



**2014 NATIONAL GUARD BUREAU**

# **POSTURE STATEMENT**

**SUSTAINING AN OPERATIONAL FORCE**



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A close-up photograph of General Frank J. Grass in a military cockpit. He is wearing a green headset with a microphone and a digital camouflage uniform. The background shows the interior of the aircraft with various panels and equipment.

# EXECUTIVE OVERVIEW

**General Frank J. Grass**  
*Chief, National Guard Bureau*  
*Joint Chiefs of Staff*



## General Frank J. Grass ★★☆☆ Chief, National Guard Bureau ★★☆☆ Joint Chiefs of Staff

### Postured for the future

**A**s we near the conclusion of America's longest, continuous period of war, a time also marked by natural and man-made disasters of magnitudes rarely seen in any similar period of our nation's history, the National Guard remains a proven, dual-mission force powerfully interlaced with Main Street America.

The strength of grass-roots America has been tested and repeatedly brought to bear in both a military and non-military sense. The connection between America and its military is as essential today as it ever was. In this regard, the National Guard continues to represent value to America beyond being a ready, relevant and cost-effective military force.

Going forward, the need for the powerful connection the National Guard provides cannot be overstated. Difficult, national budgetary realities come at a time of emerging

and increasingly asymmetric and disruptive threats. These realities are compounded by new vulnerabilities present in the information age, our dependence upon a global economy, greater urbanization, and consequent increases in the risk from high-impact natural disasters.

### Constitutionally Unique – Always Ready, Always There

Constitutionally unique, the National Guard remains capable and ready to rapidly respond to complex civilian and military challenges going forward. From the local to national scene, the National Guard remains a proven performer at home and abroad. Today's threats demand the full capability the National Guard currently provides, and its potential to adapt to meet critical future missions such as cyber threats and complex infrastructure system protection.

The National Guard rapidly and competently expands the operational capacity of the Army

and the Air Force by providing trained, equipped and ready Soldiers, Airmen and units. These units range from small, elite teams to highly effective brigade, division and air wing organizations across the spectrum of combat, combat support, and combat service support functions. Over the past decade, Guard members have deployed more than 750,000 times in support of operations in Iraq, Afghanistan, the Balkans, the Sinai, the Horn of Africa, and other locations across the globe. Our nation has invested tens of billions of dollars in the National Guard and it has yielded a return that has produced one of the best trained, best equipped dual-mission forces in our 376-year history. The National Guard also blends military and civilian skills, including substantial untapped cyber expertise well-suited to understanding and working in an increasingly complex global environment.

Having created the world's most capable operational reserve force, the United States



can maintain superior military capabilities at minimum cost throughout the coming austere years. The National Guard will take every possible step to maintain its current broad spectrum readiness. History is replete with incidents of attacks on neglected defenses—but few nations will attack a nation with fully competent and prepared active and reserve forces that can defend against all possible threats.

At home, National Guardsmen reside in thousands of communities, living and working with the residents of the 50 states, 3 territories and the District of Columbia. They serve as their Governor’s most visible measure of resolve when disaster or emergency strikes. Applying seasoned leadership and hard-won military and organizational skills and experience, the National Guard rapidly and expertly expands the capacity of local and state first responders to protect the American people and critical infrastructure. Immediate application of organized, disciplined, trained, and equipped military manpower resident in the National Guard’s Essential 10 capabilities have proven time after time to save lives, mitigate

suffering, and restore a measure of normalcy to communities after a damaging blow. The National Guard is the most immediate and significant provider of military capabilities and options to support elected leaders, first responders, and other federal agencies as they work to restore vital life supporting systems such as power, water, communications, and transportation. This wide range of options allows policy-makers to develop flexible plans that take advantage of the capabilities the National Guard provides.

### **Not Just Cost Effective – Valuable**

Many Defense Department policy-makers freely acknowledge the cost-effective nature of the National Guard and its sister Reserve Components. Cost, however, should not be the primary consideration as our leaders grapple with national security and other threats, natural and man-made.

