also invited several volunteer organizations from the **Kansas** City area to offer information, training, and resources. These included the Metropolitan Organization to Counter Sexual Assault (MOCSA), the **Kansas** City Mobile Veterans Center, SANE from local hospitals, and survivors to share their experience with resources. Additionally, a guest speaker from "We End Violence" provided a one-day event on culture change and bystander intervention. The MONG JFHQ-State SAPR Office also met with five University Title IX Coordinators and provided reference material, contact information and marketing items to increase awareness for their student Soldiers and Airmen. The MONG JFHQ-State SAPR Office established memorandums of agreements (MOAs) with two of **Missouri's** Universities to provide SHARP coverage in the event a MONG Service member requires SAPR services. Additional relationships created by the MONG included community involvement with Buchanan County Prosecuting Attorney's Office and Sheriff's Department; Heartland Regional Medical Center Midwestern State University Police Department, Counseling Center, and Student Health Services; Northwestern State University Children's Advocacy Center; Saint Joseph School District and Young Women's Christian Association; and, Metropolitan Organization to Counter Sexual Assault Community Luncheon.

In addition to the relationships, the **North Carolina** NG already established with both state "COSA" and CADV, the NCNG JFHQ-State SARC, JFHQ-State VAC, and Wing SARC regularly attended monthly SART meetings in numerous counties in the state and shared knowledge, best practices and advocacy resources. Individuals on the NCNG JFHQ-State SAPR Office staff are long time members of the **North Carolina** Victim's Assistance Network, an organization that provides resources and advocacy to all victims of any crime. This membership culminated into an additional inter-agency council (IAC) that helps provide an annual victim's of crime event. Each year, the IAC creates and performs a ceremony in April for the National Crime Victim's Rights Week to bring the community together. This ceremony includes keynote speakers on numerous subjects, with state

officials and families of victims and survivors in attendance. Local high school choirs and Junior ROTC members also participate in this annual event. The NCNG JFHQ-State SAPR Office participated with numerous county SARTs, state coalitions, and the NC Governor's Focus Group on sexual assault and DV, and the events and awareness month projects throughout the year. Additionally, the NCNG JFHQ-State SARC is an acting member on the Governor's Crime Commission Sub-Committee on Sexual Assault and Domestic Violence and attends quarterly meetings or when necessary.

In **New York**, the all wings continued contact and efforts with local rape crisis center and VA for events and information sharing. The 109th AW is updating an MOU with Planned Parenthood-Mohawk Hudson to provide sexual assault services to victims of sexual assault. The 107th AW continued to work with several local police agencies, hospitals, and rape crises centers to share ensure information and resources. On a quarterly basis, the 107th AW SARC meets with these organizations to discuss upcoming awareness events relating to sexual assault, as well as, ideas on how to improve current processes and procedures. The 174th AW SARC worked with the Vera House nursing director in Syracuse, **New York** to establish an MOU between the two organizations. The MOU will provide SAPR support to all personnel assigned to the 174th AW and their family members 18 years old and older. The Vera House is a comprehensive domestic and sexual violence service agency providing shelter, advocacy, and counseling services for women, children & men, education and prevention programs and community coordination. The 174th AW SARC also worked with the medical director of Rome Memorial hospital emergency department to establish an MOU to provide SAPR support to the personnel assigned to the Eastern Air Defense Sector located in Rome, **New York**. The SARC also established an agreement with the Joint Base Bolling Anacostia AFB SARC to provide support to the 224th Air Defense Group located on the Joint Base Bolling Anacostia AFB and Herndon, Virginia. The 105th AW SART consists of County level first responders from Rape Crisis Center, Mobile Life, SANE nurses, and local investigators. The 105th AW is actively involved as part of this team. They also have a Wing DPH who collaborates with local VA and other organizations.

Ohio NG JFHQ-State SAPR team presented military briefings to civilian partnering advocacy programs, such as the **Delaware** and Morrow County VAs and the Sexual Assault Response Network of Central **Ohio** (SARNCO) VAs. The SAPR team continued to foster and grow their relationships with their community partners to include SARNCO, Central **Ohio** Sexual Assault Task Force, **Ohio** Alliance to End Sexual Violence, Buckeye Region Anti-Violence Organization focused on lesbian, gay, bi-sexual, transgender, queer and inter-sex survivors, Deaf World Against Violence Everywhere, and other agencies throughout **Ohio**. The OHNG JFHQ-State SAPR office personnel are also members for some of these agencies.

The **Oregon** (OR) NG JFHQ-State SAPR Office collaborated with the Center for Hope and Safety, a shelter for domestically abused or sexually assaulted women and men; the Willamette University Sexual Assault Resource Associates; and the Cherry City Derby. The ORNG JFHQ-State Office also engaged members of the **Oregon** Legislature to speak at their SAAPM event, collaborated with the Wells Fargo Bank, and the Ms.

Marion/Polk County. All of the above mentioned organizations worked with the ORNG SAPR program to plan, staff, and execute the April 2016 SAAPM event.

The **Texas** NG JFHQ-State SAPR Office engaged routinely with civilian service providers and coalitions to enhance training effectiveness and response to sexual assault. They worked with many state, county, and local Sexual Assault Advocacy Organizations to collaborate trainings for solidier SAPR VAs and leaders. Some of the agencies included the **Texas** Association Against Sexual Assault, **Texas** Advocacy Project, Institute on Domestic and Sexual Violence at the University of **Texas**, and most recently the **Texas**, Office of the Attorney General (OAG). The OAG secured a grant to fund three Civilian **Texas** OAG certified Victim Advocates to assist Service members. Specifically, Service members who were in a non-duty status at the time of the sexual assault incident and need additional state resources, advocacy, and assistance in navigating the civilian criminal justice systems. This grant and initiative increased the JFHQ-State SAPR Office's outreach to local rape crisis centers, law enforcement and victim services agencies. Civilian and Military staff of the SAPR program for the TXNG engage with and sit on county level SART Committees.

Virgin Islands NG JFHQ-State SAPR Office community collaborative efforts continued with the Domestic Violence and Sexual Assault Council (DVSAC), the Women's Coalition of St. Croix, and the Family Resource Center on St. Thomas. These efforts included such activities as an Interactive Film Series and Community Speak-Out on Gender-Based Violence with the Women's Coalition, "Youth-Wise Up," group home talks, ASIST suicide prevention training, health fairs, college student talks, and "good touch, bad touch" story-time at elementary schools with DVSAC.

1.9 Incentives to Promote Prevention: Other than the DoD Exceptional SARC and Prevention Innovation Awards, describe your efforts to promote and encourage installation leadership recognition of Service member driven prevention efforts. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Incentives to Promote Prevention), p. 12)

NGB-J1 established the Jane Lux Exceptional SAPR VA Award to recognize an individual for significant contributions, dedication, and outstanding performance in providing support and resources to sexual assault victims, and enhancing the National Guard SAPR program. The first award was presented in FY16 to the honoree, Ms. E. Jane Lux, who worked tirelessly to help establish and nurture the NG SAPR program from its infancy into a responsive, victim-focused program. This award plays an important role in raising awareness of the critical role the SAPR VA plays in helping a victim recover and assisting in prevention awareness and education. The Jane Lux Exceptional SAPR VA award will be presented annually to the one SAPR VA selected from nominees submitted by the 54 States, Territories and the District of Columbia National Guard during SAAPM. The selection criteria include professional accomplishments and achievements beyond the standard duties and requirements of the position, and demonstration within the SAPR arena of imaginative and unusually high impact initiatives, exceptional resourcefulness, and notable achievement. The following list identifies ways to achieve the criteria.

- Facilitating the sexual assault victim's care and safety, and provide referrals and non-clinical support.
- Explaining the reporting options during initial contact to afford the victim with the necessary information to make an informed decision.
- Supporting the command in raising awareness, prevention, and response to sexual assault.
- Establishing relationships and cooperation with civilian and military organizations to provide the best support and resources available.
- Providing engaging and effective unit and command SAPR prevention and awareness training.

The ARNG SHARP program office and ANG SAPR program offices support nominations for SAPR awards managed at the State level. Over fifteen States developed special SAPR award programs, annual recognition, or incentives for members within the SAPR arena. Some of the highlights are identified below:

- **Arkansas** NG JFHQ-State senior leadership publically recognized prevention and intervention efforts made by Service members.
- **Delaware** NG presented State SAPR VAs awards for exceptional performance and involvement in the SHARP Program.
- **Florida** NG selected top-notch SAPR VAs nominated by their MSC to attend specialized training or conferences outside DoD mandates. One of these special events included the Guyana SHARP SMEE.
- **Georgia** NG held a unit SAAPM poster contest. The 2016 winning slogan was, "Show others they are not alone. Don't be a bystander. Leaders Intervene." submitted by a member of the 1160th Transportation Company. Posters were printed and given to units to display in work areas.
- **Hawaii** NG selected a Team of the Year award, which went to the SAPR team in FY16.
- **Illinois** presented an inaugural SHARP Specialist of the Year Award in FY16. Additionally, the Teal Boot award goes to the BDE that gave the most support to SAPR/SHARP throughout the year.
- **Indiana** TAG recognized an outstanding SAPR VA with a certificate of appreciation and acknowledged her outstanding performance as a BDE SAPR VA. The presentation occurred during SAAPM.
- **Kentucky** NG established a SAPR VA of the Year Award to recognize VAs or SARCs who did an outstanding job supporting the KYNG SAPR program. Some of these efforts included working to increase participation in the SAPR program, to promote greater understanding of services provided for KYNG Service members and Family Members in the SAPR Program, and to eliminate behaviors and cultural

norms that lead to an environment conducive to sexual violence in all forms to include sexual harassment and sexual assaults.

- **Missouri** NG leadership provided awards and coins to individuals who volunteered for or provided additional training opportunities and those personnel who have intervened to prevent a sexual assault incident. This recognition often comes as a private acknowledgment unless multiple individuals are recognized.
- **Montana** NG leadership recognized their SAPR VAs when they took charge of an initiative or event/ training in their unit.
- **Ohio** NG recognized the 121st Air Refueling Wing SARC as the exceptional FY16 SARC of the Year. The OHNG leadership recently formalized their process to recognize an Exceptional SAPR VA for FY17, in addition to the Exceptional SARC of the Year.
- **New York** 19th AW provided Green Dot coins to CDRs, 1SGs and chiefs for presentation to individuals who intervened to disrupt an inappropriate situation.
- **Puerto Rico** ARNG promoted and encouraged installation leadership recognition of Service member driven prevention efforts. They have a SAPR /SHARP VA of the Year award to recognize the SAPR /SHARP VA who gave that extra mile while working with victims and was always engaged and available to support the program.
- **Tennessee** NG TAG and senior leaders placed an emphasis on recognizing Soldiers and Airmen who contributed to the prevention of sexual assault and harassment, and who promoted respect among their peers and leaders.
- **Texas** NG recognized their Exceptional SAPR VAs and SARCs at their three yearly Victim Advocate Refresher Trainings and during their CMGs.
- **Vermont** NG presented certificates signed by VTNG TAG to the "Victim Advocate of the Year" during the SAAPM kick-off events.
- **Washington** NG selected an ARNG and ANG SAPR VA of the year. The Assistant TAG from their branch of service recognized the selectees with a certificate and coin. Additionally, individual Service members were recognized during training for their efforts in supporting the unit, for example, a junior enlisted member seen intervening, or an NCO using Sergeant's time as an opportunity to coach responsible behavior.

A number of states are in the process of developing a SAPR award program or pursuing ways to recognize extraordinary efforts made within the SAPR arena. **Michigan** NG is discussing a process for recommending and recognizing SAPR VAs throughout their state by offering attendance at outside training events, such as the National Organization for Victim Assistance (NOVA) conference, for providing Service member care and fostering an environment where sexual assault is not tolerated. **North Carolina** is taking steps to create a SAPR/SHARP VA of the year award. Each MSC witness or bystander, with knowledge of the advocacy efforts provided by a victim advocate or their actions and behaviors that encouraged a change in culture supporting and advocating for the

SAPR/SHARP programs, may nominate a candidate. **New Mexico** is developing a SAPR VA of the Year Award and Bystander Intervention of the Year Award for the State for implementation in FY17. **Pennsylvania** NG acknowledged volunteers and guest speakers for their efforts on behalf of SAPR, but is looking to develop a better form of recognition for the future.

1.10 Harm Reduction: Describe the metrics being used to assess the effectiveness of Military Service-specific efforts aimed to reduce the impact of high-risk behaviors and personal vulnerabilities. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Harm Reduction), p. 12)

The ARNG SHARP Program Office is creating a Mitigation Action Plan to address vulnerabilities within ARNG Commander's Area of Responsibilities IAW, Headquarters, Department of Army Executive Order (HQDA EXORD) 204-16, the Chief of the Army's Policy to reduce sexual assault, sexual harassment, and retaliation incidents.

Within the ANG, new WG/CCs are required to conduct a unit climate assessment within 120 days of assuming command. The EO and Wing SARC, in collaboration, routinely review the results of the assessment prior to briefing the WG/CC. Based on the feedback, the CDR and Wing SARC establish additional training or awareness initiatives to improve conditions within the wing. The EO office also tracks sexual harassment and hazing.

The States routinely use information gathered from URIs, Command Climate Surveys, Commanders Critical Incident Reports, Resiliency and Suicide Prevention Programs, CAIBs, CHPC meetings, high-risk response teams, and police reports of Guard members involved in alcohol related offenses, in addition to the number of sexual harassment reports and data from DSAID. Some specific State initiatives are discussed below.

Arkansas JFHQ-State SAPR Office provided their leadership with a program trends analysis monthly, which included the number of alcohol involved sexual assault offenses. The office also provided a quarterly report on the number of cases reported, to trends, such as an increase or decrease in sexual assaults, and a roll up at the end of the FY.

The **District of Columbia** NG gathered much of its information from regularly scheduled CAIBs and CHPC meetings. In these meetings, they addressed the health of the force and unhealthy behaviors. As negative trends developed, they identified and implemented measures to improve the trends. JCF members also engaged regularly, discussed trends, and sought avenues of support inside and outside of the organization.

The **Kentucky** NG utilized shared messaging from the JFHQ-State SAPR Program, substance abuse program, suicide prevention program, Chaplaincy, BH, and other programs to assess the effectiveness of their programs to minimize risky behaviors taken by their Guard members. This collaborative effort was instrumental in identifying Soldiers engaged in high-risk behaviors, such as substance abuse used as a coping mechanism following a sexual assault, and providing assistance aimed at helping the Guard member recover. Overall, these efforts increased command awareness of coexisting issues, such

as substance abuse, suicidal ideations, and sexual assaults, and reaffirmed the importance of taking a holistic view in assisting the victim.

The **Michigan** NG JFHQ-State SARC conducted trend analyses and shared the information at the CMG and with leadership to help reduce sexual assault cases or situations that may precipitate them within our state. The SARC also monitored sexual assault cases, confer often with the SEEM on harassment cases, and monitored hazing, bullying, and possible retaliation types of activities.

In **Missouri**, under the R2C, the MONG Adjutant General chaired the CHPC meetings to integrate garrison, medical and mission efforts in support of the synchronization of health promotion and risk reduction in their State NG. The SMEs included, but not limited to, LLE, alcohol substance abuse officers, and other civilian local agencies to help identify high-risk behaviors and personal vulnerabilities among ARNG Soldiers.

The **New Jersey** Substance Abuse PM conducted URIs of all of their units. The CDRs, SARC, Resilience Coordinator, and Suicide Prevention PM received this information to develop a mitigation plan for high-risk behaviors. Collectively, the group analyzed the trends and presented the results at the CHPC.

In the **New York** NG, cross-collaboration of the State Wellness committee and key stakeholders did not formalize metrics or measures, but started to map incident locations and timeframes to target high risk locations, populations and times of the year for increased command influence on prevention efforts specific to sexual assault incidents and suicide

The **Vermont** NG JFHQ-State SARC participated in the High-Risk Case Management meeting chaired by the Deputy G1, used to discuss trends and to develop mitigation plans.

1.11 Education and Training: Describe efforts to address sexual assault prevention in your organization by educating Service members on healthy relationships. Describe any training, particularly training that focuses on changing skills, attitudes, and behaviors, to encourage Service members to take part in healthy relationships. Describe any increases in complexity or depth of training on healthy relationships over the course of a Service member’s career.” (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 5 (Education and Training), p. 12)

The NGB-J1-SAPR Office developed 40-hour initial SARC and SAPR VA training contains a specific lesson on “Healthy Relationships.” Information from this lesson was used during briefings and training conducted at the unit level. Additionally, information garnered by NG SARCS and SAPR VAs from their Service-specific initial SHARP or SAPR training was used Guard training events.

The ARNG SHARP Staff conducted 10 monthly SHARP trainings at Arlington Hall Station for 987 Soldiers and Department of the Army Civilians meeting the Army annual refresher

training requirements. The ARNG published the ARNG SHARP Implementation Guidance, dated 31 May 2016, signed by the DARNG. This memorandum established T32 training guidance, and outlined the responsibilities and requirements for the SHARP program within the ARNG.

In addition to presenting the specified training as designated by their Service to meet the 2016 Annual SAPR training requirement, some states provided additional training or information to augment the required training. Identified below are some of these activities.

Arkansas JFHQ-State SAPR Office used videos on empathy and consent to augment their training to improve the current knowledge base of their Service members. The **Connecticut** JFHQ-State VAC led training for ARNG RSP, "Battle Hand-Off" to 282 Soldiers. The training followed-up on SHARP trainings received prior to basic and at basic training. The intent of the monthly training was to ensure sexual assault myths were debunked and misunderstandings clarified for new recruits. These interactive trainings included the VAC actively asking Soldiers to answer policy or definitions of terms to allow for correction. The **Delaware** NG used the Strong Bonds program and FAPs to augment training, as well as classes presented at Dover AFB on family and parenting. This information was funneled through the Chaplain and Director of BH to address trends identified. **Massachusetts** NG also used multiple "Strong Bonds" training for single Soldiers.

The **Kansas** NG prided itself and creating training that is both informative and interesting, and customized to the specific audience. This type of tailored training proved effective based on the unit's enthusiasm when it comes to SHARP training. More Soldiers talked about the material trained long after the briefing because of the selected focus for each group. The focus in the KSNG was on training the individual on becoming "Agents of Change" and creating a culture that does not tolerate sexual assault. They also stressed the importance of everyone being an active bystander, and empowering Service members with the tools and knowledge needed to defuse possible assaults or inappropriate behavior from taking place. The **Kentucky** NG partnered with The One Love Foundation to use their "Escalation of Force" workshop in our RSP targeted their most at risk population in the KYNG for sexual assaults and other violence. The "Escalation of Force" workshop helped Service members identify different attitudes and behaviors that are signs of an unhealthy relationship. It also gave them the tools to intervene at different stages so they could develop healthy and supporting relationships instead. The KYNG Recruiters are working to bring this workshop to education facilities around the state. This innovative program won the DoD 2016 Sexual Assault Prevention Innovative Program Award within the NG.

Michigan NG JFHQ-State SARC conducted training at the Recruit Sustainment Battalion as a basis for all new Service members. As requested, the SARC provided training for ROTC units. The JFHQ-State SAPR Office strived to provide more in depth or varied training to engage the changing roles of the recruits as they progress in their careers. The JFHQ-State SARC used group sessions and question and answer sessions during the training, but also included new video or materials to present information on newer topics, such as bullying and hazing or transgender advocacy. The new 1SG/CDR briefing was

changed to offer new material, less power point, more interaction, and questions to engage their thought process as developing leaders.

Minnesota NG JFHQ-State SAPR Office invited Russell Strand and Roger Canaff to speak to their State Senior leadership. The topics included sexual assault trauma, roles in responding and establishing culture change, behaviors of survivors, mitigating sexual assault. Mr. Strand spoke to approximately 500 members of the Army and Air Guard community for approximately 3 hours regarding culture change in the military. The State also brought in “Sex Signals” and “Catharsis” to train their RSP units, and Recruiting and Retention BDE leadership. “Male Survivor” conducted 3 separate 8-hour training sessions on male survivors; the MN Bureau of Criminal Apprehension (BCA) conducted training on DFSAs) and DNA processing, our local civilian SANE coordinator conducted training, as did the Ramsey County Attorney and lead champion in changing sex trafficking laws. The MN NG also had their allies from the Battered Women’s Legal Advocacy Project conduct three separate 4-hour training events on stalking. This training was more complex and built on the skills and knowledge of our Service members. Certified SAPR VAs conducted the 2-hour annual in person sexual assault training. The training presented in FY16 focused on drug-facilitated assaults and MN specific information relating to DFSAs, sex trafficking and MN specific metrics, sexting, consent, and male survivors. These topics were in addition to reporting options, reporting processes, roles of victim advocates, and other pertinent SAPR information. The MNNG yearly SAPR training progressively gets more in depth to provide relevant and fresh information to their Service members.

Nebraska NG JFHQ-State SAPR Office created their own specific SHARP/SAPR training and tailored the discussed based on the audience. They used videos on consent, bystander intervention, victim blaming, and others to bring home realistic and in some ways humorous approach to a serious subject. The NENG JFHQ-State SAPR team experienced opened lines of communication and discussion within the units and their Service members. The training also included **Nebraska** specific information to increase the relevancy of the training for their Service members in a civilian community.

For FY16, **New Mexico** NG JFHQ-State SAPR Office presented the SHARP curriculum at each unit. After each training event, the SAPR personnel conducted small group after action reviews with specific ranks to determine training for FY17. Based on the feedback received, the NMNG SAPR team presented 3-5 minute public service announcements (PSAs) on SHARP related topics and DV for Soldiers and Airmen to watch during drill for extra training.

The **Tennessee** NG JFHQ-State SARC invested time with all TNNG SAPR VAs throughout FY16 to discuss effective and valuable training for Soldiers and Airmen at different points along their career. The TNNG SAPR team made considerable effort to develop training appropriate for each level of Service member based on their knowledge, experience, and previous SAPR training. They integrated multiple video resources, such as the “Tea Consent” Video, “James is Dead,” and scenario based videos into the training. Video messaging included dispelling victim-blaming attitudes and bystander intervention’s

role in changing the course of events, all of which were intended to spark discussion and improve understanding.

Vermont NG JFHQ-State SAPR team used vignette based trainings and the screening of “*The Mask We Live In*” documentary. In FY16, the survivor testimony videos were male survivor focused. The VTNG JFHQ-State SAPR team is currently working on creating a multi-year curriculum designed to tie the readiness of units for sexual violence prevention to their ready years based on Army Force Generation cycles.

The **Maine** ARNG is in the developmental stages of adjusting annual refresher training provided to units according to demographics. They provided separate training to junior and to senior Service members at the request of the units, with focus on different pieces of the same basic training material. Because of the wide diversity of units, personnel and locations, tailoring the training to each specific demographic presented challenges. The SAPR team selected and adjusted the most relevant information to the age and experience of the audience. In the future, the MENG SME’s will review URIs and command climate assessments on a regular basis, and actively engage the command to create plans to improve the unit climate and change culture.

1.12 Program Metrics: Describe the metrics used to assess your Military Service Sexual Assault Prevention program. Where appropriate, align the metrics with the 2014-2016 DoD Prevention Strategy elements. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 6 (Prevention Metrics, Assessment, and Research), p. 13)

The NG primarily used the following surveys and database information to help assess aspects of the NG SAPR Prevention Program:

- Workplace Gender Relations Survey of the Reserve Components (WGRR), 2012 and 2015.
 - Prevalence of unwanted sexual contact.
- Defense Sexual Assault Incident Database
 - Prevalence versus reporting
- Department of Defense Equal Opportunity Management Institute Organizational Climate Survey address the SAPR Command Climate index in areas of:
 - Chain of Command Support
 - Perception of Safety
 - Reporting Climate (Barriers to Reporting)
 - Prevention Climate & Bystander intervention experience in past 12 months

1.13 Prevention Allocation of Time: As a result of ongoing SAPR related surveys, describe your approved initiatives to assist SAPR professionals improve prevention training. (DoD 2014-2016 Sexual Assault Prevention Strategy (30 Apr 14), para 6 (Prevention Metrics, Assessment, and Research), p. 13)

The ARNG and ANG Program Offices will continue to promote the adherence to their Service-specific training guidance. Additional initiatives within the States include the following:

Arkansas NG JFHQ-State SARC will provide SAPR VAs slide decks that address the risks identified in the surveys to assist the CDR in providing SHARP training.

Of the annual SHARP training presented by the **Colorado** ARNG, 50% or more will consist of prevention training. The COANG Wing SARC will follow the annual sexual assault training guidance provided by HAF.

The **District of Columbia** NG took a proactive role in prevention of sexual assaults in FY16. The focus shifted to primary prevention, which refocused efforts to integrate healthy relationship and teams into multiple programs. JCF, comprehensive Soldier and family fitness, Strong bonds, and Ready and Resilient campaigns were integral parts of the primary prevention program. The SARC made every effort to inject SAPR themes into existing education programs.

Indiana NG JFHQ-State SAPR Office conducted train the trainer classes with their SAPR VAs during their CET event. This approach to the training was to help the SAPR VA feel more comfortable with the material; provide them the confidence to field additional questions, and to ensure their proficiency in mastering the content. The end-result is improved presentation of all pertinent material, in a professional and confident manner.

The **Kentucky** NG JFHQ-State SAPR Office developed training for use in FY17. This training package includes prevention efforts, and targeted training and guidance to address specific issues identified as systemic problems in the KYNG during review of unit DEOCS reports. This training will assist CDRs develop command climates that support Soldiers' ability to intervene when they see incidents of sexual harassment, sexual assaults, or the other derisive behaviors. The small group discussion format of the training will allow Soldiers at all levels the opportunity to speak about specifics affecting them, and to learn from each other about bystander intervention techniques already used successfully. It will also help the Soldiers develop a better understanding of how sexual assaults affect the victim, those around them, and the unit as a whole.

The **Nebraska** NG JFHQ-State SAPR Office will continue to send out invitations to events sponsored by their civilian counterparts as part of the ever-changing world of advocacy and support. The NENG SAPR team recognizes their gain in knowledge from their civilian counterparts, and identifies the topics, tactics, and information presented in schools and within the communities, and ties them in to the CDR led training events. The use of realistic and state-specific information draws in the NENG Soldiers more so than the

overly broad approach used in previous training events. The NENG SAPR team also provided real life examples to emphasize the accountability and judicial processing of Soldiers who commit such crimes.