When determining the correct National Guard-active component mix, top consideration needs to be given national security requirements and to sizing a total force that is able to rapidly respond to and endure against threats and incidents here

and abroad. Then, the requirements of the national security strategy, coupled with budget reduction demands, sets the conditions to determine the mix and deliberate operational use of a capable, well-connected and geographically-distributed force, like the National Guard. This latter point becomes comparatively more important in a world where the nature of “threat” has become more diffused and America is less protected by oceans and distance from potential adversaries than in the past. Preserving the right portion of our operational capabilities outside the active component can provide the nation a critical operational and strategic hedge for both homeland and international applications.

A strong, agile force able to meet immediate needs with the quality, capability, and core characteristics unique to the National Guard is necessary to support civilian authorities in many catastrophic situations. The very appearance of uniformed Guardsmen and women provides an immediate measure of reassurance to desperate and frightened victims. Their familiar uniforms, bearing, knowledge, and obvious competence reassure stricken victims that capable and experienced help is on the scene.



## Expeditionary Localism

The same competence and professionalism applies to the National Guard's role in national defense. In light of current threats, our national security strategy, and tough fiscal realities, policymakers need a proven force that adds value to develop and offer viable homeland protection and international military training and mentoring solutions. For 20 years, the National Guard's involvement in the State Partnership Program has provided an unparalleled model of how to build trusting and enduring security relationships. The 65 long-lasting partnerships with more than one-third of the countries around the world tie Main Street America to military and community leaders of state and country partners. The recently established partnership between Oregon and Vietnam is truly historic. Our unique ability to keep the same units and many of the same individuals partnered with our foreign counterparts year after year allows the National Guard to maintain effective and efficient partnerships like no other military organization.

## Enriching Defense Processes

Recent legislative changes have expanded DoD authorities, given service secretaries new access to the National Guard for programmed and budgeted operational needs, established the Council of Governors, and made the Chief of the National Guard Bureau a full-member of the Joint Chiefs of Staff.

Reorganization of the National Guard Bureau has enabled the Bureau to more effectively execute its role in support of the Chief, National Guard Bureau as a member of the Joint Chiefs of Staff. Our aim is to not simply represent

National Guard matters, but to fully enrich JCS and Defense Department corporate processes and solutions. National Guard inputs to the Joint Chiefs of Staff process introduce a new perspective toward defining military requirements and approaches to protecting and defending our homeland. The National Guard will use its new access at these levels to ensure that National Guard capabilities and solutions raise the effectiveness of our collective national defense policies. The National Guard intends to add this value through bringing its Title 32 and State Active Duty resources, capabilities, and perspectives into critical defense policy discussions.



## Strategic Priorities: Guardsmen, Families, Employers and the Future

To continue its long tradition of service and to remain ready to meet upcoming challenges, the National Guard will focus on four key priorities. In concert with the states, territories and the District of Columbia, the Department of Defense and our interagency partners, the National Guard will deliver value to America by:

- Providing trained and ready operational forces;
- Enhancing accountability and becoming a fully effective steward of resources;
- Supporting and sustaining the National Guard community, its members, their families and their employers; and
- Constantly analyzing future threats and opportunities.

## Readiness

Both the U.S. Army and Air Force have recognized the importance of being able to rapidly and competently increase size and capabilities on demand. As the largest part of the reserve component, the National Guard must continue to maintain its combat capability and remain a critical part of the U.S. national defense. This includes ensuring our men and women continue to gain critical operational experience in real-world DoD missions. As it organizes for the future, the National Guard must continue to work with the Army and the Air Force to develop, field and sustain a versatile and affordable mix of equipment and force structure that will enable Guard members and their units to succeed across the range of military operations, including in the homeland.

The National Guard also has the critical responsibility to defend American lives. The



homeland is a unique and challenging operational environment with constraints imposed by law, policy and tradition. A trusted interagency partner, the National Guard's connection to communities enhances its readiness to operate in the homeland and within civil constructs and the political subdivisions of local, state and federal government. The National Guard continues to make ready and to apply its federally-organized capabilities to protect citizens, vital assets and critical infrastructure from man-made and natural disasters. The National Guard must continue to work with Governors, the Army, Air Force, and all the combatant commanders to ensure the American people receive the most effective and efficient response.

### Caring for Guardsmen and Families

Sadly, not all is well within the National Guard. The rates that National Guard men and women take

their own lives, experience sexual assaults, or die because of risky behavior is unacceptable. The National Guard must work to honor its commitment to the men and women who serve America. We will do all we can to ensure those who have so honorably served return to strengthen America's communities with strong values and relevant skills. Further, we must join forces with those civilian resources in our communities that are willing, able, and ready to help those who have served. The Army and Air National Guard developed campaign plans to ensure immediate and enduring solutions promoting resiliency among our Soldiers, Airmen and Family members and to develop leader skills to recognize and mitigate high stress and at-risk factors and to facilitate the longer-term reduction in these factors.

### Stewardship

There are other areas needing further attention. The National Guard will ensure continuous accountability for its public resources. Effective stewardship of public funds is a critical National Guard priority.

The National Guard is committed to providing proper accountability for the resources the taxpayers entrust to us. Congress has mandated accurate auditing and the Department of Defense has made audit readiness a top priority. Responsible fiscal management ensures the men and women of the National Guard have the

resources they need to execute their missions. In an era of declining resources, confidence in the National Guard's fiscal stewardship is essential. National Guard ability to protect and defend the homeland depends on improving its financial processes, controls, and information at all levels. In an effort to improve stewardship of these resources, the National Guard Bureau has set a goal of conducting unqualified audits across all appropriations categories for the entire National Guard by Sept. 30, 2014.

### Emerging Strategic Risks

As we address these priorities, we call attention to key considerations for Congress as our nation postures for the future. The National Guard Adjutants General assess top strategic risks to the homeland that align with the Department of Homeland Security, the Federal Emergency Management Agency policies and the Council of Governors. Today's world presents unique challenges. Increased urbanization and our reliance on interconnected delivery systems make us vulnerable to cyber attacks and serious disruptions caused by catastrophes such as major hurricanes, earthquakes, tsunamis or weapons of mass destruction. In light of the National Guard's dual nature, we must collectively evaluate and determine new homeland requirements as well as to fulfill our role as the primary reserve force for the Air Force and the Army.

The investments made by Congress to ensure the National Guard have the equipment and authority to carry out its dual missions has helped greatly. The National Guard now has a voice and enhanced accessibility to combatant commanders and the services to address concerns. Additionally, its actions preserve our critical civil-military connection with America and posture us to provide solutions that address foreseeable future problems.





## Constantly Analyzing Future Threats and Opportunities

Evolving threats -- indeed new threats -- emerge rapidly and require the strength of the entire nation. The National Guard reaches across the spectrum of government and maintains deep ties to local communities and industry via its members, promoting an uncommon flexibility for national leaders. If tapped by the Services and combatant commanders, an adaptable National Guard can be rapidly shaped to meet once unthought-of short or longer term requirements. From airport security across the nation to supporting expansion of Customs and Border Patrol capacity, deploying Agribusiness Development Teams in Afghanistan, and addressing the federal and non-federal nexus of cyber threats, the National Guard has proven its quick adaptability. This flexibility opens options as national security professionals plan for the uncertain future.

## Summary

For nearly four centuries, the men and women of the National Guard have defended our nation and communities. As current overseas contingency operations come to a close and fiscal constraints tighten, the National Guard is postured to rise to new challenges. The fundamental mission of the National Guard remains the same: Defend America -- at home and abroad. The National Guard will continue to provide flexible, tailored and community-based solutions to domestic response and remain a critical reserve component for the United States Army and Air Force.

To fulfill its mission, the National Guard must ensure its full range of capabilities is Always Ready, Always There.