Based on the positive feedback received from their leadership and Soldiers on prevention training, the **New Jersey** NG JFHQ-State SAPR Office will continue to avoid using PowerPoint presentations and will use real life examples for better feedback from the Soldiers. **West Virginia** SAPR professionals are also avoiding PowerPoint presentations in favor of more dialog with the audience.

The **New Mexico** NG JFHQ-State SAPR office developed training that all SAPR VAs use specifically for sexual assault primary prevention efforts. Their SHARP training is geared towards changing the culture and getting back to Army Values of respecting one another.

Puerto Rico SAPR professionals improved their prevention training by implementing the directive to conduct briefings with no more than 100 Soldiers. This initiative came about because of feedback from the troops indicating that the message is lost when the class size is greater than 100. The PRNG JFHQ-State SAPR team added more videos and images to their training. This helps the Soldiers relate better with the message and helps them the process better when faced with the opportunity to intervene.

The SAPR team will conduct more unit visits to help market their program and the services they can provide. Many Soldiers were still unaware of the SAPR program, its purpose, POCs in the event of a sexual assault. The PRNG JFHQ-State SAPR team will provide a compact disc with all regulations, current All Army Activities, and other documents and templates to the CDR during the unit visits. These resources will help the CDR comply with the regulations and directives. During these visits, the SAPR team will also discuss the importance of the program and promote the recruitment of new SAPR VAs. The team will post JFHQ-State SARC point of contact information and photo on the bulletin board as a resource for all unit personnel.

In **Vermont**, feedback on SAPR training conducted at the unit level was continually incorporated into revised training packages. This process occurred primarily through direct conversation rather than a formalized tracking process.

Washington NG JFHQ-State SAPR Office spent approximately 25% of training time allotted on reviewing the basics, Restricted vs Unrestricted, who to report to, and program overview. The remainder of the training time focused on prevention, smart decision making, supporting survivors, and other items.

1.14 Future Efforts: Describe your future plans for delivering consistent and effective prevention methods and programs, including how these efforts will help your Military Service strategies, enable resourcing, and make progress in your overall SAPR program.

The CNGB will continue to stress the importance of the many elements within the NG SAPR program, but specifically the prevention of sexual assault within the Guard. The GSLCs, GSLUs, CNGB issuances, and other forms of messaging will remain the focal point for disseminating information to the States. The NGB-J1-SAPR Program Office will support the CNGB by continuing to assess the relevancy of DoD SAPR programs to Title 32 Guard members. As necessary, the SAPR office will prepare policy and procedures to assist TAGs, senior leaders, and SAPR personnel within the States support their State Guard members.

The ARNG SHARP Program Office is creating an ARNG Mitigation Action Plan to address vulnerabilities within ARNG CDR's Area of Responsibilities IAW the Chief of the Army's Policy to reduce sexual assault, sexual harassment, and retaliation incidents.

The ANG SAPR Program Office follows Service-specific training requirements. Headquarters, Air Force rolled out a three-phase prevention strategy in meeting DoD requirements. The focus for implementing phase 1 of the 5-year prevention strategy is attitude, norm, and environmental change. The method for training is Green Dot. The focus for implementing phase 2 of the prevention strategy includes individual risk factors. For example, substance abuse, emotional regulation, and peer pressure are targeted activates for high risk sub groups. The focus for implementing phase 3 of the prevention strategy is relationship risk factors. For example, casual sex, relationship conflict, and gender-based attitudes are topics of discussion.

JFHQ-State SAPR Offices within the States will:

Alabama - Use Small group format for SHARP AT instead of large lecture forum and will collaborate with Family Readiness during SAAPM for Beer Goggles game.

Arizona - Continue to deliver consistent effective dialogue with troops to get them involved in the training versus PowerPoint presentations. Include more scenarios and role-playing into the training, and allow additional time to receive feedback from the troops on how the SAPR program can improve.

Colorado - Improve the implementation of SHARP/SARC training and education, specifically as it applies to male victimization, first-line supervisor responsibilities, the retaliation reporting process, and applicability to the non-federalized force.

Connecticut - Work on updating and publicizing TAG Alcohol Policy and the recognition program for SAPR VAs.

Hawaii - Engage "Men and Boys" collaboration with State Department of Health. Provide statewide training to include geographically isolated regions, previously underserved, targeting Service members within 1 year of assignment to first unit of assignment and leadership. Conduct targeted training towards units identified with high rates of sexual harassment from URI surveys. Conduct Initial HIANG Volunteer VA training to certify additional Volunteer VAs. Establish additional coordination and collaboration with

geographically isolated civilian support resources. Execute Joint SARC Victim Advocate Training Summit collaborating with active duty branches to provide CET to SAPR VAs from all branches of military assigned to the state.

Indiana - Introduce new interactive AT for FY17. Continue to provide train the trainer block of instruction to SAPR VAs. Implement reporting requirements for Commands to report training numbers to TAG. Disseminate Command message at various training events (CDR/1SG, Yellow Ribbon briefs, quarterly updates to MACOM CDRs, Senior Leader Conference, etc.). Add SAPR related prevention topics to IG inspection topics, and formalize them into Commander's Inspection Program/Organizational Inspection Program guidance.

Kansas - Empower the individuals to become Agents of Change and Active Bystanders, by fostering a culture that will continue to grow itself through active involvement and an eagerness for doing the right thing. **Kansas** is working with all of its units in understanding that everyone has a voice and the power to change a potentially bad situation, regardless of their rank.

Continue NG JFHQ-State SARC and VAC regular visits out to units for visibility and accessibility. These units will include RSP sites, to teach KS Guard members from the start that sexual assault is not a behavior condoned within their ranks. It is through this type of interaction they hope to foster a relationship of trust with all members and breakdown the fears that might come with reporting a case, or trying to stop and assault from happening.

Work with various agencies in their local communities as they might relate to SAPR and provide this information to the Soldiers. It is the hope that if a Service member does not feel comfortable coming to the KSNG SAPR team directly, they can still seek out the help they need within the community. Additionally, if these community agencies receive one of our Guard members as a client, they will know they can send their clients to the KSNG SAPR team for additional assistance.

Kentucky - Use the training developed for FY17 to increase knowledge and awareness of the SAPR/SHARP program and services offered, and to encourage increased bystander intervention to reduce sexual violence in all its forms in the KYNG.

Continue to use the part-time SARC brought on to assist CDRs during drill weekend in conducting their SHARP training. Having a subject matter expert provide the training will increase knowledge in the unit and bystander intervention efforts, by being able to provide best practices and new techniques that may be unknown to those that have historically conducted this type of training.

Maryland - Utilize civilian providers to provide quality training. Establish relationships with organizations such as NOVA, MD CASA, Office for Victims of Crime Training and Technical Assistance Center, in order to develop consistent and effective training programs to improve prevention efforts

New Jersey ARNG - Standardize the SHARP training for all units and build the program by providing resources to the units (such as bulletin boards, pictures of SARC & Victim Advocates). Emphasize that this is a CDR's program in which the leadership needs to be heavily involved.

New Jersey ANG - Follow a directed curriculum for prevention training, but seek to include more community involvement and partnerships with co-located units.

New Mexico - Work on PSAs that involve SHARP related issues, alcohol and drug abuse, suicide prevention and resources available for each that will be available on our SHAREPOINT, Facebook, and NMNG YouTube channel.

New York - Establish and implement State SHARP Mitigation Action Plan to measure effectiveness of prevention efforts. Continue to analyze and monitor the plan in reducing sexual assault incidents throughout FY 17. Continue efforts of State Wellness Committee to establish metrics for reporting to CHPC and CAIB. Establish and implement Installation Advisory Board to align with Air Force Sexual Assault Prevention Strategy 5-year development plan requirements into the Community Action Information Board.

New York 174th AW - Focus on ensuring that all 174th AW personnel are knowledgeable in the reporting process and the difference between Restricted and Unrestricted Reporting Options. Initiate a monthly refresher program for Volunteer VAs. Initiate a Bystander Intervention Program. Conduct a clothing drive twice annually to provide clothing to the rape crisis center. Contact the Title IX representative at Syracuse University to discuss having the 174th AW Volunteer VA set up an information table and provide briefings to students on the prevention of sexual assault.

Nebraska, Oklahoma, & West Virginia - Maintain training as a commander responsibility as a top down approach to emphasize to the unit the commands focus on preventing sexual assault and seriousness of the topic, and to foster trust and respect.

Oregon - Ensure Defense –Sexual Assault Advocate Certification Program (D-SAACP) certified SAPR VAs and SARCs receive their CET requirements by sending them to relevant sexual prevention trainings and conferences

Pennsylvania - Provide consistent, training to ensure people become comfortable with interacting with the SHARP Team, and to reinforce the reporting options and resources available through the SAPR office and community contacts. Continue to bring in outside subject matter experts to help identify the prevalence of sexual assault inside and outside the confines of the military making the program more relevant at home and at work.

Puerto Rico - Empower and enforce key leaders to integrate SHARP into daily safety briefings and planning, such as risk assessments of events, training and Morale, Welfare, and Recreation activities. Integrate SHARP visual aids at all Community Clubs or other venues where alcohol is served and consumed, and require a SHARP prevention plan on

all requests for exemption to Alcohol Consumption Policy. Identify units integrating female Soldiers into their ranks and educate leaders to ensure they are treated with respect and equality. Issue all policies with clear, concise instructions, and realistic and achievable actions for those who violate them. Speed up and facilitate the process of cases. Implement quarterly or biannual surveys of troops on SHARP issues and conduct a SHARP assessment in conjunction with Physical Health Assessment.

South Dakota – Implement Mitigation plan. Integrate newly hired SARC fully into the SAPR program.

Tennessee - Address Senior Leaders at the State, BDE, and wing levels at the annual Senior Leaders' Dialogue in FY17 to discuss reporting trends, investigations, quality training, and CDR's responsibilities.

Vermont – Continue toward achieving five primary goals of the VTNG task force to “Employ a multidisciplinary approach in prevention, response, accountability, stakeholder knowledge, advocacy and recovery and assessment to prevent all types of violence and enhance our response.” 1) Establish a climate of prevention to promote an environment of dignity and respect while preventing violence within the organization. 2) Improve the response to enhance trust in the chain of command, increase reporting and reduce the occurrence of survivors feeling ostracized. 3) Improve system accountability to provide a fair and equitable system to promote justice, efficiency, and effectiveness. 4) Focus on advocacy and recovery of survivors from the initial reporting through their recovery to deliver effective support and response, instill confidence and trust, strengthen resilience, and inspire survivors. 5) Develop and implement assessment mechanisms to standardize, measure, analyze, assess and report program progress.

Demonstrate sustained engagement and resolve to eliminate sexual assault within the VTNG by promoting senior leadership involvement in SAPR programs, fostering collaboration among the VTNG and civilian stakeholders and implementing primary prevention education into all SAPR/SHARP training blocks. Moreover, the VTNG will continue to reach out to survivors of sexual assault, civilian advocacy groups, and veterans' organizations to inform them of SAPR program progress and gain their feedback.

2. LOE 2—Investigation—The objective of investigation is to “achieve high competence in the investigation of sexual assault.”

2.1 Summarize your efforts to achieve the Investigation Endstate: “investigative resources yield timely and accurate results.” (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

The NG does not operate a military criminal investigative organization (MCIO) under 32 U.S.C. The investigative jurisdiction for most non-federalized Guard members falls upon the State Police or LLE. However, when jurisdiction of the sexual assault falls outside the MCIO and State Police or LLE declines to investigate the sexual assault, or does not investigate the sexual assault sufficiently, TAGs will request assistance from the NGB-

JA/OCI under the NGB Chief Counsel to investigate the incident. CNGB policy directs CDRs to refer all Unrestricted Reports of sexual assault to the appropriate MCIO, State Police, LLE, or to NGB-JA/OCI.

The NGB-JA/OCI received 105 requests for investigations from TAGs in FY16. Of those 105 requests, 73 cases were completed and 32 are still under investigation. The OCI teams consider all evidence and apply the administrative and civil standard of preponderance of the evidence to the case. The report of investigation goes through multiple levels of internal review before finalization.

Of the total cases completed during FY16, there were 44% of substantiated cases and 56% of the cases unsubstantiated. The average number of days from the date the state requested an investigation to the date the team traveled to the state was 96 days for FY16 cases; the average number of days from the date the team traveled to completion of the OCI Report of Investigation was 79 days.

Some states took additional efforts to ensure the investigative process was timely and produced accurate results.

Colorado and **Indiana** both assigned a competent POC or Liaison Officer to assist in each investigation. The **Colorado Liaison Officer** ensured all members involved in the investigations were available and scheduled for their interviews to expedite the investigation process. The **Indiana TAG** appointed POC is a state JAG to liaise with OCI, SVC, and Trial Defense Services (TDS) for all Unrestricted sexual assault investigations. This officer ensured all requests, meetings, findings, and other requirements of the case were set, actioned, and monitored. The **Indiana TAG**, Director of Joint Staff (DJS), and JAG reviewed the results of all cases investigated by OCI for further disposition. If substantiated, the reviewers rendered a decision whether the final disposition of the case occurred at the State level or given to the first O6 CDR for further disposition. If unsubstantiated, the reviewers examined the case for any collateral misconduct associated with the sexual assault report and discussed the appropriate resolution or disposition if warranted.

The **North Carolina** NG SAPR/SHARP office along with the NCNG SJA and J1/G1 offices collaborated to establish an updated protocol and timeline of investigation for all Unrestricted sexual assault reports. This group effort established the proper contact of State Police or LLE for jurisdictional precedence, a timeline of the State Police or LLE's response or declination to investigate, and TAG's request for NGB-JA/OCI assistance. This has improved the response time, investigation timeframe, and feedback to survivors, as well as command notification and participation for cases

The **Hawaii** SAPR team and leadership maintained ongoing open communication with State Police or LLE and prosecutor's office to build upon their relationship of mutual trust and professional respect. The **Indiana** ANG 181st Wing SARC developed a close working relationship with the new Office of Special Investigations (OSI) agents out of Wright-Patterson Air Force Base. OSI had a greater presence on their base than ever before and

was a great resource for investigative information. **Nevada** and **South Carolina** each capitalized on traditional Guard members who serve as FT law enforcement officers to established working relationships with their LLE agencies. **Vermont** NG took it a step further by establishing a memorandum of understanding with LLE agencies, State Police, and Special Investigative Units. The MOU outlines the sharing of investigative information, such as affidavits, with the consent of the Survivor in order to minimize re-traumatization.

2.2 Provide an update on the expansion efforts for the Special Victim Investigation and Prosecution Capability for MCIOs, to include how Congressional plus-up funding was spent to directly support this program. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 2, #1, p. 6 / DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 2, para 6ac)

The NG does not have an MCIO and relies on the Office of Complex Administrative Investigations to investigate a sexual assault that MCIO or State Police and LLE lack jurisdiction to investigate. In F16, NGB-JA/OCI received 3 million dollars of the 25 million Congressional plus up. The Congressional funding allowed the NG to continue to operate the OCI. Specifically, the funding paid the military pay, training, and travel cost for 25 FT investigators and headquarters staff, who traveled across the States investigating reports of sexual assault. Without this funding, many NG allegations of sexual assault may have gone uninvestigated.

2.3 Describe your progress in enhancing training focusing on special techniques for victim interviewing by investigators of sexual violence. Include efforts to establish common criteria, core competencies, and measures of effectiveness, and to leverage training resources and expertise. (DoDD 5505.19, Establishment of Special Victim Investigation and Prosecution Capability within MCIOs (4 Sep 15), para 3g / DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 2, #3, p. 6)

All newly assigned NGB-JA/OCI investigators attended required training prior to operating in the field to investigate a case. New employee training for the investigators included investigative procedures, and the report writing process. The other course required prior to case assignment is the Army CID Special Victims Capability Course.

Each written report underwent a review process to help evaluate the effectiveness of the training. The process required all reports to go through multiple levels of review before final issuance. Annual refresher training is mandatory for all active investigators, which included special techniques and areas of concern raised during the report review process. In addition to the report review process, NGB-JA/OCI uses multiple metrics, such as the time required to complete each step of the process, and investigator efficiency and accuracy, to evaluate the effectiveness of the training.

Recognizing that the majority of sexual assaults reported by NG members are investigated by State Police or LLE, the **Iowa** NG expanded their 40-year relationship with the **Iowa** Law Enforcement Academy (ILEA) to include SAPR training. For the past three years, members of the IANG SAPR team provided training on how to conduct a victim interview as part of a sexual assault investigation. ILEA students must conduct a victim of sexual assault interview as part of their final grade. The IANG JFHQ-State VAC role played as the sexual assault victim based on several scenario-driven victims provided by the ILEA commandant. Each interview lasted between 45 minutes to two hours. One of the key focal points of the training was to help educate potential officers on how to avoid re-victimizing the victim during the interview. Classes run on a quarterly basis and consist of approximately six interviews per class.

2.4 Provide an update on your participation in the Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Service to assess and validate joint investigative technology, best practices, and resource efficiencies benched against external law enforcement agencies. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 2, #4, p. 6)

Not applicable - As a T32 entity without MCIOs, the NG has no experience with the Defense Enterprise Working Group of Military Criminal Investigation Organizations and Defense Criminal Investigative Services.

2.5 Describe your progress in assessing and coordinating with the United States Army Criminal Investigation Laboratory and Armed Forces Institute of Pathology to improve investigative support and facilitate evidence processing (i.e., turnaround time for processing of SAFE kits). (Joint Chiefs of Staff Strategic Direction to the Joint Force on SAPR (7 May 12), p. 11)

Not applicable – A civilian medical facility, rape crisis center, or other civilian medical asset typically completes the collection of forensic evidence of a sexual assault using a SAFE Kit or civilian equivalent, if available. The laboratory processing the evidence will vary from state-to-state. Each state NG SAPR program attempts to develop MOUs or MOAs with agencies and organizations to serve as a resource for Guard members who make a sexual assault report.

The ARNG SHARP Program encourages the JFHQ SARCs to develop MOUs or MOAs with local agencies and organizations.

The **North Carolina** NG SAPR/SHARP Office developed a close relationship with the State Bureau of Investigation Crime Lab director, a NCNG member and current General Officer Chair of the State’s CMG. This association has provided information on increased productivity to process SAFE kits within NC and improved collaborations with the Crime Lab, local coalitions, and programs.

2.6 Describe your efforts to increase collaboration and improve interoperability with civilian law enforcement to include sharing information on Civilian and Military Protective Orders and assure receipt of civilian case dispositions. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 4, para 3g)

NGB-JA/OCI investigators collaborated with State Police or LLE in each sexual assault case to obtain their investigative reports and to consult with the officers as needed. New evidence uncovered by NGB-JA/OCI investigators or their case report, occasionally resulted in State Police or LLE reopening cases.

The States' Office of SJA maintain open communication with LLE, State Police and district attorney's offices. They routinely share products of investigations when relevant to hold the subject appropriately accountable. States who recognized special relationships with their State Police and LLE include:

Illinois NG established an MOU with the IL State Police to investigate all sexual assault that happen on NG military installations. The ILNG JAG works directly with the State Police on these cases.

The **Kentucky** NG SJA works with Commonwealth Attorney offices around the state to ensure command receipt of civilian case dispositions involving KYNG Service members. These case dispositions allow the command to develop an accurate response based on the guidance from the SJA and actions that have taken place in the civilian judicial system. The SJA also worked with State Police and LLE agencies around the state to increase quality investigations of sexual assaults reported by KYNG Service members or Family Members and increased use of civilian protective orders (CPOs), emergency protective orders, DV orders, and other types of protective orders.

West Virginia SAPR team worked closely with the WV State Police and many county police departments, such as the Kanawha County Police Department, to ensure consideration of victims' cases for investigation. **Virginia** also has a closely working relationship with the VA State Police to investigate sexual assault cases involving Guard members.

Similar to **Indiana** NG's appointment of a state JAG as a specific POC to help communication efforts with State Police and LLE, the **Texas** National Guard SJA Office secured Active Duty Operational Support (ADOS) personnel support in FY16 to increase communication with State Police and LLE agencies in order to improve the investigation process and timeline. Additionally, the TXNG received a grant to fund a civilian SAPR support specialist. These staff augmentations led to increased communication and response with State Police and LLE when requesting case numbers and disposition. Training provided to law enforcement agencies also helped them understand the processes within the DoD, the challenges, and how best to support each other.

New Mexico worked to build a closer relationship with State Police and LLE and looks forward to establishing MOUs in the future. **New York** SAPR team collaboration with NY State Police and local SARTs increased awareness of Guard specific needs in relation to investigative requirements. A future endeavor is to collaborate with NY State Police to provide oversight and support to LLE investigation of NG incidents of sexual assault.

The State's CMJ determines the authority to issue a military protective order (MPO) within each state, as applicable. To issue an MPO, the CDR coordinates with the state SJA to determine the legal possibility. The CDR issuing the MPO reports it to the State Police or LLE agency with jurisdiction. However, State Police and LLE do not have the authority to enforce an MPO. The most prevalent protective order issued within the NG is the CPO, since most Guard members reside within the community and not on a military installation.

2.7 Describe your efforts in providing training and guidance for all first responders to a report of a sexual assault that ensures the preservation of evidence and witness testimony. Also, describe the training and guidance specifically provided to law enforcement on victim trauma and the requirement that only the MCIO shall conduct the formal victim interview. Describe any additional training and guidance provided for locations where the arrival of the MCIO will be delayed (e.g., due to mission requirements or a submarine cannot surface for a week). Address how this training and guidance assists law enforcement and commanders in responding appropriately to reports of sexual assaults in these locations. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 10, para 7e)

The ARNG SHARP and ANG SAPR Programs do not provide training for first responders, but relies on the functional community to follow training guidance and core competencies. Since the majority of Guard member sexual assaults fall under State Police or LLE jurisdiction and use civilian healthcare providers, the civilian organizations determine the training received by their personnel.

However, some states do provide training to some of their first responders. The **Illinois** NG invited a detective, who investigates sexual assaults, and a SANE Nurse to talk to Guard members at their 16-hour CET class, on the importance of preserving evidence and witness testimony. The **Indiana** TAG disseminated policy that all INNG members will call the SARC immediately with any report of a sexual assault. Trained in preserving evidence and in providing trauma support to the victim, the SARC serves to ensure the victim receives the appropriate care. The **Kentucky** NG SAPR Office partnered with the KY Department of Criminal Justice to help educate law enforcement and prosecutors around the state about the NG SAPR program and ways they can assist in investigations of sexual assaults involving Service members. The training explained the purpose of KYNG SAPR program, the services they provide, and how CDRs can assist in ensuring the accused is available for investigations and prosecutions by flagging the individuals' Service records. The SAPR team also explained the options available to victims of sexual assault and their dependents through the SAPR program. This training increased KY

State Police and LLE awareness of the KYNG SAPR program and improved outreach on investigations initiated by State Police or LLE involving KYNG Service members.

The **Massachusetts** NG JFHQ-State SARC conducted multiple trainings across the state, to include State Police and LLE, Title IX representatives, and the local NG representatives. In **Michigan**, the NG JFHQ-State SARC invited an attorney, who specializes in sexual assault cases, and a detective who handles sexual assault cases and homicides in Detroit, to present in the CET for SAPR VAs. They discussed evidence protection and the importance of the first person's initial response when speaking to the sexual assault survivor. The significance is both from the case perspective and effect of the trauma based training and response on the victim's recovery. Michigan State Police or LLE most often conducts investigations on sexual assaults involving Guard members. The Michigan State Police has a special team to respond to sexual assault incidents and conduct interviews regarding the incident. **New York** NG collaborates with Rensselaer County SART, specifically their SANE, to train local first responders on care and handling of sexual assault victims and evidence collection procedures. The **Ohio** JFHQ-State SAPR Office, NG JFHQ-State SARC and SAPR VAs attended the Forensic Experiential Trauma Interview course and End Violence Against Women International conference in FY16. The attendees then used this information gathered from the training and conference in the local refresher training of their first responders (SAPR VAs) and in their leader courses. The **Ohio** JFHQ-State SAPR Office and the State SJA communicated on a frequent basis to ensure the judicial realm pursued the cases quickly and efficiently. Additionally, this close relationship between the OHNG JFHQ-State SAPR Office and SJA safeguards the victims and subjects' rights to a fair and just investigation. The NG JFHQ-State SARC works with newly appointed SVC to establish communications and processes for protecting victims.

Oklahoma and **West Virginia** SAPR teams each briefed the investigation process to CDRs, to include their responsibility in safeguarding both parties during an investigation. The training stressed the importance for the CDRs to remain objective and to provide support to the investigation, as required. **Puerto Rico** NG JFHQ-State SAPR Office helped to coordinate specialized training on victim advocacy, sexual assault ethics, law enforcement processes, evidence collection and investigation, the legal system and trial preparation, DNA analysis with ethics, and SAFE Training during SAAPM in FY15 and FY16. This training was available to all leaders and SAPR VAs. The **Texas** NG JFHQ-State SAPR team provided training on trauma-informed care to TXNG SAPR VAs and leaders through collaboration with the **Texas** Association Against Sexual Assault, **Texas** Advocacy Project, and University of **Texas**-Institute on Domestic Violence and Sexual Assault. The SAPR team connected with their civilian partners to capitalize on their long use of best practice training models and curriculum with first responders and to collaborate with them to provide training to law enforcement and military first responders. **Washington** NG JFHQ-State SAPR team provided the 24/7 SARC phone to all command elements along with instructions to call the number immediately in the event of a report of sexual assault. All leader training included the importance of caring for the victim (medical and mental health care) and notifying the SARC for assistance. Medical Command

personnel received training on addressing the immediate needs of reporting survivors and obtaining assistance from the SAPR VA and SARC.

2.8 Describe your future plans for the achievement of high competence in the investigation of reports of sexual assault by MCIOs.

As previously addressed, in almost all cases, MCIOs do not have jurisdiction over NG members in a T32 status. To address this gap and ensure quality administrative investigations, all NGB-JA/OCI investigators will continue to adhere to the following requirements:

- All NGB-JA/OCI investigators must complete the Army CID Special Victims Capability Course before assignment to a case with a seasoned investigator.
- All investigators must undergo new investigator training, which covers OCI-specific investigative procedures, including the Report of Investigation (ROI) report writing process.

After initial training and assignment to NGB-JA/OCI, all active investigators must complete an annual multi-disciplinary 40-hour refresher training. To ensure consistency and legal sufficiency, all OCI ROIs undergo multiple levels of review before final issuance to the State. OCI also tracks the time required for each phase of the investigative process, as well as investigator efficiency and accuracy.

Several of the states describe their plans to achieve high competence in the investigation of sexual assault reports:

Florida NG reached out to the FL Chiefs and Sheriffs Association to formulate an MOI for notification of the FLNG JFHQ-State in the event of the arrest of or charge against a FLNG Service member on a sex crime.

Louisiana NG JFHQ-State SAPR Office plans to implement prosecution record tracking and to report the information in Quarterly “Staying SHARP” newsletter or on Facebook page with a goal of recognizing prosecutors and District Attorneys with an 85% or higher sexual assault prosecution rate in their districts.

New York State Police developed a Special Campus Sexual Assault Victims Unit to reduce the incidence of and facilitate the reporting of sexual assault, dating violence, DV, and stalking on college and university campuses. To accomplish this goal, the unit implemented a prevention education campaign, a response-training program, and provided support and assistance to students, faculty and staff, university police, campus safety, LLE, and VAs. The NYNG JFHQ-State SARC presented the idea to include NG victims of sexual assault in this effort at a community SART meeting. The rationale was that parallel challenges with reporting and investigation of sexual assaults exists between the NG community and the college campus community. In addition, the ANG 106th RQW is planning to invite law enforcement agencies to be a part of all CMGs and to provide training. Their Wing SARC is looking forward to attending local community working groups.

3. LOE 3—Accountability—The objective of accountability is to “achieve high competence in holding offenders appropriately accountable.”

3.1 Summarize your efforts to achieve the Accountability Endstate: “perpetrators are held appropriately accountable.” (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

The Soldiers and Airmen of the NG are subject to the UCMJ only when serving in a federal active-duty status. Non-federalized Guard members fall under the jurisdiction of the individual states for military justice action or disciplinary measures. Each state has its own state military justice system that addresses non-judicial punishment, and the different levels of courts-martial to include pre and post-trial procedures, personnel involved, the trial, and appellate matters. Although a model State CMJ was drafted as directed by Congress, the States may choose to adopt the model in whole, modify it, or not adopt it at all. The result is the potential for 54 different State CMJs. Additionally, unlike the active component, who is on duty status 24-hours a day, the Guard member is on duty status only when performing military duties. A Guard member, who commits a criminal act while in a non-duty status, will most likely fall under the jurisdiction of civilian authorities. However, some states can claim jurisdiction over the offender based on NG membership alone.

The Compliance and Accountability Officer, located within the NGB-J1-SAPR Office, serves as the single point of contact to confirm the referral of all Unrestricted Reports of sexual assault to the appropriate investigative agency and the documentation of all referrals in DSAID. Additionally, the officer tracks the progress of all case referrals throughout the investigation process and reports on case outcomes for all Unrestricted Reports of sexual assaults within the states. To obtain the information, the Compliance and Accountability Officer maintains a close working relationship with the State SJA, SARC, and NGB agents for visibility on the investigation progress through final disposition and case closure on DSAID. The officer also plans, develops, organizes, implements, and directs activities of the Accountability Line of Effort for the NG J1 SAPR program to demonstrate compliance with the NDAA and DoD SAPR Strategic Plan. The measurable results produced during this process serve as metrics to inform the CNGB, Vice Chief of the NGB (VCNGB), DARNG, DANG, and TAGs on the progress to achieve accountability and compliance of all Unrestricted Reports of sexual assault. This officer also maintains program surveillance to identify any emergent high-risk trends for accountability lapses (unintentional or negligence), and provides early warning to NGB leadership.

As mentioned previously, TAGs may request assistance from the NGB-JA/OCI as an investigative resource for all Unrestricted Reports of sexual assault declined for investigation by the law enforcement agency having initial jurisdiction or not sufficiently investigated. The NGB-JA/OCI report following the thorough investigation of the sexual assault provides the state senior leaders with the information necessary to initiate administrative action to hold the offender administratively accountable if substantiated. Of the investigations conducted by NGB-JA/OCI since its inception in 2012, there were 105

substantiated reports, with action taken on 77 of the cases and 28 cases still under review. In five cases, the states were unable to take action due to loss of jurisdiction on the reported perpetrator. Recent actions taken by the states have grown more severe as the NG is seeing an increase in number of Courts-Martial, Administrative Separations, and Withdrawal of Federal Recognition Boards. To date, states have taken action or actions are pending on all substantiated cases where they retained jurisdiction of the reported perpetrator.

Senior Guard leaders view the current process for investigating sexual assaults of or by Guard members and holding the perpetrator appropriately accountable as a positive step. Some senior Guard leaders, such as the **Alabama** TAG, implemented directives to elevate every Unrestricted Report of sexual assault to TAG level for review. All substantiated cases are referred for proper disposition based on the State military justice code. **Minnesota** TAG also works with the State SJA to ensure the appropriate actions are taken on every perpetrator investigated by State Police or LLE. The **New York** NG established a zero tolerance policy for sexual assault violations. Every reported incident in the NYNG is properly investigated and if the case is substantiated, appropriate actions are taken. Commanders failing to meet the set of priorities established within the state are held appropriately accountable.

The **Colorado** ARNG implemented broadcasting a blotter on multiple televisions located throughout **Colorado** armories to show criminal infractions and any disciplinary actions taken. The COANG Public Affairs sends a monthly email to the entire wing that shows criminal infractions and any disciplinary actions taken.

South Carolina ARNG SAPR office continues to meet with the State SJA bi-weekly to ensure MSC CDRs are meeting suspense dates and deadlines, as it relate to the perpetrators.

Virgin Islands NG JFHQ-State SAPR staff gave a presentation to all senior leaders and CDRs entitled "Proper Responses to Reports of Sexual Assault." It covered the procedures and guidelines to mandatory reporting of various sexual assault infractions and initiating separation actions once someone is identified as a registered sex offender.

3.2 Provide an update on SAPR training provided to those who are affiliated with the Special Victim Investigation and Prosecution Capability program (paralegals, trial counsel, special victims' counsel / victims' legal counsel, and victim-witness assistance personnel) for responding to allegations of sexual assault. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 3, #1, p. 6)

The NG has fewer Special Victim Investigation and Prosecution capabilities than the active component simply by virtue of its organizational structure. The applicable NG asset within this category is the Special Victims' Counsel (NGB-JA/SVC) program, structured as a stovepipe regionally aligned Joint (ARNG and ANG) program. Regional SVCs are comprised of both ARNG and ANG Judge Advocates who can assist victims from both services. Before representing victims, all newly assigned SVCs must attend an initial

certification program through either the Army The Judge Advocate General's Legal Center and School (TJAGLCS) or the Air Force Judge Advocate General's School. The Service's The Judge Advocate General certifies the SVCs, who then receive their appointment from the Chief Counsel of the National Guard Bureau.

SVCs also attend a week of NG focused SVC training during their initial months of assuming duties as a regional SVC. This training addresses SVC advocacy areas unique to Guard members and focuses specifically on the application of information learned in the initial training as well as updates on the law, regulations, and policies that affect NG members. Additionally, NG Regional SVCs and program staff attend a five-day continuing legal education (CLE) training program on an annual basis. The CLE is organized and funded by the NG SVC program and includes a wide range of topics. These topics include, but are not limited to, updates on DoD SAPR Office (SAPRO) policy, NGB SAPR policy, the Military Justice system, the neurobiology of sexual assault trauma, victim advocacy resources, Line of Duty determinations, Incapacitation Pay, and protecting the privacy rights of sexual assault survivors in administrative separation proceeding. This program training also allows for information and best practices sharing. NG SVCs attend a minimum of one civilian training or educational conference annually. Among the training available is the National Crime Victim Law Institute's Crime Victim Law Conference, the Conference on Crimes Against Women, the National Sexual Assault Conference, and the NOVA. NG SVCs have the opportunity to attend courses at the Army TJAGLCS such as Criminal Law Advocacy Course and the Intermediate Sexual Assault Litigation and Skills Course at the Air Force Judge Advocate General's school to increase their knowledge in certain subject areas as necessary and to maintain current on changes in policies, procedures, or law. Finally, NG Regional SVCs routinely receive policy, advocacy, and legal guidance through a weekly peer-to-peer conference call and professional consultation with NG SVC program management.

3.3 Describe your efforts to ensure that the personnel records of Service members convicted by court-martial, adjudged non-judicial punishment, or other punitive administrative action for a sex-related offense are updated to reflect punitive action taken, as appropriate. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 10, para 2d(5)(g))

The ARNG and ANG within the States are required to adhere to Service-specific policies and procedures for annotating a Guard member's conviction by courts-marital, adjudged non-judicial punishment, or other administrative action for a sex related offense in the Guard member's personnel record.

Many states, such as **Alabama, Arkansas, Kentucky, Minnesota, Montana, North Carolina, New Jersey, Tennessee, Texas, and Vermont**, developed internal policies and collaboration between their SAPR office, State J1 personnel action branch State SJA, and Security Clearance managers. Together, they completed all required regulatory guidance actions against a perpetrator for a sex-related offense to include annotating it in the Guard member's official records. In KY, the J1 Personnel Section staff ensured all information was placed in the correct section of the records after referral with the SJA to

ensure it meets the requirements. The communication between these entities allows tracking of the punitive action against perpetrators across multiple levels within the state.

Louisiana NG JFHQ-State SAPR program currently participates in a periodic review of case dispositions with the LANG-OSJA to ensure punishments associated to a sex-related offense are properly filed. The permanent filing requirement per Army Directive 2014-29 was briefed as a part of Annual SHARP training at the unit level.

Maryland NG monitors the personnel actions during the monthly CMGs and during their State's "Personnel Actions" Meeting. MDNG SAPR Office works in close connection with G1. All personnel actions are updated within one week of an adverse action. If convicted in a civilian court, the state of **Maryland** automatically requires sex offenders register on the sex offender registry.

Puerto Rico NG makes certain that the personnel records of Service members convicted by court-martial, adjudged non-judicial punishment, or other punitive administrative action for a sex-related offense were updated to reflect punitive action taken, as appropriate. The SAPR Office staff works hand in hand with Major Commands S1, SIDPERS, Enlisted and Officer Sections, to ensure perpetrators are properly flagged and coded IAW Assignment Consideration Codes (L3 / L8).

The **Iowa** NG JFHQ-State SARC distributed a unit notification memorandum to the Guard member's chain of command for all civilian criminal convictions. The IANG SAPR Office is developing a similar notification to communicate punitive administrative actions that require documenting on the Guard members Non-commissioned Officer Evaluation Report and Officer Evaluation Report.

3.4 Describe your efforts to ensure SARC, SAPR VA, MCIO, and commander knowledge of recent victim rights and military justice updates in FY16. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 10, para 7a)

The ARNG SHARP and ANG SAPR offices routinely disseminate SAPR program updates to include DoD, Service-specific, and NGB policy or guidance, to the SARCs and VACs in the States. The SARCs follow on by disseminating the information to their SAPR VAs. Another avenue for information dissemination is the SAPR Advisory Committee (SAPRAC). The SAPRAC is composed of selected SARC delegates from the seven regions across the States, ARNG & ANG PMs, and NGB-J1-SAPR Office representatives. This committee conducts a monthly teleconference to discuss new information, policy and procedures, as well as other topics of concern to the SAPR programs within the States.

The monthly CMG meetings are used by many States, such as **Alabama, Florida, Indiana, Kansas, Kentucky, Massachusetts, Montana, North Carolina, New York, Pennsylvania, Puerto Rico,** and **Texas**, to provide policy and procedure updates to CDRs and senior leadership. The CDRs and senior leadership take the new information and disseminate it to their commands or organizations. **Iowa** NG conducted two Pre-

Command course during FY16. The IANG JFHQ-State SARC, in conjunction with the SJA updated all command teams on recent legislation and regulatory updates. Each command team is given a sexual assault report case study to verify their understanding of the appropriate response.

For CDRs not involved in CMGs, updated information is presented by a SAPR staff member during the new CDR briefing provided within 30 days of assuming command, during pre-command courses. **Maryland** NG includes major updates in the Leader's briefing; SDNG includes this information in their CDR and 1SG courses, Chaplain Corps conferences, Mitigation plan, and trainings provided to SAPR VAs by JAG, chaplains, and EO personnel.

Many states use different forms of media to disseminate the information. **Arizona** NG posts updates on each SHARP information board located in every military facility. **Indiana** NG develops MOIs to inform all personnel of the updates. **Maryland** NG created a SHARP newsletter to distribute to the leadership to provide current information pertaining to the all aspects of the SAPR program. A folder is also maintained on the MDNG SARC web site that allows access 24/7. **Maine** NG also shares recent news on victims' rights, military justice, SAFE kit actions bill on their SAPR Facebook page. **North Carolina** NG also uses a quarterly newsletter, along with email blasts, to provide updates to all NC Guard personnel. **Florida** uses their VA SharePoint site to list SHARP events calendar, SAAPM information, CRI supporting documentation, policy and training guidance, and information for advocates and leader response to reports of sexual assault.

For SAPR personnel, updates are discussed at the Annual Refresher course. This forum offers an opportunity to engage in dialogue to ensure everyone thoroughly understands the change in policy or procedure. States such as **Washington** and **South Carolina**, conduct refresher training on a regular basis throughout the year to disseminate updates as well as other current trends and information to their SAPR personnel. SAPR personnel also take advantage of continuing education opportunities to gather information.

3.5 NGB, provide an update to your efforts to ensure that all Unrestricted Reports of sexual assault (both Title 10 and 32 status) are referred to the appropriate Military Criminal Investigative Organization (MCIO), civilian law enforcement, or to the National Guard Bureau Office of Complex Administrative Investigation (NGB-JA/OCI). (Chief National Guard Bureau Notice 0400 (16 Apr 14), para 1b)

CNGB established policy that directs CDRs to refer all Unrestricted Reports of sexual assault to the appropriate MCIO, State Police or LLE, or to the NGB-JA/OCI. NGB-JA/OCI coordinates closely with state SJAs to ensure that they are aware of the sexual assault referral requirements. OCI also sends speakers to SJA, Trial Defense Services, and SVC conferences to brief on the OCI program.

In addition to CNGB policy, the DARNG published ARNG SHARP implementation guidance, dated 31 May 2016, to reinforce the responsibility of TAGs to include referring all Unrestricted Reports to the appropriate investigative agency.

The ANG SAPR Office works with CDRs at all levels to ensure that all Unrestricted Reports of sexual assault, regardless of duty status, are referred to the appropriate investigative agency. All unrestricted cases are reported to the WG/CC. The WG/CC or their designee contacts LLE. Cases are referred to the following organizations, until one accepts the case: OSI, State Police or LLE, and NGB-JA/OCI. Area Defense Counsel (ADC) represents the alleged offenders.

Discussed in section 3.1, the Compliance and Accountability Officer located in NGB-J1-SAPR, serves as the single point of contact to validate compliance and accountability requirements of the referral process for Unrestricted Reports. The officer analyzed the data gathered to provide the senior leadership with a means to measure compliance and to reinforce making the appropriate investigative determination.

Iowa law mandates notification of State Police or LLE of all Unrestricted Reports of sexual assault. In addition to completing a DD Form 2910, each victim is required to complete an **Iowa** Form 2910 and 2915 to ensure compliance.

Some of the States developed their own process to ensure Unrestricted Reports of sexual assault were referred to the appropriate investigative agency. **Alabama** NG SARC forwards all Unrestricted Reports to their OSJA to ensure the report is referred appropriately and to monitor the actions taken on the case to help keep the victim informed of the status. The ARNG TAG SAPR policy includes the requirement to coordinate with the local JAG to help determine the appropriate investigative agency.

In **Louisiana**, all Unrestricted Reports were reported to State Police or LLE by the complainant or by a member of the OSJA at the direct reporting unit or state level to ensure all Unrestricted Reports were properly investigated. Unrestricted Reports that fell under Title 10 jurisdiction were reported to Fort Polk CID. The JFHQ-State SAPR team worked closely with Fort Polk CID to assist with coordinating victim interviews and act as liaison to LANG-OSJA when required. All **Michigan** NG personnel who file an Unrestricted Report are required to speak to the LLE or **Michigan** State Police based upon the jurisdiction. Once the report was completed, TAG and SJA reviewed it to determine whether it was necessary to request an investigation conducted by NGB-JA/OCI.

The **Minnesota** NG TAG policy on sexual assault states, "When an Unrestricted sexual assault report is received, reporting will be handled in one of two ways depending on the timing of the report.

(1) If the assault is reported directly after an assault has occurred, the incident must be reported immediately to the appropriate law enforcement agency.

(2) If the report is not made directly following the assault, but at some duration after where preservation of physical evidence is not a factor, the victim will be given 20 days from the date of signature on the DD 2910 to report to state or LLE and/or the appropriate military criminal investigative organization (CID or OSI). If the victim

chooses not to report law enforcement, the JFHQ SJA Office will report the crime on behalf of the victim.”

The MNNG JFHQ-State SAPR Office, in conjunction with the SJA, tracks reports made or not made to State Police or LLE. If a report of sexual assault is not reported to State Police or LLE within 20 days, the survivor is contacted regarding the report. If the survivor fails or refuses to report the assault to State Police or LLE, the MNNG will report on his or her behalf. After the initial report is made to law enforcement, TAG, in consultation with the SJA, will review the case and determine whether to request NGB-JA/OCI conduct a military investigation into the incident.

Oregon NG developed a sexual assault battle drill in collaboration with the SJA Office. The purpose of the drill is to ensure CDRs and leaders know the process of reporting a sexual assault. It covers both Restricted and Unrestricted Reporting channels.

In the **Texas** NG, local civilian jurisdiction is the primary investigative agency for all T32 Unrestricted Reports. During training, CDRs discussed the investigative jurisdiction and their responsibility to report to State Police or LLE. The JFHQ-State SAPR Office encouraged all CDRs to call their office upon receiving a sexual assault case to ensure proper execution of all procedures. In FY16, the TXNG TAG approved and implemented the directive, that all cases that cannot be/or declined to be investigated or prosecuted at the state level will be referred to OCI for an administrative investigation.

3.6 Describe your current policies and procedures to ensure alleged offenders are provided due process rights and protections afforded by the Constitution and the UCMJ. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 3, #6, p. 6)

A non-federalized T32 Guard member who allegedly commits a sexual assault offense while on duty status may fall into several different jurisdictional categories depending on the location of the offense. In most cases, the jurisdiction will fall upon State Police or LLE and the civilian court system. Unless the Guard member is on Title 10 status, the UCMJ is not applicable. However, the CDR may pursue actions based on the State Code of Military Justice, which varies from State to State.

CNGB Instruction, dated 16 July 2016, “Sexual Assault Prevention and Response Program” specifically states that TAGs will “hold CDRs responsible for developing and implementing policy that prohibits coercion, retaliation, ostracism, maltreatment, and reprisal against victims of sexual assault, alleged subjects, SAPR personnel, witnesses, and intervening bystanders.” The CNGB policy further states, CDRs will “balance the interests of the victim and subject of a sexual assault to enhance protection and maintain good order and discipline.”

CNGB Instruction, dated 06 August 2014, “Expedited Transfer, Reassignment or Removal of National Guard Members Due to an Unrestricted Report of Sexual Assault,” provides the CDR the authority to temporarily and administratively reassign or remove a T32 Guard member who is accused of committing a sexual assault or related offense. These options

support Public Law 113-66, Subtitle B § 1713 and both protect and balance the interests of the victim and the perpetrator of an associated investigation.

Additionally, the NGB-J1-SAPR Office and PMs collaborated to develop a checklist to guide the CDR of an alleged subject to ensure Guard member receives due process and to monitor his or her well-being.

Each state has different positions and needs for Judge Advocates. One of the potential positions for fill is a trial defense attorney in the TDS. There are seven ARNG TDS Regions under the Chief of the ARNG TDS. Within the Regions, there are Trial Defense Teams (TDT) with a Senior Defense Counsel (SDC) providing Technical Supervision of each team and the Regional Defense Counsel providing Technical Supervision of the SDC and the Trial Defense Counsel (TDC). Within that structure, there are 27 TDC positions, but can increase in strength based on current policy. The TDS provides conflict-free legal services to ARNG Soldiers who are facing criminal or adverse administrative actions, at no cost to the Soldier. The regional TDS fall under the ARNG TDS and operates independently from the State command structure. Once an attorney-client relationship is established, effectively all communications between a Soldier and his defense attorney are privileged or confidential and may not be used against him at trial or adverse administrative proceeding. Generally, the TDS is authorized to represent Soldiers in one of the following cases: Trials by Court Martial (Summary, Special, or General); Article 15 Hearings; Involuntary Separations; reduction Boards; Investigations (Army Regulation [AR] 15-6, CID, or Commander's Inquiry; and Letters of Reprimand. The ARNG TDS does not represent Soldiers in civilian court.

The ANG recently launched its TDS program, which will include 15 programs among the States. The TDS will standardize and improve defense services across the ANG. Airmen suspected of wrongdoing or facing potential disciplinary actions are provided with legal representation in the form of an ADC.

In **Alabama**, all Guard members accused of sexual assault receive their Article 31 (Miranda Rights) and are not required to incriminate himself or herself. TDS counsel is offered to the accused Guard members. No final adverse action against the Guard member may be taken without said Guard member and his or her TDS counsel having a right to provide a rebuttal to the charges and/or offer mitigation.

Arizona NG TAG policy directs all CDRs to inform subjects of their rights to seek TDS.

Georgia NG takes only such action as is necessary to ensure the safety of alleged victims until an appropriate investigative agency completed the investigation. Alleged offenders are afforded due process under the U.S. Constitution, GA Constitution, and the GA CMJ. GA NG ensures all alleged offenders are informed of their right to counsel through TDS or private counsel of their choosing.

All **Indiana** NG members suspected or interviewed in relation to a crime receive their rights and warning statement prior to any statements taken during an investigation. TDS

services are offered during this initial rights statement. The state does not conduct investigations pertaining to sexual assault reports, but is aware that OCI administers the statement prior to interviewing subjects and informs them of their right to TDS. All investigations and command actions are subject to legal review before administration.

The **Illinois** ARNG TDS provides conflict-free legal services to Soldiers who are facing adverse military actions, at no cost to the Soldier. Unlike public defenders in civil jurisdictions, there are no eligibility requirements for representation. Rather, all Soldiers are entitled to TDS representation by virtue of their membership in the **Illinois** ARNG. Areas of representation include assistance with administrative separations, non-judicial punishments, AR 15-6 Investigations, CDR's inquiries, responses to letters of reprimand, and other adverse actions taken against a Soldier.

The **Kentucky** NG SJA provides CDRs training on their requirements to ensure alleged offenders are provided due process rights and protections as required by the UCMJ, KY CMJ, and other state and federal laws. This training includes new updates to the KY CMJ that became law in FY16.

The **Louisiana** NG JFHQ-State SAPR Office works with CDRs to ensure alleged offenders receive information on TDS to assist individuals during the investigation and adjudication processes. Commanders are advised to give this notification during a formal counseling (for flagging action, notification of pending investigation, etc.) and provide the information to the alleged offender in writing on the counseling document.

Montana NG CDRs receive a briefing on offenders' rights and are given a CDRs' checklist with information for the alleged offender. SJA works with command to ensure the alleged offender's rights are respected and taken into consideration.

New Mexico NG JFHQ-State SAPR Office worked with SJA to ensure alleged perpetrators receive a TDS offer and are flagged upon start of the investigation and CDR involvement.

New York NG takes every effort to create an environment of dignity and respect, and ensures alleged offenders are afforded due process. During the CMG, the Chair reminds all participants that until the case is either substantiated or adjudicated, that all parties are treated fairly and equitably. Commanders of alleged offenders refer to the CDR's response checklist provided by NGB to ensure there is no maltreatment and will take action as appropriate to maintain a safe working environment. All alleged offenders are offered legal services through TDS or ADC.

The **Ohio** NG JFHQ-State SAPR Office and the SJA worked diligently with CDRs to ensure both the victim and subject receive the appropriate resources. The subject works through Command channels to receive guidance from the TDS.

Texas NG refers and relies on SJA for guidance and procedures on due process rights. All offenders receive proper notification and a suspense to respond to OCI to secure legal

counsel from TDS. The **Texas** Air National Guard recently launched a statewide TDS program to benefit Airmen and CDRs at Joint Base San Antonio –Lackland.

Washington NG CDRs received guidance to contact JAG immediately upon notification of an alleged offender in their unit to help ensure alleged offenders receive all rights and due process. **Wisconsin** TAG Policy Memo #35 directs the protection of the alleged offender's rights and provision of due process.

3.7 Provide an update on the Special Victims' Advocacy Program that affords legal consultation and representation for Service members, eligible adult dependents, and DoD civilian employees who report being a victim of sexual assault, to include how Congressional plus-up funding was spent to directly support this program. Describe how your Military Service is implementing the Special Victims' Advocacy Program for Department of Defense civilian employees. Provide an update on how you are informing Officers, NCOs, and junior Service members of the availability of SVCs/VLCs. Include your Military Service's metrics for measuring the success of the program. (SecDef Memo (14 Aug 13), *Improving Victim Legal Support*, p. 1 / DODI 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15)*, Encl 2, para 6ac / NDAA FY16, Sec 532 / NDAA FY13, Sec 573)

The NG SVC program currently provides victim advocacy services to both ARNG and ANG members, their dependents, and eligible civilians in eight designated geographical regions across the States, plus a dedicated SVC for **Alaska** and **Hawaii/Guam** area to maximize face-to-face interaction with victims. Absent special circumstances or conflicts, NG SVCs are typically assigned victims within their designated region. Assignment within their region fosters more convenient, cost-effective, and efficient travel, which maximizes face-to-face interaction and in-person representation. For the period of July 1, 2016 to September 30, 2016 alone, the 19 credentialed and appointed NG SVCs represented over 60 victims who filed sexual assault reports. As of September 2016, over 400 victims have been, or are currently represented by the NG SVC Program. Additionally, in FY16, the NG SVC program implemented the provision of services to DoD civilian employees. To help disseminate this information, the NGB-JA/SVC Program Office included information on their available services and eligibility in educational and marketing materials distributed within each region. Regional SVCs received thorough training on the relevant portions of NDAA FY16 to prepare them to provide services to DoD civilian employees. In addition, NG SVCs incorporated this information into the outreach and training materials that they provide or present to ARNG SHARP personnel, SJAs, and leadership at all levels from Unit or WG/CCs up to and including state TAGs.