## Ready and Accessible

- It is more cost effective and faster to mobilize National Guard units to meet a surge in demand for forces than it is to organize new units.
- 97% of America lives within a five-hour response of a National Guard Homeland Response Force or Chemical, Biological Radiological, Nuclear (CBRN) Enhanced Response Force Package.
- Specialized units like the National Guard's Weapons of Mass Destruction Civil Support Teams conducted 1,720 response, standby, and assist missions in FY12.
- Throughout history, National Guard members have answered every call and participated in every war.
- At one time a Strategic Reserve, today the National Guard supports the full spectrum of domestic and global response.
- Civilian skill sets found in our Army and Air Guard members provide a diversity of experience and knowledge that cannot be matched.
- The past decade has demonstrated the National Guard's ability to meet even the highest rotational demands for its forces.
- The overwhelming majority of Army and Air Guard overseas service is the result of volunteer deployment.





# **ARMY NATIONAL GUARD PROVIDES 32 PERCENT OF TOTAL ARMY FORCE**

## **By the Numbers**

- Authorized 358,200 Citizen Soldiers in 50 states, 3 territories and the District of Columbia.
- 2,511 readiness centers (armories) and 110 training centers across the country.
- Consists of 8 division headquarters, 6 operational commands (including sustainment and air & missile defense), and 126 operational brigades and groups; this includes 28 Brigade Combat Teams (Infantry, heavy, and Stryker), 48 multi-functional support brigades (including combat aviation, surveillance and sustainment brigades), 48 functional support brigades and groups (including military police, engineer and regional support) and 2 Special Forces Groups.
- For the fifth year in a row, the Army Guard's Military Construction execution rate has exceeded the Department of the Army's goal of 90 percent.



## By the Numbers

- 105,700 Air Guard members in 50 states, 3 territories, and the District of Columbia.
- 89 Wings and 175 geographically separated units across 213 locations.
- 72% of the facilities are located at civilian airfields.
- 1,160 aircraft in the ANG's inventory contributes to roughly 31% of the fighter capability, 38% of the airlift capability, 40% of the tanker fleet and 15% of the Intelligence, Surveillance, and Reconnaissance capability of the total Air Force.

**AIR NATIONAL GUARD  
OPERATES 17 OF 18 AEROSPACE  
CONTROL ALERT SITES  
ACROSS THE U.S.**



**"As we draw down from these wars, we need to keep the National Guard operational ... This is the best investment we've made in the past 10 years."**

**Former Secretary of Defense Leon Panetta**

# **OPERATIONAL MISSIONS**



## FY12 Overseas Mobilizations

### Army Guard

- Operation Enduring Freedom (Afghanistan) 15,993
- Kuwait, Balkans, Sinai, and additional locations 8,810
- Mobilized since 9/11 510,000

### Air Guard

- Operation Enduring Freedom (Afghanistan) 4,340
- Balkans, Sinai, and additional locations 15,160
- Mobilized since 9/11 246,680

\* The numbers include Soldiers and Airmen who supported mobilizations in support of overseas operations, some multiple times in FY12.



## Battle Ready

- Since 9/11, National Guard Citizen Soldiers and Airmen have been mobilized by the Army and Air Force more than 750,000 times in support of the overseas missions, some multiple times. This does not include hundreds of thousands called up during that same period by their states for emergency response.
- Over 115,000 former and current Army National Guard Soldiers have mobilized more than once since 9/11.
- Air Guardsmen filled over 56,000 Air Force manpower requests in FY12. Nearly 90 percent of those were voluntary.
- More than 19,500 Air Guardsmen deployed to more than 60 countries and every continent last year.
- Since 9/11, the Air National Guard has deployed almost 250,000 Airmen, including over 185,475 who have served in support of overseas contingency operations, 42,000 of which have served in Iraq and Afghanistan.
- Since 9/11, our Air Guard has flown some 290,900 sorties and over 951,220 flying hours in support of overseas contingency operations.
- Since 2001, the Air National Guard has flown more than 5,050 sorties

and logged more than 8,000 flying hours intercepting air threats to America in support of the Aerospace Control Alert mission.