NG SVCs received training not only as advocates for victims, but also as stewards of the NG SVC program and its mission. As a result, NG SVCs routinely undertake additional duties to conduct state-level SVC training to Officers, NCOs, and junior Service members to educate them of NG SVC capabilities. Further, NG SVCs work closely with state SHARP and SAPR offices to ensure that they have current NG SVC program information and access to SVC resources.

In FY16, the NG SVC Program received 4.2 million dollars of the 25 million dollar Congressional plus up. As the NG SVC Program is an emerging requirement, permanent FT stricture is still being established. The Congressional funding allowed the NG to have FT SVCs located throughout the States capable of immediately responding to survivors of sexual assault, on par with our AC counterparts.

The following states shared additional information about specific aspects of their relationship with the SVC program or SVCs and efforts made to ensure victims receive information on services available. **Guam** NG members receive assistance from the regional SVCs based in **Hawaii**. The SVC representative made routine trips to **Guam** to provide services and raise awareness during FY16. The regional SVC worked closely with the GUNG SAPR team to facilitate a solid partnership to ensure services are available and offered to all victims. The **Illinois** NG requires each sexual assault victim to complete the Notification of National Guard Special Victims' Counsel Services form when filing a report. The ILNG JFHQ-State SARC provided the form to all SHARP specialists and SAPR VAs in the field and discussed its use during CET. Unit personnel, new employees, company CDRs, 1SGs, and senior leaders received information on the form and SVC services available to the victim during Annual SHARP briefings, orientation, and Senior Leader Conferences, as applicable. Every **Michigan** NG sexual assault victim who files a report is also required to complete the "Notification of National Guard Special Victims' Counsel Services" and given a copy, which contains the regional SVC's contact information. All MING SHARP specialists and SAPR VAs received a hard copy and electronic version of the form and provided updates as necessary from the regional SVC. The MING SAPR team receives a copy of the form and discussion at their bi-annual CET, and during SHARP/SARC briefings and training events. The regional SVCs met with the MING TAG to answer any questions or concerns regarding the SVC program. Information on the SVC specialized services was disseminated throughout the state to ensure all MI Guard members understood the purpose of the program and its availability.

The **Kansas** NG also took a very proactive approach by requiring all SARCs, JFHQ-State VAC, and SAPR VAs to carry intake packets on their person at all times. These packets include an SVC selection form as part of the intake process to ensure the sexual assault victim receives the option of SVC services. A victim, who initially chooses not to accept the offer, may request the assistance of an SVC later on during their case by notifying their SARC or SAPR VA, who then assists them in completing the required form. The **Kentucky** NG developed a brochure to advertise the SVC program and identify their State POCs; a best practice used by many other state programs. The KYNG invited the regional SVC to speak to KY Guard members and leaders on the SVC services available. Additionally, the KYNG JFHQ-State SAPR Office provided training on the SVC program at Command Leadership events, briefings, and other venues. The annual SAPR training also included a block of training on the SVC program.

3.8 Describe your future plans for the achievement of high competence in holding offenders appropriately accountable.

NGB will continue to use the Compliance and Accountability Officer as the single point of contact to validate the compliance and accountability requirements as described in section 3.1. This position became vacant 30 September 2016. A replacement will fill the position early in FY17.

The **Alabama** OSJA will continue to present all investigative findings and recommendations to TAG and, for substantiated charges, implement the appropriate punishment.

The **Iowa** NG will continue to verify the appropriate and timely communication of sexual assault reports, civilian charges, flagging actions, and process updates to all command levels. Included are the Unit Notification memoranda to trigger flagging actions on subjects and the case closure memoranda. Commands will be given clear guidance on required actions on sexual assault cases and POCs to assist them in completing the actions.

The **Kentucky** NG SAPR Office will continue to provide training to State Police and LLE and prosecutors on the KYNG SAPR program along with the new KCMJ updates which are part of state law. The definition of sexual assault for the military is different from other state laws, yet requires the conduct of an investigation where in similar situations for civilians it would not. By explaining these requirements, the KYNG increased the number of sexual assault investigations by State Police or LLE for cases involving KY Guard Members. This information also decreased the time it took for them to notify the KYNG on a decision not to investigate, prompting a request to NGB-JA/OCI to conduct an investigation.

The **North Carolina** NG SAPR/SHARP Office along with the NCNG SJA Office has continued to collaborate with one another in keeping open dialogue on any changes in policy as well as improved process of accountability and adjudication of offenders. This relationship allows for non-biased and open conversation regarding the case, investigation, and appropriate steps CDRs can take to hold those accountable.

The **Ohio** NG JFHQ-State SAPR Office is considering a “Blotter Report” strategy to assist in drawing attention to sexual assault events without re-victimizing victims.

4. LOE 4—Advocacy/Victim Assistance—The objective of advocacy/victim assistance is to “deliver consistent and effective victim support, response, and reporting options.”

4.1 Summarize your efforts to achieve the Advocacy/Victim Assistance Endstate: “high quality services and support to instill confidence and trust, strengthen resilience, and inspire victims to report.” Include how competency, ethical, and foundational standards established in DoDI 6400.07, enclosure 2, are met.

(DODI 6400.07, Standards for Victim Assistance Services in the Military Community (25 Nov 13) / DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

The roles of NG SARC, NG JFHQ-State VACs, and SAPR VAs far exceed coordinating resources for sexual assault victims, helping to orchestrate events for SAAPM, and providing AT to Guard members across the 54 States. These individuals are essential to the success of SAPR programs through their influence on Guard members and State senior leaders, and their involvement and openness to brief and discuss the effects of sexual assault with the force and ways to move forward.

The ARNG SHARP and ANG SAPR offices work with the State and wing senior leaders in the selection of highly regarded, motivated, passionate, resourceful, and professional individuals to fill the FT and volunteer positions SAPR positions within the States. The NGB Technician branch updated the NGB Excepted Service Qualification Standard, Series GS-0301 for SARC and VA Positions on 28 January 2016 to address the DoD requirements for the designation of these positions as Positions of Public Trust and Moderate Risk, and favorable completion of the required Tier Two background investigation. This document specifies the educational, basic qualification, experience, quality of experience, and compatible military skill requirements of the qualified applicant. Also identified, are the individuals disqualified from consideration based on potential legal or professional conflicts of interest, such as chaplains and healthcare personnel.

An individual meeting the requirements, and selected to fill one of these positions, is scheduled for the appropriate DoD pre-approved Service-specific Army SHARP, ANG SAPR, or NGB SARC and SAPR VA Initial training program. The NGB-J1-SAPR Office, ARNG SHARP and ANG SAPR offices are continuing to hone the T32 specific augmentation training package required for SAPR personnel who completed a DoD approved Service-specific training to obtain their certification. This training will provide the NG SAPR professionals with the information to perform their duties and responsibilities in a T32 environment, which is critical considering the absence of the same capabilities as the active component (AC), such as MCIOs, military medical treatment facilities, and UCMJ authority.

In a joint effort, the NGB-J1-SAPR Office collaborated with the ARNG SHARP and ANG SAPR offices to develop a SAPR ethics training video. This video is pending approval by DoD SAPRO for its use as the mandatory two-hour CET for D-SAACP certification. Yearly refresher training for SARC, NG JFHQ-State VACs, and SAPR VA is a joint effort between the ARNG, ANG, and NGB-J1-SAPR offices.

The NG published the revised CNGB Manual 1300.01, National Guard Implementation of D-SAACP on 21 September 2016. NG SARC, NG JFHQ-State VACs, and SAPR VAs follow these procedures to obtain certification prior to assignment to a case. The manual also includes CET requirements for re-certification, suspending and revoking certification, closures, appeals, and reinstatements.

In addition to the SAPR personnel within the States, the ARNG also used the unit's master resiliency trainers (MRTs) to help enhance Guard members' courage, and mind and

mental thinking by focusing on physical, psychological, social, spiritual, and family strength. The MRTs trained 14 resiliency skills every 12 months to their organizations. The ANG collaborated with stakeholders to increase awareness of resiliency programs. The Wingmen Toolkit is an online resource for Airmen that connects them with their Wing DPH and Chaplain.

In canvassing the States, they identified the following focus areas.

Training, Mentorship, and Collaboration

Arizona partnered with their state coalition against sexual assault and developed training tools for VAs. One of these training tools was an edited videotape of SAPR VAs interacting with a “survivor.” The videotape was then used during their SAPR VA refresher training to show how advocates sometimes fail to make proper eye contact, or how one’s body language can send the wrong message when talking with people. This state brought in licensed social workers and Chaplains to assist with teaching interactive techniques of conversing with another person who may show different signs of trauma.

Connecticut training is cross service focused and contains highly interactive role-play. Additionally, all SAPR VAs working cases get minimum weekly mentorship from the SHARP.

District of Columbia NG works with adjacent states and supporting civilian agencies when developing and providing education for SAPR VAs. When plausible, SAPR VAs are encouraged to attend educational conferences related to the field of advocacy.

Guam emphasized the need for SAPR VAs to respond appropriately to their victims in their time of need. In their training program, they stress the importance of effective communication when responding to a report of sexual assault or when assisting the victim during the course of their case. They especially focus on their verbal and non-verbal communication as it relates to understanding cultural sensitivity from being born and raised in **Guam**.

The **Indiana** NG JFHQ-State SARC conducts 16 hours of CET to SAPR VAs throughout the state. Training consists of blocks of instruction that are designed to educate, instill confidence in advocate skills, strengthen resilience of the VAs and hone their communication skills with victims. JFHQ SARC is available to VAs at any time for additional questions, guidance, and support.

Colorado provides yearly refresher training for SARCs and Volunteer VAs with collaboration with the NG JFHQ-State SARC, Buckley Air Force Base Installation SARC, and ANG Wing SARC. During Sexual Assault Awareness and Prevention Month (SAAPM), the sexual assault team hosts 9 base-wide events that highlight multiple different aspects of the SAPR program: mock trials, self-defense courses, LGBTQ speakers, and more.

The **Kentucky** ANG and the KYNG JFHQ-State SAPR offices partnered to provide the first ANG Wing 40-hour Victim Advocate Course provided by an individual State NG. Historically, this course was conducted by the active duty AF or NGB ANG Office. They also provided training to SAPR VAs from other states and territories to assist them in meeting the requirements toward certification. The KYNG JFHQ-State SAPR Office provided a quarterly 16-hour SARC/VA Continuing Education course, partnering with community agencies to provide quality training covering updated information and best practices for victim advocacy. During this training, two hours of SAPR specific Ethics training was provided to ensure that SARCs and VAs understand their ethical responsibilities in the SAPR/SHARP programs.

Michigan NG JFHQ-State SARC provides each newly certified SAPR VA with a binder of up to date information and forms to help provide high quality of care and services for each survivor. When a SAPR VA is assigned a case, the NG JFHQ-State SARC has a face-to-face discussion or teleconference to review items and to answer any questions the SAPR VA may have prior to meeting the victim. The NG JFHQ-State SARC remains readily available to assist the SAPR VA with case management and to ensure the victim receives the assistance needed throughout the case. This process helps the victim gain confidence and trust in the SAPR VA and reinforces the relationship between the SARC and the SAPR VA. The **Michigan** NG JFHQ-State SARC conducts mandatory CET for their SAPR VAs twice a year, which incorporates practice scenarios and a review of best practices.

North Carolina continued to increase opportunities for their SAPR VAs to attend national and local training events to improve upon their understanding of rape culture, privilege and oppression, sexual violence, stalking, human trafficking, DV and other related community issues. These opportunities help improve their ability to provide un-biased, competent and ethical advocacy to survivors.

Ohio provided regular training opportunities for individual Guard members and leaders, to ensure proper handling of cases with efficiency and with great discretion. It also trained its SARCs and SAPR VAs on the latest regulatory information, as well as how to use soft skills, such as flexibility, empathy, teamwork and integrity, to help establish credibility of the program and to inspire victims to report. The other important factor toward gaining Guard member trust within the state is by being tough on retaliatory behavior.

The **Pennsylvania** NG SAPR VAs play a critical role in the success of the JFHQ-State SAPR Program. They consistently conducted themselves IAW the highest level of professional standards, as well as being personable and trustworthy – only these attributes will make them an asset to the SAPR Team and only these things will make victims feel comfortable in coming forward to report. They are extremely knowledgeable in military and civilian resources, stress-management and self-care, and possess a high level of self-awareness and excellent listening skills. They recognize the importance of maintaining victims' confidentiality, particularly when working closely with other entities as the investigation moves forward. Victim Advocacy skills are part of the continuing

education for PANG SARCs and SAPR VAs. Continuing education is also something that we regularly seek. The continuing education keeps our team informed and at the ready.

South Carolina NG ensures SAPR VAs are provided the most current and efficient training in order for them to provide personalized care to survivors of sexual assault. The SC NG JFHQ-State SARC continues to encourage CDRs to empower their SAPR VAs to be innovative and take ownership of their programs within their organization.

For the **Tennessee** NG JFHQ-State SAPR Office, instilling trust and operating ethically, are the cornerstones of SAPR VA training. SAPR VAs were taught that competency of their roles and knowledge of resources available to sexual assault victims is key in their ability to perform their duties, and when in doubt, call the SARC. The JFHQ-State SARC stressed that there are people in positions to help them as SAPR VAs when they are unsure of what to do, offer or say, in a specific situation. Consistency in services and knowledge are of the utmost importance when educating CDRs on the resource available to them in their SAPR VAs.

The **Texas** NG also took a strong stance on reports of retaliation with CDRs addressing them swiftly. Commanders, with the assistance of their State's SAPR staff, conducted quality training to their units. The SAPR VAs received DoD and State Law specific training opportunities no less than 3 times a year to ensure each SAPR VA achieved the required 32 hours of CET within the two-year D-SAACP certification period. Each training event included ethics and legislative updates to laws that could affect survivors and advocacy personnel.

Alaska strongly encouraged their SAPR VAs to attend training beyond the minimum requirements of 32 hours of CET over a two-year D-SAACP certification period. Commanders were supportive and allowed personnel time away from their duties to attend this type of training. This support, as well as the additional training opportunities has had a positive effect on their program. Additionally, during the NG JFHQ-State VAC's VA Monthly Meeting, the VAC discussed a selected training topic, current trends, and any policy changes, as applicable.

Hawaii SAPR personnel received 52 hours of CET opportunities through primary platform instruction, external resources, and online training focused on developing competency in advocacy, ethical decision making, and effective communication skills critical to the foundational standards of victim assistance programs outlined in DODI 6400.07 Enclosure 2.

Utah co-hosted a 40-hour SAPR VA Training event with their state coalition. This training was intense and multidisciplinary to broaden the knowledge base of SAPR VAs. The training focused on local **Utah** statutes and locally available resources. Over 20 state SAPR VAs attended the training, while local partners networked into the training. The SAPR office was also able to bring 35 SAPR VAs together for a three-day training event during FY16. To broaden the scope of topics, the UT NG SAPR Office invited outside community partners to help educate the SAPR VAs in trauma, substance abuse and

trauma, suicide, perpetrator behavior, motivational interviewing, ethics, and continuity of the program.

Missouri funded the SARC and five SAPR VAs to attend the Annual NOVA conference in Atlanta, and the National Sexual Violence Resource Center Conference in Washington DC. These combined training events provided more than 32 cumulative CETs in training, prevention, and ethics.

Minnesota offered three CET sessions for their SAPR VAs during FY16. The topics focused on new knowledge areas and competencies. The state also ensured SAPR VAs received the required two hours of VA ethics training within the two-year D-SAACP certification period. The organization “Male Survivor” conducted three separate eight-hour training sessions on male survivors; the MN BCA conducted training on Drug Facilitated Sexual Assault and DNA processing; the local civilian Sexual Assault Nurse Examiner coordinator conducted training; John Choi, Ramsey County Attorney and lead champion in changing sex trafficking laws also provided training in FY16. The “Battered Women’s Legal Advocacy Project” conducted four, one-hour training sessions on stalking, and “Breaking Free” provided training on sex trafficking. The SAPR VAs received training on MST, while the SAPR staff received training on Title IX programs. This training is more complex to build upon the skills and knowledge of our Service members.

Approachable, Accessible, and Active

Kansas NG SARCs and SAPR VAs focus on being approachable, accessible, and active to earn the trust of Guard members who may require their services. SAPR VAs who are approachable and welcome the opportunity to help a Guard member in need is paramount to getting someone to feel comfortable enough to talk with them. A SAPR VA must be accessible at all times to be there when a Guard member may need assistance. Finally, to maintain credibility, a SAPR VA must remain active in their case as assurance to the victim, that helping the victim towards recovery is their number one priority.

Maine NG also focuses on visibility and accessibility of SAPR VAs by using information boards at the units, and encouraging the SAPR VAs to be vocal, visible and to participate in training their units. To reinforce this concept, ME SAPR staff continue to create and hold dynamic, informative, and useful VA and unit refresher training

Maryland NG created an initiative to establish 50% of the state SAPR VAs at the Company level. Currently, 85% of SAPR VAs are BDE/BN members. Ensuring more SAPR VAs are located at the Company level will help ensure the competency, ethical, and foundational standards are implemented at all levels.

Vermont NG had diverse priorities. The process for improving their sexual assault response included multiple policy and program enhancements. The enhancements relevant to these priorities included the following:

- Implemented the FY14 DoD requirement for all Army officers and non-commissioned officers to incorporate SAPR concerns into their annual evaluation.

The rated individual's evaluation now includes goals and objectives in furtherance of committing themselves to eliminating sexual harassment and assault and to fostering climates of dignity and respect in their units.

- Established MOAs with over two-thirds (53 agreements out of 75 agencies) of the Law Enforcement Agencies throughout the state of **Vermont**, (including **Vermont** State Police and **Vermont** Special Investigation Units). The MOA allows both entities to exchange information from investigations involving sexual assault and DV with cases in which the alleged offender acted while on military orders at the time of incident and the survivor consents to the sharing of their information.
- Established an MOU with the **Vermont** Network.
- Completed and signed their Standard Operating Procedures for the VTNG SAPR Program.
- Trained 25 SAPR VAs and SARCs IAW DoD Sexual Assault Advocate Certification Program requirements and successfully certified 18 SAPR personnel with seven awaiting Tier II clearance, initiated in March 2016.
- Strengthened Military-Civilian Community Partnerships regarding response to Sexual Assault. Through collaboration, the VTNG has augmented and enhanced its SAPR program with a vast array of survivor services.
- Published the new Prevention and Response to Retaliation Policy Specialized Training: Senior Leader Training, Responder Training, SARCs and SAPR VAs, and CDRs Training

Interviewing, conducting background investigations, providing training, and gaining certification make up the litmus test for SAPR personnel within the **New York** ANG. The objective of the 174th AW SAPR program is to ensure that all members of the wing are informed of their options when dealing with a sexual assault. Members in the unit may contact the Wing SARC 24/7, if they have questions or are in need of assistance. MOUs are in progress to ensure that the four major Medical Centers in the Syracuse, **New York** area will afford any military member with SAPR services IAW AFI 90-6001. The Wing SAPR program provided services to instill confidence in victims by recognizing the range of reactions to victimization and the impact of trauma on victims' ability to connect to assistance services and assist in the military justice or administrative process. They helped to understand the relationship dynamics and environmental stressors, recognize the importance of victim self-care, and understand the impact of certain types of crimes on the needs of victims.

The **Indiana** NG JFHQ-State SAPR program has a 24/7 number that is disseminated to all Commands to the lowest level. Service members are encouraged to utilize this number for reporting a sexual assault or to ask questions regarding the program.

The **Virgin Islands** reserved a block of time for rehearsing initial victim contact in their SHARP VA refresher training. In the scenario, the VA made initial contact and completed a report of sexual assault with a "victim" using a DD Form 2910. This process focused on

minimizing actions or words that could dissuade the victim from reporting, ensuring the needs of the victim are considered, and that the victim receives all the information and resources available to him or her. Over the summer, 14 SAPR VAs attended national conferences: 7 attended the National Sexual Assault Conference in **Washington, DC** and another 7 attended the NOVA conference in Atlanta, GA. These conferences were DoD approved and provided great opportunities for networking, CETs, and professional development. This was especially important exposure for the VING SAPR VAs, who are typically not in a position to engage in that kind of interaction coming from an isolated island environment. To attend these conferences, the SAPR VAs must remain in good standing and maintain D-SAACP certification and background checks. The **Virgin Islands** conducts an annual national sex offender registry check on all their SAPR VAs.

4.2 Describe your current oversight processes over SAPR, to included reviewing credentials, qualifications, continuing education, inappropriate behavior, and revocation of certification, if appropriate. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 4, #1 &15, p. 7)

CNGB policy places the responsibility on the ARNG SHARP and ANG SAPR Program offices for monitoring and assessing SAPR personnel D-SAACP certification. This is to confirm that SAPR personnel possess the proper training and certification prior to providing victim support.

The CNGB Manual, "National Guard Implementation of Department of Defense Sexual Assault Advocate certification Program," provides the basic procedures for obtaining and renewing certification. Within the renewal section, the manual provides specific guidance to obtain DoD SAPRO pre-approval of the detailed CET agenda prior to attendance at the event. Adherence to these procedures eliminates the denial of CET submitted with the recertification packet. The manual also describes the procedures for suspending and revoking certification, non-punitive certification closure, appealing certification revocation, and reinstatement guidelines.

The ARNG SHARP Office provides oversight of the initial certification process by requesting the submission of all credentialing packets from the States to the ARNG SHARP program analysts for quality and control prior to sending them to the convening NOVA credentialing board. The ANG SAPR Office screens and reviews all initial Wing SARC applications. Wing SARCs review all local SARC and SAPR VA credentialing packets, to include DD Forms 2950 and 2950-1, training certificates, and all additional documents, for accuracy and completeness, prior to submitting the packets to NOVA for review and approval. Wing Security Managers are responsible for initiating security clearances. A reinvestigation is required every five years for all SAPR personnel certified at Tier III and above. The SARC communicates with CDRs to ensure the SAPR VA meets the required behavior expectations.

Once the application is under review and consideration, NOVA provides a weekly roster of all NG D-SAACP credentialing applications and the status of each applicant to the NGB-J1-SAPR Office. The NGB-J1-SAPR program analyst forwards this report to the ARNG

and ANG program analysts for their review, reconciliation, and action. The applicable program office coordinates with the States as necessary to address certification packets with deficiencies or errors noted.

The CDR or supervisor of a SARC, NG JFHQ-State VAC, or SAPR VA is responsible for adhering to the procedures in the CNGB Manual, "National Guard Implementation of Department of Defense Sexual Assault Advocate certification Program", in cases of inappropriate behavior, and the suspension and revocation of D-SAACP certification. The manual provides specific procedures for an allegation of sexual misconduct, and a complaint of a non-sexual misconduct allegation. In both cases, the CDR or appointing authority notifies the appropriate stakeholders to take all measures as warranted, to include suspension or revocation of D-SAACP certification and DSAID access, if applicable. The NGB-J1-SAPR Office is the authority to submit these actions to DoD SAPRO upon receipt of a request from the ARNG SHARP and ANG SAPR Program offices.

Additional oversight processes conducted within the States are included below.

Alaska NG JFHQ-State SARC and NG JFHQ-State VAC maintain and filter certification trackers to determine which SAPR VAs are nearing D-SAACP certification. Several months out from expiration, the NG JFHQ-State VAC focuses in on SAPR VAs nearing expiration to ensure they met the minimum CET requirement and submitted their renewal application packet.

Arizona, Colorado, Connecticut, Delaware, Illinois, Michigan, and Washington also use a spreadsheet or tracking system to provide oversight of the certification and recertification processes of the SARCs and SAPR VAs within their state.

The **Guam** NG conducts 30-hour Victim Advocacy refresher training and two hours of ethics for all SAPR VA's during SAAPM. SAPR VAs unable to attend this training are sent to either a 32-hour or 16-hour recertification training available at other states, depending on available funding. Prior to revocation of a SAPR personnel's D-SAACP certification, the case and circumstances are discussed at the monthly CMG meetings.

Hawaii NG JFHQ-State SARC reviews SAPR VA credentials on a regular basis and uses the Personnel Accreditation and Selection Screening (PASS) system for all new SAPR VAs. The State Security Manager checks all HING SAPR VAs for criminal records prior to credentialing.

Indiana NG used ADOS funds to bring on a SAPR Administrative Officer to manage and maintain the credentialing process to include securing school seats, processing packets, renewing credentials, and providing an SME to the NG JFHQ-State SARC.

Louisiana NG JFHQ-State SAPR Office maintains and periodically reviews a Collateral Duty SARC and SAPR VA tracker, which lists current credentials expiration date, number of CET's needed for D-SAACP renewal certification, area of operations (home address

and unit address), contact information, and any conflicts that would interfere with an advocate providing services (for examples, work type, and times unavailable).

Missouri NG JFHQ-State SAPR Office hired a SHARP Training Coordinator to track and coordinate the certification process and recertification of all SAPR personnel.

North Carolina NG JFHQ-State SAPR Office tracks, monitors and records CET of all trained and certified SAPR VAs. They created an internal database in the state SharePoint to allow SAPR VAs and CDRs the ability to monitor continuing education and D-SAACP recertification. Additionally, this office requires a background and Sex Offender Registry check every two years to meet proper standards for positions of trust.

Ohio NG JFHQ-State SAPR Office provides oversight and assistance in organizing credentialing, qualifications and CET, while the BDEs and Wing SARCs manage the certification process. The revocation of D-SAACP certifications are managed on a case-by-case basis IAW CNGB publication. Specific state credentialing steps are included in the draft **Ohio** NG SAPR Regulation, soon to be published.

South Carolina NG JFHQ-State SAPR Office is proactive and works with units to address any concerns or issues six months to a year prior to expiration of the certification.

Texas NG conducts background screening, and verifies security clearance adjudication dates and Sex Offender Registry for the initial SAPR VA appointment and re-certification packets. As part of their oversight, the JFHQ-State SAPR Office provides lists of all SAPR VA names and expiration dates to BDE SARCs and BDE CDRs for quality assurance and oversight. During the monthly CMGs, the JFHQ-State SARC discussed appointment and recertification procedures for the benefit of the wing and BDE representatives present.

Many states, such as **Vermont**, **New Jersey**, and **Maine**, use their NG JFHQ-State VACs to manage the recertification of all SAPR VAs. **Tennessee** tracks continuing education and credentials at the State level in the JFHQ SHARP program, as well as at BDE and wing levels.

Minnesota NG JFHQ-State VAC tracks all SAPR VAs, both ARNG and ANG, credentialing, expiration, training hours completed, and unit vacancies. The NG JFHQ-State VAC ensures each SAPR VA meets or exceeds the required hours for recertification and reaches out to those that are lacking to ensure they are tracking hours needed. The SAPR Office internally runs a local background check every six months on all advocates to ensure there is no current derogatory information. Per TAG guidance, no one with a DUI or more severe infraction in the last five years will be eligible for a victim advocate position due to risk factors. The NG JFHQ-State SARC is the only authorized individual to bring revocations to TAG for approval and signature.

Pennsylvania NG JFHQ-State SARC and NG JFHQ-State VAC maintain a continuity book, which contains SARC and SAPR VA credentialing and CET information. This is periodically reviewed so that qualifications are current and to standard. In addition, the

SARCs and SAPR VAs in PA meet regularly to ensure the most current data is included in the book. **Nebraska** NG also created, vetted, and distributed a SAPR continuity binder to every unit and detachment within the organization. The binder provides user knowledge and access to current up-to-date information readily available in both hard copy and electronic format in a regularly updated shared file.

4.3 Describe your current progress to ensure SAPR personnel meet D-SAACP screening requirements prior to attending your Military Service’s SAPR certification training. (DODI 6495.03, Defense Sexual Assault Advocate Certification Program (D-SAACP)(10 Sep 15), Encl 3)

The ARNG conducts all background screenings IAW ARNG Personnel Policy Operational Memorandum 15-040, 16 December 2015, and HQDA EXORD 193-14. All ARNG background screenings include a local background (Part 1) and a Department of Army level (Part 2), which is required before a Soldier enrolls into the Army 80-hour SHARP Foundation Course IAW HQDA 193-14.

The ANG SAPR Office conducts the suitability screening for all Wing SARCs, while the Wing SARCs process SAPR VAs. The ANG SAPR Office tracks background screenings, training, and certification of Wing SARCs and SAPR VAs to ensure completion of all steps prior to serving as a SARC or SAPR VA. This process ensures that the individual, supervisor, CDR, and SARC oversee the completion of requirements.

4.4 Describe your Military Service’s efforts to encourage SARCs and SAPR VAs to renew their certification at a higher level in order to increase the quality of victim assistance providers. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

The majority of the NG SAPR personnel within the States serve in the position as a collateral duty. In most instances, these personnel fail to meet the required number of hours of experience providing sexual assault victim advocacy to renew their certification at a higher level.

Kentucky was successful in tracking each SARC’s and SAPR VA’s hours in providing victim services and submitting recertification packets on FT SARCs and SAPR VAs to achieve a higher level of certification. **Connecticut** is in the process of gaining recertification of their NG JFHQ-State VAC at a higher level.

The states of **Delaware, Maine, Minnesota,** and **Texas,** actively encourage SARCs and SAPR VAs to volunteer within their communities as advocates with local community sexual assault or DV organizations, and rape crisis centers to add to their experience and improve their comfort level for responding. **Minnesota** currently has approximately 10-15 advocates that volunteer in their communities and are pursuing a higher level of certification. One particular individual is ARNG Sergeant First Class (SFC) John Thompson, a UH-60 Black Hawk helicopter standardization instructor, selected to attend the 80-hour SHARP course to become a victim advocate just prior to his unit deploying in

2001. He found the experience very eye opening as he learned of the scope and size of the problem of sexual assault in the military. Despite a few short anxious moments before his first call, SFC Thompson finds himself drawn more to the field of social services. The **Minnesota** NG JFHQ-State VAC suggested that he volunteer in the community to gain experience and confidence. SFC Thompson linked up with “360 Communities,” a nonprofit organization that provides many programs and services that include DV shelters, resources, food shelves and programs that support school success. To volunteer as a victim advocate, Thompson had to attend a 40-hour training class. At the class, he was the only male advocate and, he found out later, the only male advocate they ever had. This was unlike his environment with the **Minnesota** NG, who has more male advocates than female advocates. For SFC Thompson, this was not a path he ever expected, but one he finds to be personally rewarding.

Many other states, **Colorado, Michigan, Montana, New Mexico, Ohio, Oregon, Pennsylvania, Tennessee, Washington, Wisconsin**, encourage their SARCs and SAPR VAs to track the hours spent working with victims of the sexual assault to recertify, when possible, at a higher level.

4.5 Describe how you addressed any challenges that SARCs and SAPR VAs have in obtaining continuing education training, to included training on emerging issues and victim-focused trauma-informed care. (DODI 6495.03, Defense Sexual Assault Advocate Certification Program (D-SAACP)(10 Sep 15), Encl 3, para 3)

Members of the NG face a number of challenges in obtaining the required number of CET to maintain their D-SAACP certification. The primary challenge for the Guard is that most Guard members serving as SARCs and SAPR VAs are traditional drilling members, who drill two days out of the month and perform their roles as a collateral duty. In some cases, training opportunities interfere with the civilian work schedules of our traditional Guard members or conflict with family obligations. A concern is that their time away from civilian work may have negative impacts on promotions, opportunities and pay, and equally as detrimental to their family relationships. During drill weekend, some collateral duty SAPR personnel may be hesitant to attend SAPR CET over training in their currently assigned duty, which is required for promotion. Additionally, for ANG traditional Guard members to attend face-to-face and online training, they must first obtain Military Personnel funds.

The second challenge is that funding is not always available to conduct centrally funded Joint SARC and SAPR VA refresher training bi-annually or annually. The benefit of this training opportunity for all Guard SARCs and SAPR VAs is threefold – it allows NGB to provide updates to policies and procedures, discuss trends and strategies, and further establish a working relationship between the States and NGB. Second, guest speakers and SMEs can share their information and experiences with a broader audience, and engage them in useful scenarios, workshops, and discussions. Last, but not least, it offers the SAPR personnel from across the States an opportunity to network, share successful practices, and build a sense of teamwork and collaboration toward eliminating sexual assault within the military.

Third, CNGB Instruction 8100.01, "NG Conference Policy, 29 September 2014, requires SARC and SAPR VAs to request an exception to policy to attend training events and conferences hosted by Non-Federal Government entities. This policy is currently under review to exempt SAPR personnel from this requirement.

During FY16, the ARNG SHARP Program Office hosted refresher training with support from the NGB-J1-SAPR Office. However, primarily FT ARNG SAPR personnel attended this training. The majority of the Guard SARC and SAPR VAs, who volunteer for these positions as a collateral duty, rely heavily on webinars and other alternative learning methods to obtain their CET.

Many states develop relationships with civilian agencies who provide training opportunities in victim focused trauma as part of the state's strategy in helping Guard members achieve their CET requirements.

Alaska partnered with the **Alaska** Network on Domestic Violence and Sexual Assault, an amazing resource for the state's SAPR program. This organization offered several types of training opportunities to the SAPR VAs each year. Of special note are the online course offerings through the University of **Alaska** Sitka, which have assisted some of their deployed SAPR VAs to obtain their CETs while abroad.

Other states work with adjacent states and supporting civilian agencies, including the **District of Columbia, Delaware, Idaho, Massachusetts, New Mexico, Oklahoma,** and **South Dakota**, to provide training opportunities for their SAPR VAs and encourage them to attend educational conferences related to the field of victim advocacy and participate in webinars and online training.

Alabama TAG mandated bi-annual training attendance; however, funding is limited to sponsor the training. SAPR personnel participate in the NOVA webinars to help obtain the required number of CET hours. **Connecticut** also uses the webinars and has the NG JFHQ-State VAC forward all webinar notices and links to other online training to their SAPR VA personal email accounts for timely notification. **Louisiana** also relied on online training opportunities and the state's yearly CET for their SAPR VAs. The state was limited in providing quality training from SMEs due to a lack of available funding.

In **Georgia**, the NG JFHQ-State SARC conducted continuing education opportunities throughout the year for the collateral duty SAPR VAs and SARC. **Indiana** works with the schedules of their SAPR VAs and offered two 16-hour CET events, provided four 1-hour webinars, and over 40 hours of online courses. **Illinois** NG JFHQ-State SARC also uses a multifaceted approach and offers yearly classroom training, and notifies their state's SAPR personnel of online training, webinars, and local civilian training availabilities. The **Maryland** SAPR Office scheduled CET on weekends to allow their traditional Guard members to participate and provided funding for a variety of conferences they could attend on weekdays and weekends. Finally, the SAPR Office offered training on a variety of weekdays to accommodate the schedules of AGR Soldiers. **North Carolina** provided as much opportunity for physical attendance of all national and local state conferences

and trainings, while the NG JFHQ-State VAC provided numerous opportunities for webinars and online courses to help with CET on a monthly basis. **Texas** conducted training focused on victim trauma and care during the monthly SAPR VA meetings at the wings, yearly refresher trainings through JFHQ, and monthly CMGs and monthly meeting with the local SART at the local rape crisis center when feasible.

Vermont NG JFHQ-State SARC provided various online modules for CET, to include NOVA pre-approved DoD SAPRO Webinars, for Guard members unable to meet CET requirements for renewal. Additionally, the NG JFHQ-State SARC and NG JFHQ-State VAC advertised trainings, to all military unit VAs, hosted by neighboring states and capitalized on several trainings hosted by other programs such as SEEM and R3SP vetted by NOVA and approved for CET.

The **Kentucky** NG SAPR Office provided quarterly 16-hour CET events to ensure all SARCs and SAPR VAs have the opportunity to receive the required 32 hours of CET every two years. For those that are unable to attend training in person, the SAPR Office identified various webinars, local training events, state conferences, and online training resources (most times at no cost) the SARCs and SAPR VAs may attend to receive their CET hours. This strategy resulted in a very high retention of current SARCs and SAPR VAs D-SAACP credentials.

Minnesota and **New York** SAPR offices expressed no issues during FY16 obtaining the CET required for their SAPR personnel. The **Minnesota** leadership fully supported the SAPR program. **New York** has a strong regional SAPRAC to ensure many training opportunities are provided to the SAPR VAs. The 106th RQW joined forces with Victims Information Bureau of Suffolk for CET, while the 107th AW established an MOU with the installation host (914th AW).

Other states are working diligently to improve CET programs for FY17 to include online, local, and regional opportunities.

4.6 Describe your continued efforts to ensure that the 24/7 DoD Safe Helpline has accurate contact information for on-base SAPR resources (i.e., Chaplains, SARCs, Military Police, and Medical Personnel). (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 4, #2, p. 7)

The NGB-J1-SAPR Office staff is responsible for verifying accurate NG SAPR resource contact information is displayed on the 24/7 DoD SHL website for each of the States. The NG database contains contact information only for the NG JFHQ-State SARCs, NG SVCs, and NG State Chaplains, as other positions are not relevant within the non-federalized NG. The DoD SHL database is verified and updated semi-annually or on an as needed basis.

NGB-J1-SAPR is the lead in notifying all primary stakeholders (ARNG SHARP Office, NGB-JA/SVC, and NGB Chaplains Office) of the semi-annual DoD SHL Call Audit. The staff sends a copy of the current NG responder spreadsheet along with the guidance and

instructions provided by DoD SHL. The stakeholders verify or update all relevant contact information and return it to NGB-J1-SAPR Office within 48 hours of receipt. Following a call audit, the NGB-J1-SAPR staff reconciles the preliminary audit report provided by DoD SHL with the appropriate stakeholders. The reconciliation includes identifying the failed attempts to contact an NG responder, obtaining the reason why the responder failed to reply to the call audit, identifying and implementing corrective actions, and compiling a reconciliation report with the previous information and updating the responder spreadsheet in the DoD SHL data system.

In addition to the DoD SHL call audits, the ARNG SHARP Office conducts monthly telephone audits for the JFHQs-State SARC. The NGB-J1-SAPR staff receives a copy of all changes to personnel or contact information for updating the DoD SHL data system. Following their monthly teleconference, the ARNG SHARP Office disseminates the NG JFHQ-State SARC and NG JFHQ-State VAC POC roster along with the teleconference notes for review and corrections.

In addition to the semi-annual review, some states, such as **Illinois**, and **Indiana**, periodically check the DoD SHL website to ensure it lists the correct contact information. **Kentucky** reviews all first responder contact information on a monthly basis at the monthly CMG. The NG JFHQ-State SARC notifies the NGB-J1-SAPR staff to edit, add or delete information within the DoD SHL data system.

4.7 Describe your efforts to make Service members aware of SAPR resources, such as the DoD Safe Helpline. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 2, para 6af(1) / Encl 3, para 1k & 1m)

On the Official Homepage of the National Guard website, www.nationalguard.mil contains a link on its home page to the NG SAPR website; the NG SAPR page also contains a link to the DoD SAPRO website and to the DoD SHL, as well as the listing of the 24/7 hotline number. Additional information on the page are the goals of the NG SAPR program, policy documents, two relevant papers, a link to SARC and SAPR VA training registration through the Joint Services Support (JSS) website, and other external links such as the National Sexual Violence Resource Center, and Rape, Abuse, and Incest National Network (RAINN).

The NGB-J1 Division sponsors the JSS website as part of its Family Program efforts. The purpose of the website is to serve as a gateway for Service members, Families and Veterans. Among the programs offered is SAPR and one of its partners is DoD SHL. Items on the SAPR site include:

- Prevention – “Sexual Assault is a crime,” “Bystander Intervention,” and “Common Factors of Sexual Assault”
- Articles
- SAPR Blog

- Contact information for a SARC and Special Victim's Counsel
- Getting more help, Frequently Asked Questions and the NG SAPR policy
- List of upcoming events, such as Victim Advocate refresher training

The official Homepage of the ARNG offers a link to the ARNG SAPR site. This site provides contact information on both military and civilian resources for individuals needing assistance. The resources include "Army OneSource, RAINN, and the Sexual Assault Resource Agency.

The ARNG G1 Personnel Gateway SAPR Program website has links to various regulations and supporting resources. Most notable of the resources are the DoD SHL Website, National Sexual Violence Resource Center, and RAINN. Within Arlington Hall Station, home of the ARNG Readiness Center, the ARNG SHARP Program Office prominently displays the DoD SHL poster. A pop-up banner is located in a highly visible area near the dining facility; pamphlets and posters are visible in multiple locations on every floor including the latrines of AHS; building monitors display the SAPR/SHARP program POC info.

The ANG SAPR Office has monthly teleconferences with the Wing SARCs and provides regular guidance on how to advertise and partner with state stakeholders. SARCs are encouraged to add the DoD SHL to their signature block and wing marketing material.

Twice a year, during Sexual Assault Awareness Month in April and Domestic Violence Awareness Month in October, the **Virgin Islands** performs a marketing blitz of awareness items with DoD SHL information to include the SHL number to all Soldiers, Airmen, and Civilians. Additionally, these items are available on table displays and periodically distributed throughout the year.

Steps taken by the States to market the SAPR resources available to their Guard members and to the DoD SHL included a variety of means. Generally, all States placed posters in prominent places within every armory, such as on bulletins boards, State SAPR web sites, and social media pages. The messaging included identifying SARC contact numbers, DoD SHL contact information, and other relevant material such as policy letters. Many States prepared pamphlets, cards, magnets, flyers, or other reading materials, and placed them in various areas throughout the armories and support facilities. Another tactic used by the **Kansas** NG SAPR team is their regular visits to the units throughout the state.

4.8 Describe your efforts to ensure the requirement for both male and female victim input into the development of your Military Service SAPR policy. (SecDef Memo (1 May 14), *Improve Reporting for Male Victims*, p. 2) / GAO Report 15-284, *Actions Needed to Address Sexual Assaults of Male Service members* (March 2015), p. 20)

In FY16, the NGB-J1-SAPR Office established a SAPR working group comprised of personnel from the ARNG and ANG SAPR Program offices, and SAPR personnel from

the States. This group discussed specific issues raised by the SAPR General Officers Advisory Council to assist in developing courses of actions, and to gain consensus on the way forward. The SAPR working group also discussed relevant issues raised from the States and Program Managers pertaining to new DoD requirements and taskings, and gave them a voice in the process for developing, reviewing, and revising SAPR policy and procedures. This information received from the States is critical in the developmental process for both policy and procedures in the NG SAPR program. The community based, joint service environment within the Guard brings along with it influences that are potentially diverse from state to state and community to community. Communication captured within the States comes from many avenues such as those discussed below.

Feedback from Survivors – The NG fully supports the DoD Survivor Summit and actively encourages all survivors to share their thoughts on the positive aspects of the NG SAPR program as well as those areas that are in need of improvement. **Delaware** and **New York** are two states that use and encourage their survivors to complete SAPR surveys to gain valuable insight in efforts to improve the SAPR program.

Training Events and Briefings – Using the proper forum in training events and briefings can offer tremendous opportunities to discuss many aspects of the SAPR program. Many states take advantage of these opportunities, particularly small group, and leader-led discussions. Some of these states include **Idaho, Montana, North Carolina, New Mexico, Puerto Rico, and Washington**. Many of the discussions during these events focused on stereotypes and barriers for both genders in filing a report.

Feedback from SAPR VAs – The SAPR VAs who gain the confidence and trust of the survivors can very often receive valuable information on what helped them in their recovery efforts and what did not; what gave them the strength to report; and what attitudes and approaches were positive or negative.

The **Kansas** NG SAPR teams worked directly with the local Veterans Association hospitals and their MST directors in learning new ways to improve their program and policy, and how the prospective of care and outreach might be different for males and females. The JFHQ-State SARC had Veterans who suffer from MST approach her on ideas that might improve the program’s services and policy.

New Mexico NG is working to develop additional policy for TAG signature. The policy will focus on resources available for both male and female victims based on discussions with SAPR VAs on their experiences.

New York NG TAG sends out an updated policy memo annually. Some of the input used to modify it comes for SAPR surveys completed by victims. **Pennsylvania** and **South Dakota** NG SAPR programs maintain a balance of men and women as SAPR VAs, who gather concerns and recommendations from both genders to aid in refining the policy.

4.9 Describe your efforts to improve response to male victims, to include implementing and monitoring methods to improve reporting of male sexual assault

allegations. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 4, #14, p. 7)

The NG continued to stress the importance of increasing awareness of male victimization, identifying and addressing the unique concerns of the male victim, and improving the environment to encourage more men to feel safe enough to come forward. In the NGB 40-hour initial SARC and SAPR VA training and refresher training, participants received a block of instruction on male victimization to improve the response by the SAPR VAs.

In many civilian organizations, victim advocates are predominantly women, but the **Minnesota** NG made a concerted effort to increase its male SAPR VAs. The state now has more male advocates than female advocates. The MNNG JFHQ-State SARC is encouraged with the positive response, noting that no one has requested a female advocate over a male advocate. The male SAPR VAs play an essential role in changing the culture surrounding sexual assault. The MNNG focused on engaging male survivors in FY16 and plan to continue the effort into FY17. They had a “Male Survivor” train three separate 8-hour workshops to their SAPR VAs. The training emphasized how to engage men to report and the different methodologies to use. The main idea of the training was to help the SAPR VAs engage with the male population as a whole and gain their confidence to report by helping them see that the SAPR VA understands their struggle.

In addition to MNNG, many other states used training and education to raise awareness of male victimization and to prepare the SAPR VAs to respond appropriately to male sexual assault victims. In the **Maryland** NG, the training covered common misperceptions about male victimization and discussed these with Soldiers. They conducted a three question pre- and post-test during each briefing related to male sexual assault. They then compared the responses before and after the briefing to see if there was an improvement in the Soldiers’ understanding of male victims. In some cases, this effort helped to increase reporting of male sexual assaults in the Guard.

Again, like MNNG, many states, such as **Colorado, Georgia, and New York** increased the number of male SAPR VAs to ensure each victim had a choice.

New York NG also increased training efforts for CDRs and key leaders in working with male victims of sexual assault and improved support, language, and communication with both male and female victims. Breaking down personal bias and barriers among those in leadership roles led to an increase in male reporting. NYNG noticed that having male SAPR VAs and the male victimization curriculum sparked males to come forward. This continued effort is vital as more and more come forward; it builds the trust in the program to reach those that are still fearful.

Delaware NG collaborated with the “**Delaware Men’s Network**” on prevention efforts. They also increased marketing to the male population to raise awareness that men are victims too.

4.10 Provide your policy for facilitating requests from victims, who report a sexual assault, for accommodations during mandatory SAPR training (e.g., an alternate training setting to prevent re-victimization). (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 4, #16, p. 7)

The NGB 40-hour SARC and SAPR VA initial training and refresher training both address the requirement to accommodate a victim who reported a sexual assault with an alternate training environment to accomplish mandatory SAPR training. As part of the training, the SARCs received a disclaimer or content warning to use prior to the start of a lesson, which allows a participant to take a break to maintain self-care at any time during the lesson. A member of the SAPR team ensures the well-being of the participant and offers assistance if needed and then follows up to ensure the required training is provided later.

The ARNG and ANG SHARP and SAPR Program Offices, respectively, also reinforce this policy with their SARCs. Typically, the SARCs take a proactive approach and brief leaders on the alternate training plan for victims of sexual assault and prearrange alternate training with the victim prior to the regular training event. SAPR personnel work one-on-one with the individual(s) when they feel ready to receive the information needed. The SAPR team tailors the training to the individual's concerns to avoid re-victimization.

Some states, such as **West Virginia** and **North Carolina**, encourage CDRs and SAPR personnel to have a chaplain or member of the behavioral health team available to assist a victim feeling distressed during training.

4.11 Describe your progress to improve victim care services and conduct Case Management Groups at Joint Bases, in Joint Environments, and for the Reserve Components. For the Reserve Components, describe Military Service's actions to promote timely access to Sexual Assault Response Coordinators by members of the National Guard and Reserves. Describe how you addressed any recurring challenges (if any) your Military Service may have had in this area. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 4, #11, p. 7)

Each State may operate its response system to a victim of sexual assault differently, providing it adheres to DoD, Service, and NGB issuances as applicable to a non-federalized Guard member. The inherent joint nature of the NG lends itself to establishing a cross-service joint response capability. Below is a discussion on some of the State response programs.

The **Minnesota** NG JFHQ-State SARC set up a collaborative team with the Wing SARC, Active Component SAPR VA stationed within our area, Army Reserve SARC, and Air Force Reserve SARC to meet and share information and resources. Additionally, the collaboration within the team includes talking issues, comparing trends, and discussing ways to address them in a united front across the Services and components. The JFHQ-State SAPR Office has a 24/7 response line that is advertised and marketed to all Service members. Anyone can call that number or the cell phone number at any time to receive services. **Texas** NG Wing SARCs attend Joint Base CMGs and JFHQ-State CMGs on a

monthly basis. TXNG established an on-call, 24/7, response roster that includes the **Texas** Military Department Hotline, DoD SHL, JFHQ-State SARC, and Joint Base SARCs.

In **Georgia**, the NG JFHQ-State SARC and VAC are on-call 24/7 to ensure members of the GANG have timely access to SAPR services. The GANG also has an application for mobile devices, which contains a link for "Get Help." The NG JFHQ-State SARC phone number and email are listed for quick access. The **Colorado** NG SAPR program has a 24-hour manned phone along with 3 different BlackBerry numbers that are available 24 hours. The **Colorado** NG has a one-hour response time to all incoming calls. The **Indiana** NG SAPR program has a 24/7 number that is always manned by the JFHQ-State SARC, VAC or one of the two Wing SARCs. The **Kansas** NG JFHQ-State SARC maintains a BlackBerry as the 24/7 duty phone in the event of a sexual assault. The JFHQ-State SARC leads by example by constantly monitoring the phone and answering it and addressing any issue on any given day and/or time. An intake from a victim always takes priority to anything else on the SAPR schedule, and the victim sets the time and location of the meeting. Even though the location selected must follow certain guidelines, the safety of both the victim and SAPR team member is always considered. In **Maine**, the JFHQ-State SARC and Wing SARC are on call 24/7. However, due to cell coverage in the state, delays may occur. The **Tennessee** NG JFHQ-State SARC is available 24/7 by phone or text. **Montana** NG JFHQ-State SAPR program works with the Navy and Reserve units in MT for collaboration and SAPR VA response in the event of an incident. **New York** JFHQ-State SARC has a 24/7 response phone. All SAPR personnel in **Delaware** NG have the 326-sarc# for 24-hour access. The **Hawaii** JFHQ-State SARC is on call 24/7 with a 24 hour hotline that is accessible to both HIARNG and HIANG personnel to ensure there are multiple personnel available at all times. One significant challenge they face is the geographic isolation of the islands.

Puerto Rico NG SAPR program identified and resolved the following challenges within their area of operation. The JFHQ-State SARC requested and received approval of Incidental Expenses by Human Resource Office to travel around the island to cover the victim's needs, coordinate law enforcement procedures and provide training for military and civilians. The JFHQ-State SARC coordinates with the victim on the meeting location (on-post or off-post) and preferred attire, uniform, or civilian clothing. The JFHQ-State SARC and VAC offices are equipped with locks for privacy and are located in a semi-private area.

NGB policy requires the JFHQ-State to hold a CMG with TAG or designated alternate as the chair. The JFHQ-State CMG requires a discussion of both ARNG and ANG cases by the principal parties. Wing commanders may conduct their own CMG; however, it does not supplant the JFHQ-State CMG.

4.12 Describe your current progress to inform Officers, NCOs, and junior Service members about your Military Service's expedited transfer request policy. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), para 4o)

The CNGB Instruction, "Expedited Transfer, Reassignment, or Removal of National Guard Members due to an Unrestricted Report of Sexual Assault" specifies the policy and basic procedures for implementing the NG expedited transfer program. The 40-hour SARC and SAPR VA initial training, as well as the NG T32 specific training package that augments Service-specific SAPR training address these NG procedures. As required by ARNG Implementation guidance, dated 31 May 2016, leaders attend annual leaders' training in addition to the annual soldier training. At this training, leaders receive information on the option for a Soldier to request an expedited transfer. Additionally, the JFHQ-State SARCs brief CDRs on their responsibilities and provide a CDR's checklist as a reference sheet when a Soldier of their unit reports a sexual assault. SAPR training is also provided at the 1SG course, pre-command course, Basic Officer Leader's course, and other leadership events. Expedited transfers are part of the Annual SAPR training.

During the initial interview with a victim of sexual assault, the SARC or SAPR VA informs him or her of the option to request an expedited transfer. The victim initials the DD Form 2910 to the left of the expedited transfer clause indicating that he or she understands the option.

Expedited transfer is often included in State TAG policy or memorandum to emphasize its importance, such as **Minnesota, Illinois, Wisconsin, and Maryland**. In the **Ohio** NG, information on the expedited transfer option is included in the OHNG CDR SAPR checklist. The 174th NY ANG Wing published an informative article on expedited transfer in their newsletter entitled, "Compass Rose."

4.13 In consultation with your SARCs, list the number of victims who reported a sexual assault, if any, whose medical care was hindered due to lack of Sexual Assault Forensic Examination (SAFE) kits, timely access to appropriate laboratory testing resources, mental health counseling, or other resources. Describe the measure(s) your Military Service took to remedy the situation. (NDAA FY06, Sec 596 / DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

A NG member who is sexually assaulted is typically taken to a civilian medical facility, rape crisis center, or other State resources per an MOU or MOA for a SAFE exam or civilian equivalent.

The **Texas** NG had three Unrestricted Report cases in FY16 in which SAFE exams were conducted. This evidence was held with the appropriate jurisdiction, and as an organization, The TXNG supported and stood with civilian victim services organizations on calling for more resources to clear the rape kit backlog across the state. The TAG is briefed on all trends in the civilian sector that influence the effectiveness of the TXNG to respond to survivors.

Puerto Rico NG had an instance when a sexual assault victim was transported to a local hospital to have a SAFE conducted, but the local hospital did not have the personnel properly trained to conduct the exam on that shift. This issue was addressed and a

course of action developed to provide the appropriate training and orientation for healthcare personnel on the DoD SAFE kit and how to manage the case in that hospital.

4.14 Provide information on how you addressed problems or challenges, if any, with assigning SAPR personnel to handle unrestricted or anonymous reports of sexual assaults made by prisoners in a Military Confinement Facility. Additionally, describe your use of the DoD Safe Helpline as an anonymous reporting resource for prisoners. (Prison Rape Elimination Act (4 Sep 03) / Presidential Memorandum, Implementing the Prison Rape Elimination Act (17 May 12))

Not applicable - The National Guard does not possess Military Confinement Facilities.

4.15 Describe your leadership-approved future plans to deliver consistent and effective victim support, response, and reporting options.

The NGB-J1-SAPR Office is preparing a manual to consolidate all SAPR procedures applicable to non-federalized Guard members. This manual will streamline access to the procedures, as well as provide current changes to the procedures based on DoD or NGB requirements.

The ARNG SHARP Office implemented ARNG specific training into the Army 80-hour SHARP Foundation training to ensure new SARCs and SAPR VAs are trained on how to support a victim whether they are on Title 10 or 32-duty status. Within the states, the NG JFHQs-State SARCs provide refresher training that includes their respective state specific training procedures and resources. The ARNG SHARP Program Office is creating a Mitigation Action Plan to address vulnerabilities and challenges within ARNG Commander's Area of Responsibilities that hinders victim support and services.

The ANG SAPR program will establish firm infrastructure with victim service delivery once all Wing SARCs are hired. The hiring of the Wing SARCs will close the gaps in the SAPR program and eliminate the norm for using additional duty SARCs as the primary point of contact.

The NGB-JA/OCI program experienced a backlog in conducting investigations preventing a timely response for the TAG and the victim. Local law enforcement's lack of understanding of Title 32 equities often hindered their response. Plans include maintaining the quality and quantity of current qualified SARCs and SAPR VAs within the wing. The ANG will also continue to work with their JAG, Chaplains, Medical Professionals, and Wing DPH to provide solid care and response efforts. This collaboration will help to foster a climate of dignity, trust, and respect. The ANG will implement best practices and stay the course on what is working well with victims, and effectively implement all facets of NGB sanctioned SAPR training. The ANG will strive to create a climate that fosters mutual respect amongst all Service members, civilian employees, family members, and community. The ultimate goal is to create a climate that eliminates incidents of sexual violence amongst all Service members, civilian employees, Family members and community, and provide sensitive and comprehensive advocacy to restore victims' health and well-being.

Discussed below are some of the plans of the States.

The **Colorado** ARNG is training more SAPR VAs for a faster response time, and to ensure that survivors have the option to choose whom they want as their SAPR VA. Having SAPR VAs throughout **Colorado** allows the SAPR Office to ensure the protection of the reporting options and continue to give the support needed to the survivor. The CO ANG SAPR Office plans to visit unit training assembly roll calls in every unit. The ANG SAPR team plans to conduct more walkabouts to ensure every member knows who the SARC is and where the office and contact information is located.

The **Georgia** ARNG will execute the SHARP Mitigation Action Plan during FY17. During the 2016 legislative session, GA Statute 35-1-2 passed. This new law, which went into effect on 1 July 2016, ensures the timely collection and submission of sexual assault kits for testing for those victims who wish to proceed with a criminal justice response by reporting the sexual assault to law enforcement. For those victims who do not wish to report their sexual assault, GA Statute 17-5-71 states that the investigating law enforcement agency must maintain custody of any physical evidence (including evidence collected in a sexual assault kit) for not less than 12 months from the date the evidence is collected. The kits collected from sexual assault victims not wishing to report the assault are not submitted for testing.

The **Guam** NG JFHQ-State SAPR Office will continue to provide annual briefs to all CDRs and inform them of DoD, Service, and CNGB policy and updates. The GUNG SAPR Office will monitor all and any types of retaliation toward victims and will also ensure that unit SAPR VAs are available and all personnel know to whom they can report to. The office will continue to emphasize reporting options and DOD's recommendation for filing Unrestricted Reports to hold offenders accountable to their offense.

Indiana NG plans to continue to have a 24/7 response line; collaborate with other organic and civilian agencies who have a role in SAPR response and support, such as Chaplains, BH, Crisis Centers, and SARTs; conduct SAPR VA CET and SAPR training; and participate in awareness events, such as SAAPM and Diversity Day.

Kansas NG SAPR team plans to focus on improving their response to victims by improving the management of their program. The first step is changing from a reactive to a proactive program. Experiences with a warm hand-off from one SARC to another SARC left the team in a reactive mode. Improving program management will eliminate the reactive nature of the team allowing them to respond to victims appropriately. The second step is establishing a well thought out battle rhythm. The goal is to develop a robust program that is Service member focused.

The **Kentucky** NG JFHQ-State SAPR Office developed training guidance for use in FY17. This training will use small group discussion format with updated information pertaining to the program. This format will allow for guided discussions and sharing of information pertaining to sexual assault services and prevention efforts statewide, while still focusing

on unit specific issues as well. The KY TAG signed the KYNG FY17 SHARP training guidance. Various other States have requested a copy of the training guidance to adopt it for their use in their SAPR/SHARP programs. KYNG State Command Sergeant Major put out a call to AGR females for volunteers to be SAPR VAs. Numerous AGR female NCOs volunteered so the KYNG can provide a better gender specific response for providing victim advocacy in the future. Participants at a CMG meeting raised this initiative, which was addressed immediately by the senior state command team.

Louisiana NG JFHQ-State SAPR Office will continue to use unit level SAPR VAs in the field rather than accepting cases at the JFHQ level to maintain continuity of care. In addition, unit level training will focus on emphasizing reporting options and choices for victims seeking support. **Minnesota** NG will continue in-depth training on topics related to sexual assault and look at different ways survivors can report their assault.

Montana NG's future plan is to continue to work with an integrated team for all Guard cases by conducting monthly meetings and coordinating efforts for prevention and response between Wing and JFHQ-State. One team, one fight mentality.

New Mexico NG SAPR team will tailor training to ensure units know what is available and how to get help and support. The SAPR team will ensure SAPR VAs are certified and re-certified, with the funds available for the SAPR VAs to assist when needed for Restricted and Unrestricted cases.

The **New Jersey** JFHQ-State SARC will increase involvement in community support and partner with local police departments and SANE nurses throughout **New Jersey**. Another goal is to identify additional training opportunities for SAPR VAs in place of computer-based training. Lastly, the SAPR Office will strive to gain more Leadership involvement with SHARP programs. The NJANG wing plans to recruit more full time SAPR VAs, and increase training opportunities for SAPR VAs through NOVA, community support organizations, and requests to MAJCOM for support. The Wing SARC will visit rape crisis centers and SANE facilities and verify an exchange of accurate contact information. The wing also plans to broadcast the verdicts of all NJANG sexual assault subjects found guilty to demonstrate the consequence to the wing members.

New York NG plans to continue the cross-collaborative efforts between the Wellness committee and CMG, which proved an effective method to ensure all stakeholders involved with providing victim care and resources remain victim focused. The future plan is to expand collaborative efforts to include more Command involvement and training at the State level throughout the response process.

The **Ohio** NG SAPR Regulation was published on 30 November 2016. The OHNG plans to continue their two-day SAPR Leader Training for Command teams.

Puerto Rico NG leadership is focused on the following initiatives for FY17:

- Increase the awareness and prevention of sexual assault by enforcing the leaders training, commitment and involvement in each case
- Maintain a clear policy and guidance in how to handle sexual assault victims on reported cases without fear of retaliation from the Command or other persons
- Implement safety measures, especially during the months of May through August to avoid sexual violence incidents during AT, such as enforced DA 31 Pass submission and implementing sexual assault risk assessments before coordinating any activity
- Enforce the mentorship program to all new Soldiers arriving from Basic Combat Training and Advance Individual Training.
- Provide Sexual Harassment/Assault training to Family members to inform them and explain the services available in case of a sexual assault incident.

Tennessee NG plans to increase the number of SAPR VAs to one per Company and Detachment level to ensure all Service members have ready access and availability to victim advocacy services.

Texas NG SAPR team plans to continue collaborating with local resources and first responders to improve victim support and continuity of care. The team plans to reapply for existing state grants to continue to fill the gaps in survivor care for NG Soldiers and Airmen. The TXNG SAPR/SHARP Program was just awarded a grant through the Office of the Governor to hire sexual assault specific counselors so survivors can receive advocacy and counseling regardless of duty status.

The **Vermont** NG SAPR team will create a network of knowledgeable SAPR VA professionals capable of delivering training, distributing accurate and timely information of a dynamic SAPR program, and acting as a point of contact for CDRs and Service members to access procedural and referral information. In FY16, the VTNG SAPR team hosted an 80-hour NOVA approved certification course. As a result, the VT ARNG is in the process of increasing the number of certified SAPR VAs to work with sexual assault survivors to over 90% of the DoD operating requirements for BDEs and BNs. In FY17, the VTNG SAPR Program will deliver 16 hours of CET to certified Air and Army SAPR VAs toward reaching the required 32 hours to maintain their certification. The training will focus on specific Advocacy skills, such as active listening, person-centered communication, empathy building and power / privilege / bias awareness. The VTNG VAC will attend and complete the 2017-2018 **Vermont** Victim's Assistance Academy delivered by the Center for Crime Victim Services.

Many states will focus on maintaining or increasing the quantity and quality of their certified SAPR team, increasing training opportunities, improving collaborative efforts with both Guard and civilian professionals, and striving toward a joint cross-service SAPR program within the State. Some of these states include **Arizona, Hawaii, Indiana, Michigan, Nevada, Pennsylvania, and South Carolina.**

5. LOE—Assessment—The objective of assessment is to “effectively standardize, measure, analyze, assess, and report program progress.”

5.1 Summarize your efforts to achieve the Assessment Endstate: “responsive, meaningful, and accurate systems of measurement and evaluation into every aspect of the SAPR program.” (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

Metrics are an important part of the NG program to help assess and monitor our ability to comply with DoD issuances and initiatives, and to meet the endstates of prevention, investigation, accountability and advocacy/victim assistance lines of effort.

In the past, the NG used the GKO SAPR dashboard to gather data from the States to gain a quick snapshot of the effectiveness of their programs. This dashboard is currently under revision; however, the systems that provided the majority of the data are still available and accessed periodically. The information is analyzed to identify trends, success stories, and areas requiring assistance. The systems include:

- **DoD Sexual Assault Incident Database.** The centralized, case-level database for the collection and maintenance of information regarding sexual assaults.
- **Digital Training Management System (DTMS).** ARNG system that tracks and records required annual unit and leaders training attendance.
- **ARCNet.** ANG web-based tool used to monitor training, review leadership training sign-in rosters, planning, scheduling, and tracking SAPR activities.
- **Personnel Accreditation and Suitability Screening Database.** Army system that tracks, and manages the background screenings for SARCs and SAPR VAs working in the Positions of Significant Trust and Authority.
- **DoD Sexual Assault Advocate Certification Program.** Mandated by NDAA (FY12) Section 584 requiring the DoD to establish a training and certification program for SARC and SAPR VA.

The NGB-J1-SAPR Office continued to employ a Compliance and Accountability Officer as the single point of contact for monitoring the compliance and accountability measures for appropriate investigation referrals, case documentation, and reporting case outcomes for all Unrestricted Reports of sexual assaults within the States. This officer also tracked the progress of case referrals through the investigation process and confirmed documentation of final disposition in DSAID prior to case closure.

Additional information to assess the program is obtained through the following:

- DSAID daily quality review conducted by the NGB-J1-SAPR Office to identify input missing data or improperly entered.

- Staff assistance visits conducted by a member of the NGB-J1-SAPR staff by invitation from state leadership.
- The SAPRAC is composed of SARCS from the States. This committee serves as a channel of communication among the stakeholders within the States and NGB.
- CMG meetings also offer valuable information on the procedural aspects of victim care.
- Studies and surveys, such as the WGRR and DEOCS, URI, and Management Internal Control Toolset reviews are also used.

In FY16, CNGB directed the NGB IG to conduct an inspection of the NGB SHARP focusing on the Title 10 workforce in the National Capitol Region. The purpose of the inspection was to determine the following:

- Which office(s) are responsible for assisting sexual assault victims, and if those offices were properly manned, equipped, and resourced.
- The availability of medical and mental health services for sexual assault victims.
- The amount of increase or decrease in sexual assaults against NGB personnel.
- The effective implementation of the SHARP education program.

The **Kentucky** NG SAPR Office assisted with a statewide victim advocacy needs assessment to identify needs for victim advocates and services across **Kentucky** through the **Kentucky** Victim Assistance Academy. The members wrote up the results of this assessment into an article for inclusion in a peer-reviewed journal set for publication in FY17.

Vermont NG used the Internal Control Program - a self-inspection based upon internal and external requirements examining 46 areas to assess the state of the program. FY16's assessment found the program complied with 45 items. In order to meet all components, the VTNG must meet manning requirements for BDE and BN level SAPR VAs. Additionally, the Director of the Joint Staff chairs the SAPR Committee that meets bi-monthly to provide executive oversight, procedural guidance, and feedback concerning the installation's SAPR program. This committee reviews the state's prevention program and the response to any sexual assault incidents occurring within the VTNG. This includes reviewing cases and procedures to improve processes, system accountability, and survivor access to quality services.

5.2 Provide an update on oversight improvement activities that assess SAPR program effectiveness. Include frequency, methods/metrics used, findings, and corrective actions taken (e.g., program management reviews and Inspector General compliance inspections). (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

NGB-J1-SAPR Office staff monitored DSAID entries on a daily basis to identify missing data or improperly annotated data. The staff member discussed the discrepancies with

the appropriate program manager to ensure corrective actions took place. The Compliance and Accountability Officer also worked on a daily basis to validate the NG's compliance with NDAA and DoD SAPRO program instructions. The officer made frequent contact with the appropriate state and NGB agents to obtain data. This data provided the NGB with visibility of case progress throughout the investigation process through final disposition. These measurable results provided the CNGB, VCNGB, DARNG, DANG and TAGs information on the progress made in achieving accountability data on all Unrestricted Reports of sexual assault. This continual surveillance was maintained to identify any emergent high-risk trends or accountability lapses (unintentional or intentional), and providing an early warning to NGB leadership.

There are two factions of the SAPRAC, one regional and the other national. Both met on a monthly basis by teleconference. The items discussed in the regional SAPRAC meetings often led the discussion in the national meetings. This forum assisted in developing possible resolutions for issues identified within the States. The leadership of the national SAPRAC raised unresolved issues or concerns to the NGB-J1-SAPR Office.

The ARNG SHARP Office oversight activities included:

- Conducting a monthly teleconference with the JFHQ-State SARCs (attendance required)
- Conducting 100% monthly call audits to all JFHQ-State SARCs in support of the DoD SHL call audit
- Providing a bi-weekly report to DARNG that included the number of sexual assault cases reported to the ARNG, summary of types of sexual assaults reported, and latency report between incident and reporting date
- Providing a monthly state-of-the-state briefing for the DARNG to discuss all ARNG SHARP related issues within the States

The ANG SAPR Office oversight activities included:

- D-SAACP certification of all Wing SAPR personnel on a continual basis
- Reviewing and monitoring MICT checklists
- Monthly teleconferences
- Weekly emails
- Annual IG by-law inspection
- Reviewing the ANG SAPR Database
- Conducting data calls

Generally, the States conducted Command Climate Surveys, organizational inspection program, MICT for the Wings, and URIs, reviewing data from DSAID, DTMS, PASS, and ARCNet to help assess their SAPR program. Described below are additional efforts by some of the states.

Colorado ARNG BDE SARCs were held accountable for tracking SAPR VA training within the BDE and BNs to ensure qualified individuals are maintaining their certifications and attending the mandatory 32-hour CETs.

For FY16, the **District of Columbia** NG conducted an IG inspection of units within the organization. The inspection included knowledge of programs, tracking and conducting training, and appropriate policy publication. The minimal shortcomings discovered during the inspections were remedied by updating policy boards and informational marketing materials. The **North Carolina** NG SAPR/SHARP office assisted with BDE level inspections on the SAPR/SHARP programs. Leaders received feedback on the inspections. Some of the information gathered indicated a lack of materials and advertisement for program contact. A random check of knowledge of the program and POCs for the program is conducted with full-time and M-Day Soldiers and Airmen. Leaders also receive this information to raise awareness and to provide guidelines on items requiring improvement.

The **Georgia** NG tracked discussion of retaliation allegations at each CMG for DoD data. The JFHQ-State SARC conducted Staff Assistance Visits (SAVs) to assist the BDE improve its SAPR program's compliance with DoD, Service, and CNGB policies and guidelines. The SAVs also helped to improve the BDE's ability to prevent sexual assault, ensure proper investigation of allegations, hold offenders appropriately accountable, provide access to available recovery oriented resources to the victim, and assess the effectiveness of BDE's SAPR program.

The **Indiana** NG TAG, accompanied by the J9 Director, conducted armory visits around the State. The J9 Director specifically checked to see if each armory had INNG SAPR flyers posted with SAPR VA and SARC information. The INNG JFHQ-State SARC received a report of those units with deficiencies in this area and provided the necessary information for posting.

The **Maryland** NG JFHQ-State SARC worked with EO to evaluate results of the Command Climate Surveys, particularly those questions related to sexual assault and the reporting process. The MDNG JFHQ-State SARC used this data to evaluate areas for improvement of the SHARP program.

The **Ohio** NG Wing and BDE SAPR programs assisted in gathering data. OHNG SAPRO shares a monthly dashboard and scorecard to wing and BDE CDRs to brief their TAG suite monthly. Included are metrics for Tier I & II training, Green Dot training, certification, case management, and adjudication. These dashboards are also discussed during the CMG.

Texas NG conducted yearly By-Law inspection and MICT assessments monthly and measured quarterly. The CDR submits the deficiencies and recommended timeline for corrective actions.

In the **Washington** NG, the WA IG maintains constant communication with the JFHQ – State SARC to address concerns expressed through that avenue.

5.3 Provide an update on your efforts to ensure integrity of data (i.e., accuracy, completeness, etc.) collected in the Defense Sexual Assault Incident Database (DSAID). (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 5, #2, p. 8)

The NG took several levels of effort to ensure the integrity of data entered onto DSAID. The first level was restricting access to the database. Only FT properly certified and trained JFHQ-State SARCs, VAC and Wing SARCs receive permission to enter data on their respective Service sexual assault incident reports.

The ARNG SHARP and ANG SAPR PMs exercised oversight of the certification process. Only after the SARCs and VACs successfully completed all certification requirements and obtained D-SAACP certification, could they request to enroll in the DSAID on-line training through the NGB-J1-SAPR DSAID system manager. Upon verification of their certification, the NGB-J1-SAPR DSAID system manager conducted the specialized DSAID on-line training, verified the applicant successfully received Personally Identifiable Information and Information Assurance certificates, and met all background screening requirements prior to granting access to the database. The NGB-J1-SAPR DSAID system manager provided oversight for the NG use of the database. Access and revocation actions taken adhered to the CNGB Manual 1300.01.

The NGB-J1-SAPR DSAID system manager, ARNG SHARP and ANG SAPR PMs monitored case entries for accuracy, completeness, and data entry timeliness. Issues identified are coordinated with the entering SARC or JFHQ-State VAC for correction.

In addition to the efforts identified above, some states established their own measures to ensure the integrity of the data. **Colorado** NG JFHQ-State VAC conducted a quarterly audit of the DSAID database. **Ohio** NG improved their management and workflow of case data to reduce the number of errors and omissions. By reducing the number errors or omissions in local data, scrubbing the data within DSAID was more efficient and effective. Additionally, the JFHQ-State SAPR Office convened a monthly conference call with BDE SARCs to discuss individual case updates and to ensure the reports included victim outreach and State Police or LLE details. The **Kentucky** NG SAPR Office reviewed all case information with the victim, investigating agency, legal team, and command team as appropriate to ensure accuracy of DSAID case information for Unrestricted sexual assault reports. The KYNG SAPR Office reviewed Restricted Report case information with the victim and SAPR VA to ensure accuracy of case information. When receiving a case transfer, the KYNG SAPR Office followed up with the previous SARC to ensure case information transferred was accurate and complete prior to accepting the case in DSAID. **Maryland** NG SARC conducted quarterly reviews of the cases in DSAID to ensure all information was accurate and matched the paperwork.

In the **Texas** NG, the JFHQ-State SARC and VAC have visibility of both ARNG and ANG data entries and conduct routine quarterly audits for quality assurance. In compliance with NGB suspense dates, the SARC and VAC reviewed the data, made corrections, and deleted duplicate entries, when necessary. The **Tennessee** NG JFHQ-State SARC scheduled a monthly audit of recent cases, entered any missing data, and updated cases as information on the investigation status changed. The **North Carolina** NG JFHQ-State SARC and Wing SARC updated cases weekly or as needed. They also conducted a regular audit check, comparing information in DSAID with the hard-copy files and updated the database as required.

5.4 Provide an update on your efforts to develop and implement a survey, or leverage existing military training surveys that will provide comprehensive and detailed information to decision makers about sexual assault and other sexual misconduct allegations that occur during initial military training, including basic and subsequent career-specific military training. (GAO Report 14-806, DoD Needs to Take Further Actions to Prevent Sexual Assault During Initial Military Training (March 2015), p. 44)

N/A - The NG does not conduct initial military training.

5.5 Describe your progress in assessing SARC/SAPR VA training effectiveness. Include actions taken to implement training enhancements. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 5, #21, p. 8)

The ARNG conducted Service-specific SHARP training. The participants completed lesson critiques or feedback forms during the training and provided them to the instructors for further disposition by the Service. Additionally, NGB-J1-SAPR Office, in coordination with the ARNG SHARP and ANG SAPR PMs, developed critical T32 augmentation material for use with Service-specific training. Feedback on the training provided by the students is critical to adjusting the material and methods as required. The ANG conducted training locally and provided surveys, feedback forms, and critique sheets to the students to gather input for adjusting the material and methods as required.

Many of the states provided SAPR VA refresher training following their NOVA approved agenda. After each lesson or module, the participant completed a survey or feedback form to identify best practices and areas for improvement. Additionally, the instructors conducted after action reviews to analyze their training material and methods. This feedback guides the revision of the training. Some changes made included implementing more interactive training with real situational videos of events within the community made by **Puerto Rico**. **Louisiana** NG included a cross section of ARNG and ANG military trainers, community partners in advocacy, civilian medical personnel, and LLE to enhance the quality of CET for collateral duty SARCs and SAPR VAs.

5.6 Describe your efforts to assess compliance of commanding officers in conducting organizational climate assessments for purposes of preventing and

responding to allegations of sexual assault. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), LOE 5, #17, p. 8)

CNGB policy states that TAGs are responsible to verify that CDRs conduct a command climate assessment within 120 days of assuming command and annually thereafter IAW CNGB Memorandum, 19 November 2013, "National Guard Command Climate Assessment Policy." Specific guidance from TAGs varies from State to State as do the procedures for monitoring and reviewing the results.

The **Arkansas** NG TAG SAPR policy requires DEOCS to be completed and the results provided to the respective SARCs. **Delaware** NG JFHQ-State SARC reviews climate assessment for trends, and forwards information to CHPC and IDS. In the **Ohio** NG, both the SAPR Office and EO office review the command climate assessments. The **Kentucky** NG JFHQ-State SAPR Office works with the SEEM to ensure all CDRs complete a DEOCS within the required timeframe. The two offices then review the results of the survey, brief the CDR, and offer recommendations tailored to address concerns identified in the survey. The **Tennessee** and **New Jersey** NG JFHQ-State SARCs also work closely with the state SEEMS to assess results of Command Climate Surveys and to discuss the results with the unit leadership.

Commanders in the **Colorado** NG are required to initiate a Command Climate Survey within 30 days of taking command. Commanders must review the results to assess the units overall perspective on sexual harassment and sexual assaults.

Louisiana NG TAG policy requires each CDR to initiate a DEOMI Command Climate Assessment within 120 days of taking command, and once per year following the initial survey. Commanders must review the results of the assessment to address areas of concern. The SEEM provides TAG with completion data at the conclusion of each fiscal year.

In the **Maine** NG, both ARNG and ANG EO Officers and ARNG Prevention Coordinator actively work with CDRs to ensure climate assessments and unit risk inventories are conducted and that the results of the assessments are communicated. **Oregon NG** Human Resources EO monitors the completion of Command Climate Assessments and conducts an analysis of the results of the survey, informing each CDR of the issues that require attention in the survey. The **Maryland** NG EO also tracks the completion of Command Climate Assessments.

5.7 Describe your policy and management control procedures for ensuring that Service members, who reported a sexual assault and are separated for Non-Disability Mental Conditions, are properly counseled, in writing. Additionally, describe how your Military Service ensures that the separations are processed and recorded in accordance with DoDI 1332.14, Enlisted Administrative Separations (4 Dec 14). (DoD IG Report 2016-088, Evaluation of the Separation of Service members Who Made a Report of Sexual Assault (9 May 16), p. i)

The ARNG and ANG follow Service-specific issuances pertaining to processing separations. Some states developed and implemented additional measures.

In the **Hawaii** NG, the policy is to discuss all separations of sexual assault victims, who filed an Unrestricted Report, during their monthly CMG meetings. The two critical items discussed are whether the Service member received proper counseling in writing during the separation process, and whether there was a nexus of retaliation associated with a report of sexual assault. In addition to establishing policy on separation procedures, the **Illinois** NG developed the "ILNG Separation Document Matrix" based on regulatory guidance to track compliance of the procedures. The second measure implemented by the ILNG was assigning a qualified SHARP specialist within the Personnel Actions Branch. All separation requests involving a Soldier who previously reported a sexual assault are referred to the SHARP specialist for additional coordination with the State SHARP coordinator to verify compliance with all procedural requirements. Additionally, the G1 and the SHARP program coordinator verify the separation of the Soldier is IAW AR 135-178 and identify any corrections to the packet prior to staffing for TAG's recommendation. The **North Carolina** and **Ohio** NG JFHQ-State SAPR offices each work with their G1 and SJA to track all separations involving a victim of sexual assault to ensure appropriate handling IAW Army and DoD issuances. **Montana** NG also involves the SJA to ensure the Soldier who filed an Unrestricted Report receives proper counseling. For Restricted Report cases, the Deputy State Surgeon and BH Office provide assistance while maintaining confidentiality.

The **Kentucky** ARNG holds a "final formation" for those who are leaving military service. During this event, the Soldier's records undergo a review and the Soldier is interviewed, screened, and counseled IAW Army and DoD issuances. Additionally, separation packets of Soldiers, who reported a sexual assault in the previous two years, undergo additional scrutiny during processing to ensure consideration of the report of sexual assault prior to recommending separation.

Several states established specific measures for medical issues related to a sexual assault. **New Jersey** NG created a medical management unit for Soldiers who have medical conditions. **New Mexico** NG JFHQ-State SAPR Office works closely with medical personnel involved in the Medical Evaluation Board process to ensure the completion of all steps to move the process along and to assist them in obtaining necessary information or documentation needed from the survivor. In the **Oregon** NG, the Medical Command (MEDCOM) BH specialist is responsible for this action. In **Washington** and **South Carolina** NG, the JFHQ-State SARC communicates with the local MEDCOM on all medical evaluations of sexual assault victims and gains input from the ARNG and ANG program managers, and States and Wings.

In the **New York** NG, the State has oversight on all case management. TAG reviews all administrative separations for all victims of sexual assault to ensure reprisal is not the basis of the separation. The **Pennsylvania** NG JFHQ-State SARC coordinates with the state's line of duty manager and State Medical Detachment to ensure the process

complies with governing issuances and maintains the Guard member's confidentiality. The SVC is also present to explain any legal content requiring explanation. The **Puerto Rico** NG JFHQ-State SARC is also a part of the process to ensure the motive of separation is not related to a sexual assault case. The JFHQ-State SARC requests guidance from the IG, JAG, SVC, and NGB as necessary to verify the medical separation is not based on retaliation and all processes are IAW the regulation.

The **Tennessee** NG JFHQ-State SAPR Office works very closely with the State JAG and the G1/ A1 to track separation actions and counseling taken on Service members who reported a sexual assault IAW DoD issuances. These actions are also a topic of discussion at monthly CMGs.

5.8 Describe actions taken to integrate recent survey (e.g., MIJES, WGRR, and QSAPR) and focus group results into your Military Service SAPR policies and training programs. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 3, para 1s / Encl 12, para 1f)

The recently published CNGB SAPR policy did not specifically address or include recent survey and focus group results. An NGB-J1-SAPR review of the policy for necessary updates is already underway and consideration of these items will be included in the review.

The NGB-J1-SAPR training developer stays abreast of survey results and participates in various working groups. The training developer reviews the information gleaned from these sources for T32 equities and includes relevant items into the training material when updated.

Many JFHQs-State SARCs conducting Annual SAPR unit training or refresher training for their SAPR VAs often reference statistical data from the surveys to emphasize trends. The metrics often lead to discussions on the cause and effect of behaviors and actions. **Hawaii** NG SAPR personnel included WGRR survey results as part of additional training and information to help explain reserve component trends that are more reflective of HING as compared to active component. **South Dakota** NG is currently working on a new Sexual Assault Prevention Strategic Plan and will use information from Command Climate Assessments, unit risk inventories, focus groups, and wellness groups to support the plan.

5.9 Describe your leadership approved future plans, if any, for effectively standardizing, measuring, analyzing, assessing, and reporting program progress.

NGB is revising and updating the GKO SAPR Dashboard for use in FY17. Once completed the dashboard will be one of the primary oversight systems for the NG SAPR Program. The States will generate the majority of the data and submit it to the NGB-J1-SAPR Office. The metrics will provide a snapshot for State leadership and SAPR personnel to identify the health and effectiveness of their own SAPR program. Originally developed and implemented in 2013, the series of joint metrics and measurements supported the DoD five lines of effort.

The NG compliance and accountability measures will continue in FY17. The Compliance and Accountability Officer located within the NGB-J1-SAPR Office will plan, develop, organize, implement, and direct activities of the accountability line of effort. This program will continuously monitor the investigation and accountability of Unrestricted Report cases to identify any emergent high-risk trends or accountability lapses.

The ARNG SHARP Program Office is drafting the ARNG Mitigation Action Plan for publication and dissemination in FY17. The SHARP Mitigation Action Plan will be a primary focus for the ARNG. States who have established and implemented the plan will begin to measure the effectiveness of their prevention efforts. The focus for the remaining States will be to complete the plan and implement it during FY17. Continued analysis and monitoring of the plan to reduce sexual assault incidents will be ongoing throughout FY17.

With a new FT Wing SARC in place, separate SAPR-specific surveys will help identify areas for improvement. The ANG Wing SARCs work closely with the JFHQ-State SARC, WG/CC, and sister units. The new Wing SARC will play an important role in monitoring the annual Command Climate Assessments and identifying trends.

The **Guam** NG intends to conduct more Command Climate Assessments to ensure their Guard members are comfortable and knowledgeable of their options and the SAPR VAs who can assist them.

The **Michigan** NG will continue to track reports and analyze data to identify trends, and report them to key leadership. The SAPR staff will work with units to assist them in documenting training in the Director's Personnel Readiness Overview for better accountability.

In **Montana**, the JFHQ-State SAPR staff will document methods to access the hotline number for SARCs and determine the comfort level for reporting and the amount of trust in the actions of the SAPR program and staff.

New Mexico NG will use the metrics set up on MilSuite for SAPR VAs and training.

The **Pennsylvania** NG JFHQ-State SAPR Office will measure mandatory training numbers through the Army training management system, which provides units with one centralized location to capture training numbers and SAPR personnel credentialing documents. The SAPR office will implement staff visits throughout the Directorates to address leadership and set the standard for tracking State SAPR programs.

A focus of the **Tennessee** NG is tracking the outcomes of investigations, both in civilian investigative agencies and NGB-JA/OCI. The data provided will serve as a metric to show the consequences associated with such behaviors.

Throughout FY17, the **Vermont** SAPR program will brief the VTNG TAG quarterly to evaluate program performance and provide guidance with respect to all VTNG activities

related to sexual assault prevention and response. The VTNG will conduct individual After Action Reviews of NGB-JA/OCI and Civilian Special Investigative Units usage to make recommendations for continual improvement of services. Additionally, the VTNG will implement survivor surveys that will analyze and assess variances in Restricted and Unrestricted Reporting across the VTNG. This information will identify trends and assess the feasibility of incorporating sexual assault prevention training into other VTNG programs

The **Washington** NG plans to achieve continual communication with all levels of unit membership, to implement a state survey to assess the knowledge base of Guard members and to create a forum for suggestions on improving the SAPR program. The SAPR team will work to create an avenue for survivors to provide personal assessment of the service received.

6. Overarching Tenet: Communication and Policy

6.1 Describe your efforts to post and widely disseminate information on male victim sexual assault prevention and response. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

The NG uses a variety of methods to disseminate general information about the SAPR program, but includes specific efforts for male victims. The primary resources are websites, both for general public use and restricted to NG members only.

The NG Joint Services Support website, designed for Service members and their families as a gateway to resources, support, and assistance in a number of programs, offers the SAPR program a tremendous opportunity to disseminate information. Although a section of the website requires requesting access, the vast majority of the information is readily available to anyone who accesses the site. Some of the specific SAPR related information includes contact information for SARCs located throughout the States and the DoD SHL toll free telephone number. The website also assists a victim to navigate the process of reporting a sexual assault. There are also links to various resources and organizations, who offer help or additional information in the following categories: military resources; national helplines and hotlines; sexual assault organizations; DV organizations; law enforcement organizations; legal action and prosecution; government offices; polices and regulations; research, tools and articles; and training and consulting

The official NGB website has a separate NG SAPR program site operated by the Public Affairs Office. This site includes the DoD SHL toll free telephone number, a list of policy documents, and external links to resources for victims of sexual assault. The ARNG G1 Personnel Gateway offers information on the ARNG SHARP program.

GKO is a secure website, common access card accessible only. This site offers a vast amount of information for both the NG SAPR program and ARNG SHARP program. Although there are restricted areas within the site for use by the SARCs and State senior leadership, much of the information is available to anyone with access to GKO.

New for FY16, the NGB-J1-SAPR Office produced two NG SAPR infographics and disseminated them Guard wide for display on bulletins in the armories and Guard facilities.

Generally, each State distributes, posts, and disseminates sexual assault information in a variety of ways. Some common ways include the following:

- Maintaining a SAPR program information page on their post, base, or unit website or SharePoint.
- Posting contact information on the unit or public bulletin board.
- Placing posters in prominent areas within the workplace.
- Using various social media venues to disseminate SAPR related messaging.
- Information booths at various venues such as SAAPM, Community Day, Diversity Day, and more. Business cards, promotional items, and other giveaways provided.
- Commander briefs, particularly during Family Day or other special and sponsored events.
- Brochures, handouts, newsletters, and other media.
- JFHQ-State or unit SAPR Facebook pages.
- Handouts and posters supporting male victimization training.

The **Louisiana** NG JFHQ-State SAPR office disseminated educational materials on male victimization, reporting options, retaliation reporting, and more using their SHARP Facebook page, "Staying SHARP" newsletter, Geaux Guard SAPR/SHARP webpage, and during SAPR/SHARP training events. The TAG's SAPR policy letter states that acts of retaliation associated with sexual assault reports are reported to the IG's office.

The **Ohio** NG used an Army Ethics Hazing video as annual SHARP training for their units. The video showed how the use of hazing often masks sexual assaults, particularly in the case of male victims.

Texas NG disseminated Male Victimology informational material, conducted retaliation training, and male victim sexual assault training for leaders and members during CDR's calls, Roll Calls, and CMGs. The SAPR VA utilized slides and videos to provide retaliation training to their Service members. The State IG personnel also received training on how to handle a report of retaliation associated with a sexual assault and sexual harassment report.

The **Georgia** NG 116th ACW purchased educational brochures about male victims of sexual assault and placed them in all wing care offices on base, displayed them on tabletops throughout the wing during the month of April, and handed them out during Wing Family Day events. The wing also has applicable SAPR related videos on male victims of sexual assault available by request. The leadership received male victim status briefs at the monthly CMG.

6.2 Describe your efforts to post and widely disseminate information on ways to report allegations of retaliation. (DoD Sexual Assault Prevention and Response Strategic Plan (26 Jan 15), p. 3)

The same general methods and materials described for disseminating information on male victim sexual assault prevention and response are used to disseminate information on ways to report allegations of retaliation.

The **Kentucky** NG included specific training in their SAPR/SHARP training to cover reporting and responding to allegations of retaliation related to reports of sexual assault or sexual harassment. The KYNG JFHQ-State SAPR Office share information with their community partners on this topic by providing a 90-minute workshop on Allegations of Retaliation in November/December 2016 at a statewide conference. The KYNG JFHQ-State SAPR Office also included advertisement on signs in all latrines across the KYNG explaining reporting options, identifying who can receive a report of sexual assault, and contact information to report a sexual assault.

The **Oregon** NG TAG addressed retaliation in his command policy memorandum. SAPR team presenters briefed retaliation at the annual SAPR briefings, company CDR and 1SG course, and other special events that requested a SAPR presentation. Additionally, the SAPR team briefed the chain of command and CDR of every sexual assault victim who reported the incident about retaliation.

6.3 Provide an update on your development and implementation of new certification standards for sexual assault medical forensic examiners. (DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 2, para 3c(3)(b))

Not applicable - the NG does not use military sexual assault forensic examiners when in a non-federalized status. When activated, any examiners would meet their Service requirements for certification standards.

6.4 Describe your ongoing efforts to review, revise, update, and issue policy pertaining to:

- **Safety Assessments for SAPR Program**
- **High-Risk Response Teams**

Were any multi-disciplinary High-Risk Response Team established?

- **If so, how many and what was the duration?**
- **If the High-Risk Response Team was dissolved, explain why?**

(DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 5, para 2c / Encl 9, para 2j(3))

The recently updated and published CNGB SAPR policy addressed the formation of high-risk response teams and conducting safety assessments within the SAPR program.

The ARNG published the SHARP Readiness Effort Implementation Guidance Policy, 3 August 2016, IAW EXORD 204-16, directing states to create a mitigation action plan, which would include the high-risk response team and safety assessment.

Louisiana NG updated their SAPR/SHARP Policy Letter to state the following in relation to safety assessments for the SAPR program: “Leadership must ensure that acts of reprisal or retaliation are discouraged and properly addressed if they occur. Leaders will ensure that subordinates adhere to unit risk reduction guidelines, such as using the buddy system, minimizing alcohol consumption, and limiting non-work related after duty hours social activities while in a duty status. It is essential that leaders promote a positive command climate where victims are confident in their leadership. This requires diligent command focus, and in some cases, a change in attitude that focuses on care of the victim, instead of solely focusing on holding someone accountable.”

In **Montana** NG, each time a victim comes forward, the SARC and SAPR VA conduct a safety assessment, followed by an additional assessment by CDRs for Unrestricted Report cases. The high-risk response team is comprised of the Chaplain, BH, and SARC. MTNG did not establish a High Risk Response Team (HRRT) in FY16. The **North Carolina** NG SAPR/SHARP office, per TAG policy, also incorporated safety assessments in all responses to reports of sexual assault, sexual harassment, and DV issues.

Chapters for both Safety Assessment and HRRT are included in the **Ohio** NG SAPR Regulation pending approval and signature.

The **Puerto Rico** NG formally established the Wellness Intervention Team and Risk Management Team in March 2016 to develop and implement policy and controls, and identify and assess hazards through URIs and the Global Assessment Tool. The teams coordinate with BH to synchronize, integrate, and manage the Risk Management Team during a monthly meeting or when needed.

The **Tennessee** NG HRRT is housed largely within the state’s J9 and includes first responder BH resources from both the ARNG and ANG, FASs, Airman and Family Readiness Support Assistants, Chaplains, JFHQ-State and Wing SARCs, unit SAPR VAs, Suicide Prevention Specialists, and Substance Abuse Prevention Specialists. This team was tested in FY16 during the TN Maneuvers statewide disaster exercise

The **Washington** NG uses the CMG meeting to review the safety assessment processes, which include utilization of all appropriate assets at the JSS, which includes BH coordinators, suicide intervention, FAS, and others. WANG did not establish a HRRT in FY16.

6.5 Provide an update on your methods for effectively factoring accountability metrics into commanders’ and subordinate leaders’ performance assessments. (SecDef Memo (6 May 13), *Enhancing Commander Accountability*, p. 2)

ARNG and ANG follow Service-specific regulations, guidance, and directives as it pertains to performance assessments.

The **District of Columbia** NG, as directed by policy, supports addressing SAPR, Equal Employment Opportunity, and EO in all ratings. Compliancy with local policy, care of Soldiers and appropriate response to incidents factors into all assessments.

The **North Carolina** NG SAPR/SHARP office incorporated a “9-line” response checklist for CDRs when dealing directly with a victim of sexual assault. The checklist includes victim safety, and proper response to the sexual assault victim’s needs, with dignity and respect. Commanders, leaders, and peers who fail to take the proper measures to treat a victim appropriately when reporting the incident and during the investigation are subject to reprimand and administrative action. NCNG strongly emphasized the policy on retaliation, clearly defined retaliation, and described the steps to hold individuals accountable for taking retaliatory actions.

The **Oregon** NG G1 briefed all leaders about factoring in accountability metrics in all levels of leaders’ performance assessments. Among the circumstances briefed that would result in an annotation in a leader’s performance evaluation includes failure to take appropriate and timely action on a reported sexual assault, and leader involvement in a sexual assault.

6.6 Provide an update on efforts to improve overall victim care and increase trust in the chain of command: include initiatives or updates undertaken to reduce allegations of retaliation as a means of increasing reporting and the way in which your Military Service is tracking and accounting for these efforts. (SecDef Memo (6 May 13), *Improving Response and Victim Treatment*, p. 2 / DoD Retaliation Prevention and Response Strategy: *Regarding Sexual Assault and Harassment Reports* (April 2016), p. 10)

The CNGB continued to emphasize the objectives of the SAPR program through the GSLCs and GSLUs, where TAGs received updates on key issues surrounding the NG SAPR program. Sexual assault within the NG is a priority for the CNGB, where the prevention of sexual assault and victim advocacy remain a strong focus and is supported by the other lines of efforts, especially accountability.

Continual command emphasis within the States and establishment of policies on sexual assault, sexual harassment, and retaliation, helped to reinforce leaders’ support of the SAPR program. Guard members experienced an increase in leader involvement within the SAPR program for FY16, a positive step in improving the trust within the unit.

In the **District of Columbia** NG, leader education stressed the importance their involvement throughout the process. DCNG SAPR personnel guided leaders on how to fill out a Sexual Assault Incident Response Oversight Report and their requirements in maintaining contact and updates with the survivor. DCNG identified a short fall where

section leaders were assuming responsibilities the CDR was required to perform. The DCNG CG published a policy letter supporting the training and stressing the importance for CDRs' support of Guard members reporting a sexual assault.

Guam NG established a proclamation, signed by TAG, to reinforce that sexual assault within their ranks is not condoned, ignored, or tolerated. The GUNG TAG receives a retaliation synopsis report upon request.

The **Indiana** NG strived to improve victim care, trust, and to reduce retaliation reports through senior leader training. The training focused on ensuring CDRs are culturally sensitive to reports of sexual assault and understand how to respond to reports of sexual assault. Another effort included verifying the required number of certified SAPR VAs available to assist Service members and CDRs. Additionally, the INNG provided the required SAPR AT to all Service members, augmented with events on awareness and cultural sensitivity. Lastly, the annual leader and unit SAPR training addresses retaliation associated with a report of sexual assault.

The **Kentucky** NG SAPR Office reviewed DEOCS reports and provided a back brief to CDRs on their results. The brief included targeted information on improving trust in their chain of command within their units, addressed any identified allegations of retaliation, and assisted the CDR in developing an action plan for their unit based on the results. This effort led to increased trust in the chain of command for responding to reports of sexual assaults, increased reporting of sexual assaults and zero allegations of retaliation reported in FY16 in the KYNG.

The **South Carolina** NG TAG published an updated a message each year for leaders. The message provided all SCNG leaders with a directive that instructs them to create a climate free of retaliation.

The **Tennessee** NG saw a very large increase in reporting in FY16. Several of the victims came forward and indicated that they reported because of the professional manner in which their company and higher-level commands took previous reports. One factor that vastly improved senior leadership understanding and support of overall victim care and the SHARP program, was the one-on-one discussion between each senior leader and the NG JFHQ-State SARC during their annual Senior Leaders' Dialogue. This discussion helped to establish a close working relationship between these entities and answered senior leader questions on issues they did not understand.

The primary mechanism for tracking allegations of retaliation associated with a report of sexual assault is through the monthly CMG meetings. JFHQs-State SARCs enter CMG meeting minutes into the GKO SAPR site following each month's meeting. A member of the NGB-J1-SAPR staff reviews each State's minutes to identify and track all alleged cases of retaliation reported at the CMG.

6.7 Provide an update on your policy for Case Management Group Chairs to regularly assess and refer retaliation allegations, made in conjunction with a sexual

assault report, for appropriate investigation. Additionally, describe your policy for keeping these retaliation allegations on the CMG agenda for status updates until the victim's allegation is appropriately addressed.

(SecDef Memo (3 Dec 14), *Engage Command to Prevent Retaliation*, p. 2 / DODI 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 9)*

CNGB SAPR policy states TAGs will establish and chair, or designate a deputy to chair, the monthly multidisciplinary CMG meeting for reviewing all Unrestricted Reports of sexual assault occurring within the State. NG JFHQ-State SARC will serve as the co-chair of the monthly State CMG meeting. The NGB-J1-SAPR Office provided an agenda template to the NG JFHQs-State SARC for use to establish the State's CMG meeting specific agenda. Each NG JFHQ-State SARC is responsible for posting the completed agenda and the meeting minutes on the GKO SAPR website for every monthly CMG meeting. The agenda template includes the following items relevant to reports of retaliation:

- Number of reports of retaliation
- Initial date the retaliatory incident was introduced to the CMG
- Name of the individual reporting the retaliatory incident and his or her relationship to the report of sexual assault, such as "victim," witness," or "first responder"
- Name of offender and the type of retaliation, such as "social" or "professional"
- Date the retaliatory incident is referred to concerned CDR for appropriate corrective action
- Name and position of the person responsible for resolving the retaliatory incident
- Corrective actions taken to resolve the incident of retaliation and the results
- Date the retaliation incident resolved

The CMG reviews each report of alleged retaliation monthly until the case is resolved and closed. The following definitions pertaining to retaliation are included on the CMG agenda template: Retaliation/reprisal, ostracism, maltreatment, coercion. The agenda also includes a description of professional and social retaliation.

Puerto Rico NG disseminated policy to all PR ARNG members. Leaders received additional information on their responsibility and the importance of their role in the allegations of retaliation and the consequences.

7. Secretary of Defense Initiatives

7.1 Enhance First Line Supervisor Skills and Knowledge: Provide an update on your first line supervisor training that advances a climate of dignity and respect and supports the prevention of potential retaliation associated with reporting. First line supervisors are junior officers, enlisted supervisors, and civilian employees who supervise military members. Address the frequency of the training; policy updates in support of the training; and, how the curriculum emphasizes the importance of

engaging subordinates on sexual assault prevention and response; instructs them on recognizing the signs of possible acts of retaliation; and, provides an opportunity to practice leadership skills to promote a healthy command climate. (SecDef Memo, (3 Dec 14), p. 2)

The structure of the NGB does not include a section for curriculum development. However, the training developer within the NGB-J1-SAPR Office develops individual classes to address new initiatives and changes within the CNGB SAPR program's policy and procedures.

The ARNG and ANG follow the curriculum developed by their Service.

The HAF developed a one-time training requirement that focused specifically on preventing and responding to incidents of retaliation against Airmen who make Unrestricted Reports of sexual assault. The training was directed at CDRs, or appropriate designee - Chief, 1SG, Superintendent at each echelon, to engage directly with the First Line Supervisors under their command to educate and mentor them on recognizing and addressing retaliation and reprisal in their duty sections, and creating a professional environment intolerant of it.

8. NDAA Requirements - Provide your Military Service's update on the following FY15/FY16 NDAA requirements. If the provision has been implemented, indicate "Completed," and provide the implementation date. If the provision has not been implemented, indicate "In Progress" and provide an update (150 words or less), including the projected completion date.

8.1 Review by the Military Service Secretary (at the chief prosecutor's request) of a Convening Authority's decision to not refer charges of certain sex-related offenses for trial by court-martial.

“(c) REVIEW OF CERTAIN CASES NOT REFERRED TO COURT-MARTIAL.—

“(1) CASES NOT REFERRED FOLLOWING STAFF JUDGE ADVOCATE RECOMMENDATION FOR REFERRAL FOR TRIAL.—In any case where”; and (2) by adding at the end the following new paragraph:

“(2) CASES NOT REFERRED BY CONVENING AUTHORITY UPON REQUEST FOR REVIEW BY CHIEF PROSECUTOR.—

“(A) IN GENERAL.—In any case where a convening authority decides not to refer a charge of a sex-related offense to trial by court-martial, the Secretary of the military department concerned shall review the decision as a superior authority authorized to exercise general court martial convening authority if the chief prosecutor of the Armed Force concerned, in response to a request by the detailed counsel for the Government, requests review of the decision by the Secretary.

“(B) CHIEF PROSECUTOR DEFINED.—In this paragraph, the term ‘chief prosecutor’ means the chief prosecutor or equivalent position of an Armed Force, or, if an Armed Force does not have a chief prosecutor or equivalent position,

such other trial counsel as shall be designated by the Judge Advocate General of that Armed Force, or in the case of the Marine Corps, the Staff Judge Advocate to the Commandant of the Marine Corps.” (FY15 NDAA, Sec 541)

N/A to the National Guard.

8.2 Inclusion of disposition results in future annual reports.

(a) SUBMITTAL TO SECRETARY OF DEFENSE OF INFORMATION ON EACH ARMED FORCE.—Subsection (b) of section 1631 of the Ike Skelton National Defense Authorization Act for Fiscal Year 2011 (10 U.S.C. 1561 note) is amended by adding at the end the following new paragraph:

“(11) An analysis of the disposition of the most serious offenses occurring during sexual assaults committed by members of the Armed Force during the year covered by the report, as identified in Unrestricted Reports of sexual assault by any members of the Armed Forces, including the numbers of reports identifying offenses that were disposed of by each of the following:

“(A) Conviction by court-martial, including a separate statement of the most serious charge preferred and the most serious charge for which convicted.

“(B) Acquittal of all charges at court-martial.

“(C) Non-judicial punishment under section 815 of title 10, United States Code (article 15 of the Uniform Code of Military Justice).

“(D) Administrative action, including by each type of administrative action imposed.

“(E) Dismissal of all charges, including by reason for dismissal and by stage of proceedings in which dismissal occurred.” (FY15 NDAA, Sec 542)

In Progress. The Compliance and Accountability Officer within the NGB-J1-SAPR Office is gathering information to support this requirement as it applies to NG members in a Title 32 status and State CMJ as opposed to the UCMJ. Projected Date of Completion is 1 September 2017.

8.3 Confidential review of the terms or characterization of discharge for Armed Services members who report being victims of sexual assault.

(a) CONFIDENTIAL REVIEW PROCESS THROUGH BOARDS FOR CORRECTION OF MILITARY RECORDS.—The Secretaries of the military departments shall each establish a confidential process, utilizing boards for the correction of military records of the military department concerned, by which an individual who was the victim of a sex-related offense during service in the Armed Forces may challenge the terms or characterization of the discharge or separation of the individual from the Armed Forces on the grounds that the terms or characterization were adversely affected by the individual being the victim of such an offense.

(b) CONSIDERATION OF INDIVIDUAL EXPERIENCES IN CONNECTION WITH OFFENSES.—In deciding whether to modify the terms or characterization of the discharge or separation from the Armed Forces of an individual described in

subsection (a), the Secretary of the military department concerned shall instruct boards for the correction of military records—

- (1) to give due consideration to the psychological and physical aspects of the individual’s experience in connection with the sex-related offense; and
- (2) to determine what bearing such experience may have had on the circumstances surrounding the individual’s discharge or separation from the Armed Forces.

(c) **PRESERVATION OF CONFIDENTIALITY.**—Documents considered and decisions rendered pursuant to the process required by subsection (a) shall not be made available to the public, except with the consent of the individual concerned.

(d) **SEX-RELATED OFFENSE DEFINED.**—In this section, the term “sex-related offense” means any of the following:

- (1) Rape or sexual assault under subsection (a) or (b) of section 920 of title 10, United States Code (article 120 of the Uniform Code of Military Justice).
- (2) Forcible sodomy under section 925 of such title (article 125 of the Uniform Code of Military Justice).
- (3) An attempt to commit an offense specified in paragraph (1) or (2) as punishable under section 880 of such title (article 80 of the Uniform Code of Military Justice).

(FY15 NDAA, Sec 547)

The ARNG and ANG follow Service-specific regulations, instructions, and directives as it pertains to confidential review of the terms or characterization of discharge for Armed Services members who report being victims of sexual assault.

8.4 Applicability of sexual assault prevention and response and related military justice enhancements to military service academies.

(a) **MILITARY SERVICE ACADEMIES.**—The Secretary of the military department concerned shall ensure that the provisions of title XVII of the National Defense Authorization Act for Fiscal Year 2014 (Public Law 113–66; 127 Stat. 950), including amendments made by that title, and the provisions of subtitle D, including amendments made by such subtitle, apply to the United States Military Academy, the Naval Academy, and the Air Force Academy, as applicable. **(FY15 NDAA, Sec 552)**

Not applicable to the National Guard.

8.5 Sexual assault prevention and response training for administrators and instructors of Senior Reserve Officers’ Training Corps.

The Secretary of a military department shall ensure that the commander of each unit of the Senior Reserve Officers’ Training Corps and all Professors of Military Science, senior military instructors, and civilian employees detailed, assigned, or employed as administrators and instructors of the Senior Reserve Officers’ Training Corps receive regular sexual assault prevention and response training and education. **(FY16 NDAA, Sec 540)**

Not applicable to the National Guard.

9. Analytic Discussion

9.1 Military Services/NGB*, provide an analytic discussion (1,000 words or less) of your Military Service's Statistical Report of reported sexual assault cases from the Defense Sexual Assault Incident Database (DSAID). Required elements included on this template are information on Unrestricted Reports; Restricted Reports; Service referrals for victims alleging sexual assault; and case synopses of completed investigations.

***NGB should provide comments based on their available information and data.**

This section shall include such information as:

- **Notable changes in the data over time**
- **Insight or suspected reasons for noted changes, or lack of change, in data**
- **The application of insights from data analyses for programmatic planning, oversight, and/or research**
- **Prevalence vs. reporting (the percentage of Service member incidents captured in reports of sexual assault (Restricted Reports and Unrestricted Reports) (Metric #2)**
- **Total number of Sexual Assaults (Restricted Reports and Unrestricted Reports) over time (since FY08) (Metric #12)**
- **Military Protective Orders issued as a result of an Unrestricted Report (e.g., number issued, number violated)**
- **Approved expedited transfers and reasons why transfers were not approved**
- **The number of sexual assault investigations completed by the MCIO in the FY and the corresponding mean and median investigation length. Case open date can be in any year, but the close date must be by the end of the FY (Metric # 5)**
- **The number of subjects with victims who declined to participate in the military justice process (Metric #8)**
- **Command action for military subjects under DoD legal authority (to be captured using the most serious crime investigated, comparing penetration to contact crimes) (Non-Metric #1)**
- **Sexual assault court-martial outcomes (to be captured using the most serious crime charged, comparing penetration to contact crimes) (Non- Metric #2)**
- **Summary of referral data – Unrestricted and Restricted Reports - either referrals received from other sources or referrals made to other sources (e.g., medical/mental health, command, criminal investigation/security services, legal, civilian or VA authorities, etc.)**
- **Any other data relating to sexual assault case data**

Total number of Sexual Assaults, FY13 – FY16

Sexual Assault reporting in the NG increased concurrently with enhanced efforts to create a culture where Service members feel confident in the sexual assault reporting process

and safe enough to reach out to SAPR first responders for assistance, **(Figure A)**. The total number of all NG sexual assaults reported in FY13 equaled 313 and 435 in FY16, showing an increase of 122 reports of sexual assault over this period. Of the total 435 reports of sexual assault filed involving Guard members in FY16, 102 reports or 23.4% of the total, represented the number of sexual assaults experienced by Guard members on active duty (Title 10) and reported to NG SARCs. The remaining 333 or 76.6% of the total number of reports were cases where the Guard member was either the victim or the subject in the sexual assault incident and not on federal duty. Of those 333 T32 reports, 295 or 88.6% of the reports involved a NG member as the sexual assault victim and the remaining 38 reports involved a U.S. civilian or military dependent as the victim, or a NG member as the subject.

Male Sexual Assault Reporting, FY15 – FY16

Over the past two years, the NG increased efforts to reach out to males in the Guard, specifically male members victimized by a sexual assault. These prevention and response efforts are credited with helping to increase the number of males reporting from 21 or 6.7% of the total reports in FY13 to 67 or 15.4 % of total reports in FY16. On-going and new efforts to create an environment safe for male members to reach out for support is expected to continue to drive male reports to a higher percentage of the reports and increase the total reports from male Service members.

Prevalence versus Reporting

The NG continued efforts to increase the sexual assault reporting rate while addressing prevention efforts to decrease prevalence rates of sexual assault involving members of the NG. Results of the 2015 WGRR survey showed 3.3% of NG female and 0.6% of NG male respondents identified being sexually assaulted in the twelve months prior to taking the survey.

Expedited Transfer Requests

The NG received and approved 11 expedited transfer requests and processed them according to CNGB Instruction 1301.01 in FY16, **(Figure B)**. During the last three FYs, the NG received, approved, and processed 36 expedited transfer requests from Service members making an Unrestricted Report. Expedited transfers in the NG are limited to within the state Army or Air Guard they currently serve in as a NG member.

NGB-JA/OCI Completed Sexual Assault Investigation

After closing 26 investigations in FY2014, NGB-JA/OCI increased the number of completed investigations to 50 in FY15 and 96 in FY16, representing a 92% and 96% increase, respectively, over the last two years, **(Figure C)**. Furthermore, the OCI program intake of sexual assault cases grew significantly each year, as the number of requests from States grew from 35, to 80 and then 106 during FY14 through FY16.

Total Unrestricted Reports, FY13 – FY16

Unrestricted Reporting in the NG maintained a trend line near 75% of the total reports over the past four FYs with the exception of FY15 showing a dip to 68%, **(Figure D)**. Typically, Unrestricted Reports constituted 78% of the reports occurring in a T32 status

over the last four FYs while Unrestricted Reports made up 62% of the Reports for incidents that occurred in Title 10 status.

Latency of Sexual Assault Reporting

The latency from the date the sexual assault occurred to the date the Service member reported the sexual assault to the military identifies how long Service members go without receiving support towards the recovery process. Comparing the report time of T32 and Title 10 Service members in FY16, Guard members reported their sexual assaults to military SAPR first responder within 365 days from the incident approximately 61% of the time. The NG member serving on active duty tended to report a sexual assault to a military SAPR first responder within 365 days only 44% of the time.

Declined to Participate in Investigation and Prosecution

During FY16, only four Unrestricted Reports of sexual assaults in the NG involved individuals that did not want to continue to participate in the investigation and prosecution efforts of a military subject.

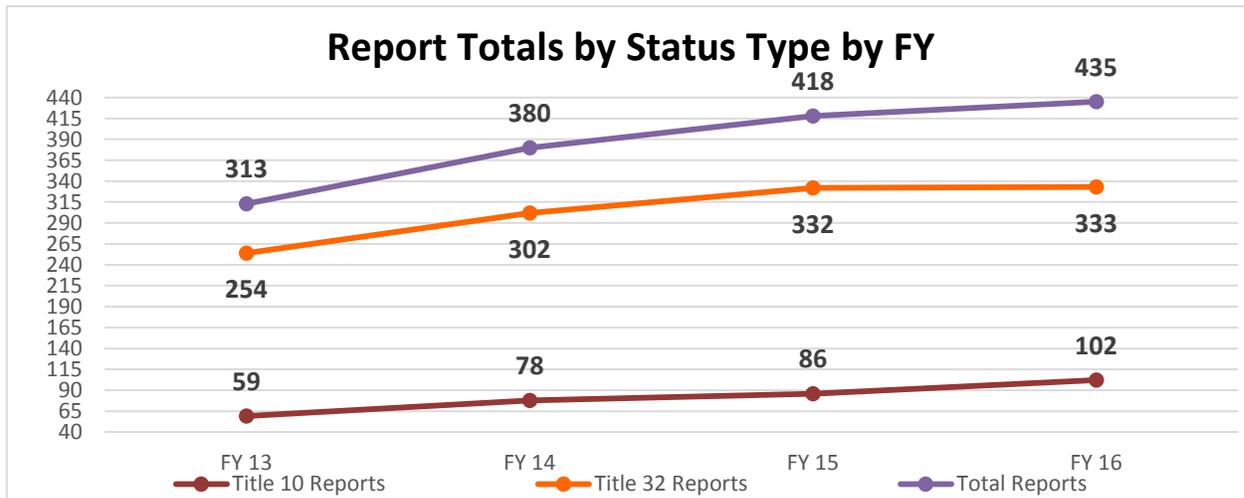


Figure A. Total number of National Guard Sexual Assault Reports by Status Type over time (since FY13)

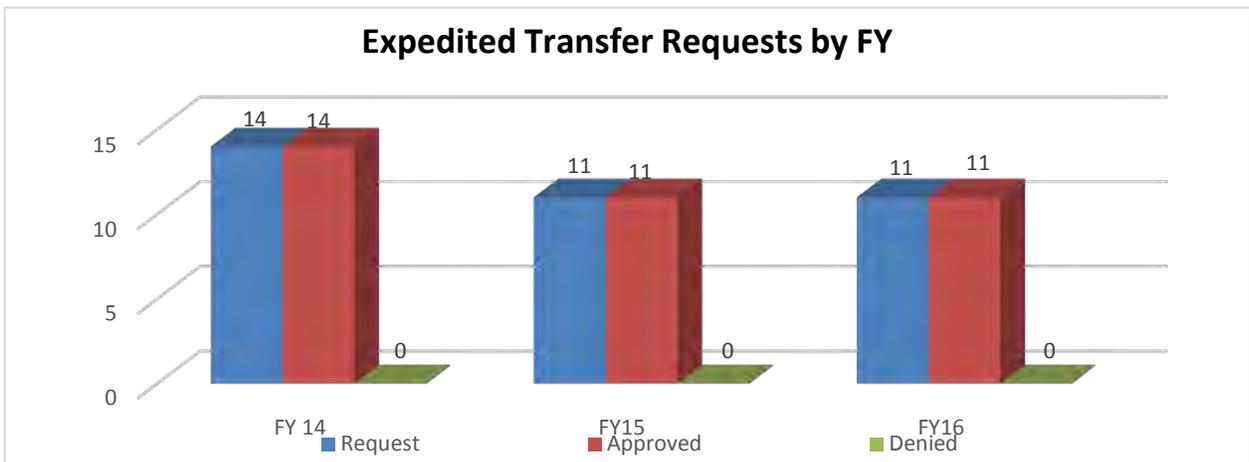


Figure B. Total number of National Guard Expedited Transfer Requests and Command Approvals by FY

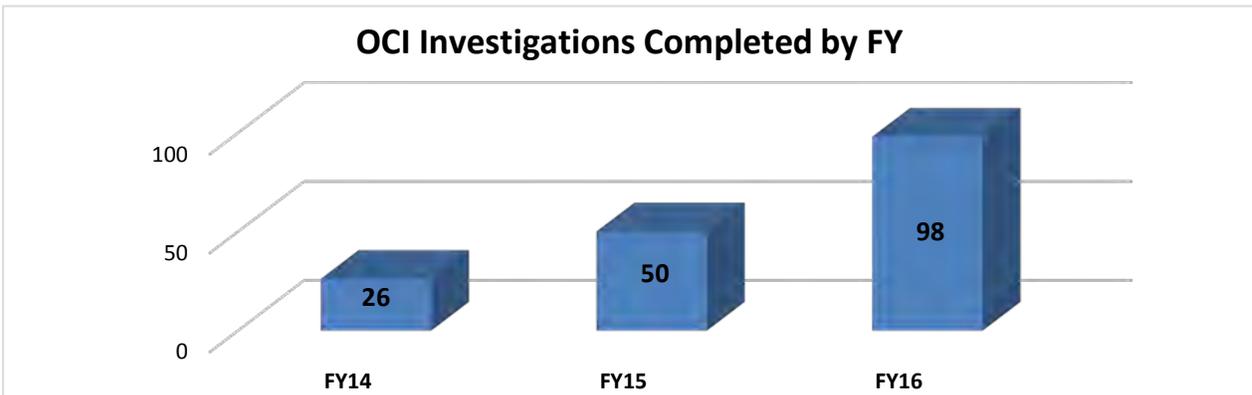


Figure C. Investigation Completed by Office of Complex Administrative Investigation by Year

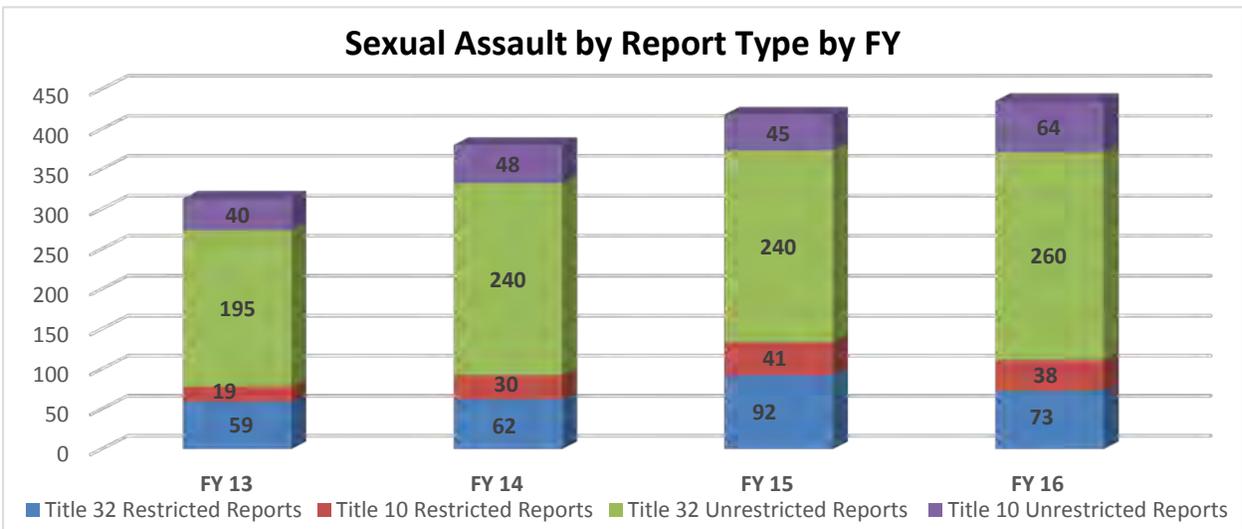


Figure D. Total number of National Guard Restricted Reports and Unrestricted Reports over time FY13 – FY16

9.2 Complete the following table with your numbers as of the end of the fiscal year. Use the job/duty descriptions provided and the following inclusion criteria:

- Include all Reserve and Active Duty military personnel. Army and Air Force do not need to include National Guard personnel, as they will be included in the National Guard Bureau’s response.
- Include civilian and contractor personnel
- Only include filled positions
- Indicate the number of full-time and part-time personnel
- Provide the exact number of current personnel, whenever possible. If the number is an estimate, please indicate how the estimate was reached and any other relevant information.

(DODI 6495.02, Sexual Assault Prevention and Response (SAPR) Program Procedures (7 Jul 15), Encl 2, para 6ac)

Job/Duty Title	Description of Job/Duty	Full-Time	Part-Time
Program Managers	Capability in developing policy, or program management and execution; and completion of 40+ hours of Military Service-specific National Advocate Credentialing Program and approved SARC training.	2	0
Dedicated Headquarters-Level Professionals	Include policy, advocacy, and prevention professionals who support the headquarters-level SAPR program offices at each Military Service/National Guard Bureau (<i>not including program managers, who are counted in their own category</i>).	14	0
Uniformed SARCs	Serve as the single point of contact at an installation or within a geographic area to oversee sexual assault awareness, prevention, and response training; coordinate medical treatment, including emergency care, for victims of sexual assault; and track the services provided to victims from the initial report through final disposition and resolution. Certified under the nationally accredited DoD Sexual Assault Advocate Certification Program (D-SAACP).	68	821
Civilian SARCs	See above.	33	0
Uniformed SAPR-VAs	Provide non-clinical crisis intervention, referral, and ongoing non-clinical support to adult sexual assault victims; offer information on available options/resources to victims; coordinate liaison assistance with other organizations and agencies on victim care matters; and report directly to the SARC. Certified under the nationally accredited D-SAACP.	44	1187
Civilian SAPR-VAs	See Uniformed SAPR VAs above.	10	
Sexual Assault-Specific Legal	Legal personnel who specialize in sexual assault cases including prosecutors, Victim Witness Assistance Program personnel, paralegals, legal experts, and Special Victim's Counsel/Victim's Legal Counsel.	25	
Sexual Assault – Specific Investigators	Military Criminal Investigation Office investigators who specialize in sexual assault cases. For NG, this represents NGB-JA/OCI investigators.	25	0
Sexual Assault Medical Forensic Examiners	Medical providers that have completed the DoD course at Fort Sam Houston, or equivalent.	N/A	N/A

NATIONAL GUARD BUREAU ACRONYMS

1SG	First Sergeant
AC	Active Component
ACW	Air Control Wing
ADC	Area Defense Counsel
ADOS	Active Duty Operational Support
AFB	Air Force Base
AGR	Active Guard and Reserve
AK	Alaska
AL	Alabama
ANG	Air National Guard
AR	Arkansas/Army Regulation
ARNG	Army National Guard
ASIST	Applied Suicide Intervention Skills
AT	annual training
AW	Attack Wing
AZ	Arizona
BCA	Bureau of Criminal Apprehension
BDE	brigade
BH	Behavioral Health
BN	battalion
BW	Bomber Wing
CAIB	Community Action Information Board
CASA	Coalition Against Sexual Assault
CAT	Community Action Team

CCSU	Central Connecticut State University
CDR	commander
CET	continuing education training
CG	commanding general
CHPC	Community Health Promotion Council
CID	Criminal Investigation Division
CLE	continuing legal education
CMG	case management group
CMJ	code of military justice
CNGB	Chief of the National Guard Bureau
CO	Colorado
CPOs	civilian protective orders
CT	Connecticut
CRIs	Command Readiness Inspections
DA	Department of the Army
DAG	Deputy Adjutant General
DANG	Director, Air National Guard
DARNG	Director, Army National Guard
DC	District of Columbia
DE	Delaware
DEOCS	Department of Defense Equal Opportunity Management Institute Organizational Climate Survey
DEOMI	Defense Equal Opportunity Management Institute
DFSA	drug facilitated sexual assaults
DNA	deoxyribose nucleic acid

DoD	Department of Defense
DPH	Director of Psychological Health
DSAID	Department of Defense Sexual Assault Incident Database
D-SAACP	Department of Defense Sexual Assault Advocate Credentialing program
DTMS	Digital Training Management System
DVSAC	Domestic Violence and Sexual Assault Council
DV	domestic violence
EO	Equal Opportunity
EOL	Equal Opportunity Leader
EXORD	Executive Order
FAP	Family Assistance Program
FAS	Family Assistance Specialist
FL	Florida
FT	full-time
FY	Fiscal Year
G1	Human Resources Directorate
GA	Georgia
GDF	Guyana Defence Force
GKO	Guard Knowledge Online
GS	general schedule
GSLC	Guard Senior Leader Conference
GSLU	Guard Senior Leader Update
GU	Guam
HAF	Headquarters, Air Force

HI	Hawaii
HRRT	High Risk Response Team
HQDA	Headquarters, Department of the Army
IA	Iowa
IAC	inter-agency council
IAW	in accordance with
ID	Idaho
IDS	Integrated Delivery System
IG	Inspector General
IL	Illinois
ILEA	Iowa Law Enforcement Academy
IN	Indiana
JBER	Joint Base Elmendorf-Richardson
JCF	Joining Community Forces
JSS	Joint Services Support
KS	Kansas
KY	Kentucky
LA	Louisiana
LLE	local law enforcement
LOEs	lines of effort
MA	Massachusetts
MAJCOM	major command
MCIO	military criminal investigative organization
MD	Maryland
ME	Maine

MEDCOM	Medical Command
MI	Michigan
MN	Minnesota
MO	Missouri
MOA	memorandum of agreement
MOI	memorandum of instruction
MOU	memorandum of understanding
MPO	military protective order
MRT	Master Resiliency training
MST	Military Sexual Trauma
MT	Montana
NC	North Carolina
NCOs	Non-Commissioned Officers
NDAA	National Defense Authorization Act
NE	Nebraska
NG	National Guard
NGB	National Guard Bureau
NGB-EO	Office of Equal Opportunity
NGB-JA	Chief Counsel
NGB-JA/OCI	Office of Complex Administrative Investigations
NGB-JA/SVC	Special Victims Counsel program
NGB-J1	Manpower and Personnel Directorate
NGB-J1-SAPR	Manpower and Personnel, NGB SAPR Office
NG JFHQ-State	National Guard Joint Force Headquarters-State
NJ	New Jersey

NJP	non-judicial punishment
NM	New Mexico
NOVA	National Organization for Victim Assistance
NV	Nevada
NY	New York
OAG	Office of the Attorney General
OFP	Office of Family Program
OH	Ohio
OK	Oklahoma
OR	Oregon
OSI	Office of Special Investigations
OSJA	Office of Staff Judge Advocate
PA	Pennsylvania
PASS	Personnel Accreditation and Selection Screening
PEACC	Prevention, Education, and Advocacy on Campus and in the Community
PM	program manager
POC	point of contact
PR	Puerto Rico
R2C	Ready and Resilient Council
R3SP	Resilience, Risk Reduction, and Suicide Prevention
RAINN	Rape, Abuse, and Incest National Network
ROI	Report of Investigation
ROTC	Reserve Officers' Training Corps
RQW	Rescue Wing

RSP	Recruit Sustainment Program
S1	Brigade and Battalion Manpower and Personnel
SAAPM	Sexual Assault Awareness Prevention Month
SAFE	sexual assault forensic exam
SANE	sexual assault nurse examiner
SAP	substance abuse prevention
SAPR	sexual assault prevention and response
SAPRAC	Sexual Assault Prevention and Response Advisory Committee
SAPRO	Sexual Assault Prevention and Response Office
SARC	Sexual Assault Response Coordinator
SARNCO	Sexual Assault Response Network of Central Ohio
SART	Sexual Assault Response Team
SC	South Carolina
SD	South Dakota
SEEM	State Equal Employment Manager
SFC	Sergeant First Class
SFPD	State Family Program Director
SHARP	Sexual Harassment/Assault Response and Prevention
SHL	Safe Helpline
SJA	Staff Judge Advocate
SMEs	subject matter experts
SMEE	Subject Mater Expert Exchange
SPP	State Partnership Program
SVC	Special Victims' Counsel

T32	Title 32
TAGs	The Adjutants General
TDS	Trial Defense Services
TDVAM	Teen Dating Violence Awareness Month
TJAGLCS	The Judge Advocate General's Legal Center and School
TN	Tennessee
TX	Texas
UCMJ	Uniform Code of Military Justice
URIs	Unit Risk Inventories
UT	Utah
UTA	unit training assembly
VA	Victim Advocate/Virginia
VAC	Victim Advocate Coordinator
VCNGB	Vice Chief of the National Guard Bureau
VI	Virgin Islands
VT	Vermont
VVA	Volunteer Victim Advocate
WA	Washington
WG/CC	Wing Commander
WGRR	Workplace Gender Relations Survey of the Reserve Components
WI	Wisconsin
WV	West Virginia