- The Air Guard provided the great majority of fighter-bombers that deployed to Afghanistan during FY12, 70% of all A-10Cs and 85% of the F-16s.
- Army Guard fixed-wing crews logged 48,000 flight hours (6,000 8-hour days) hauling more than 60,000 passengers and 2 million pounds of time-sensitive and mission-critical supplies to Iraq, Kuwait, Afghanistan, Oman, Qatar, Bahrain, Egypt, Jordan, and the Horn of Africa in FY12.
- Nearly half of current Army Guard Soldiers are seasoned combat veterans, many with multiple overseas deployments.
- Eager to serve, Army Guard retention is at 99%.
- Eighty percent of our Guardsmen have joined since 9/11.
- America's investment in upgrading the National Guard to an operational force has produced Soldiers and Airmen with training and capabilities that mirror the active component.
- An experienced, equipped, and trained National Guard provides the nation a cost-effective force proven on the battle field and unequalled in domestic response.

A silhouette of a National Guard Soldier in full combat gear, including a helmet with a night vision device and a rifle, standing against a bright, hazy background.

**“There have been no finer set of Soldiers than the National Guard who have deployed here (The Sinai). They have shown flexibility, adaptability and judgment that are frankly without peer.”**

**Ambassador David Satterfield,  
Director General, Multinational Force and Observers**



## Force Rotation

Today's Citizen Soldier is likely to have deployed at least once since 9/11 with an expectation that he or she will deploy again. Currently, the Army National Guard's rotation cycle is averaging one year mobilized for every 3.3 years at home. However, the goal is to reach a ratio that allows for 5 years at home for every 1 year mobilized.

Since 9/11, annual mobilization rates have varied from about 17,000 to over 100,000 Soldiers per year out of an authorized force of 358,200 Soldiers. The Army Guard has completed more than 510,000 individual mobilizations in support of domestic and overseas missions to Iraq, Afghanistan, Kuwait, the Balkans, Guantanamo Bay, Djibouti (Horn of Africa), the Philippines, and the Sinai and other locations.

## Protection from Above

Approximately 1,200 Air Guard members conduct Distributed Command and Control, Space Control, ground and space-based missile warning, satellite command and control, and National Reconnaissance Office (NRO) operations center augmentation across the United States, on a 24 / 7 basis. These operations provide critical day-to-day and wartime national security support to Air Force Space Command's and U.S. Strategic Command's global space superiority mission.



## Positioned for Cyber

The Department of Defense is expanding its cyber security force over the next several years to defend against cyber attacks. The National Guard provides a cost effective and uniquely capable force that can provide capabilities for the DoD, homeland defense, and civil support.

- ▶ With bases and armories in more than 3,000 communities, the National Guard has relationships with owners and operators of non-DoD owned / operated infrastructure vulnerable to cyber attacks.
- ▶ In nearly every zip code, Guard members are stationed close to where cyber events may occur. As the military's first responders, Guard members can quickly assess and mitigate damage to critical infrastructure.
- ▶ State National Guard leaders possess local knowledge of cyber-vulnerable critical infrastructure.
- ▶ Many National Guard members possess highly valuable cyber skills acquired through their civilian employment and non military training.
- ▶ Nearly 8,000 Air Guardsmen perform expeditionary combat communications, expeditionary engineering and installations, base communications, cyber warfare, information operations and cyber intelligence, surveillance and reconnaissance missions for Air Force major commands.

## Creating a Joint Information Environment (JIE)

The JIE is the first step in increasing command and control in cyberspace. JIE is a secure joint information environment, comprised of shared information technology (IT) infrastructure, enterprise services, and single security architecture. The aim of the JIE is to achieve full spectrum superiority, improve mission effectiveness, increase security and realize IT efficiencies.

- ▶ The Army Guard is pursuing the consolidation of 2,998 post / camp / station networks to achieve cost benefits in all 50 states, 3 territories and the District of Columbia.
- ▶ The Air Guard is migrating 89 wings and 208 separate units to the Air Force network and expected to be complete by the end of 2013.





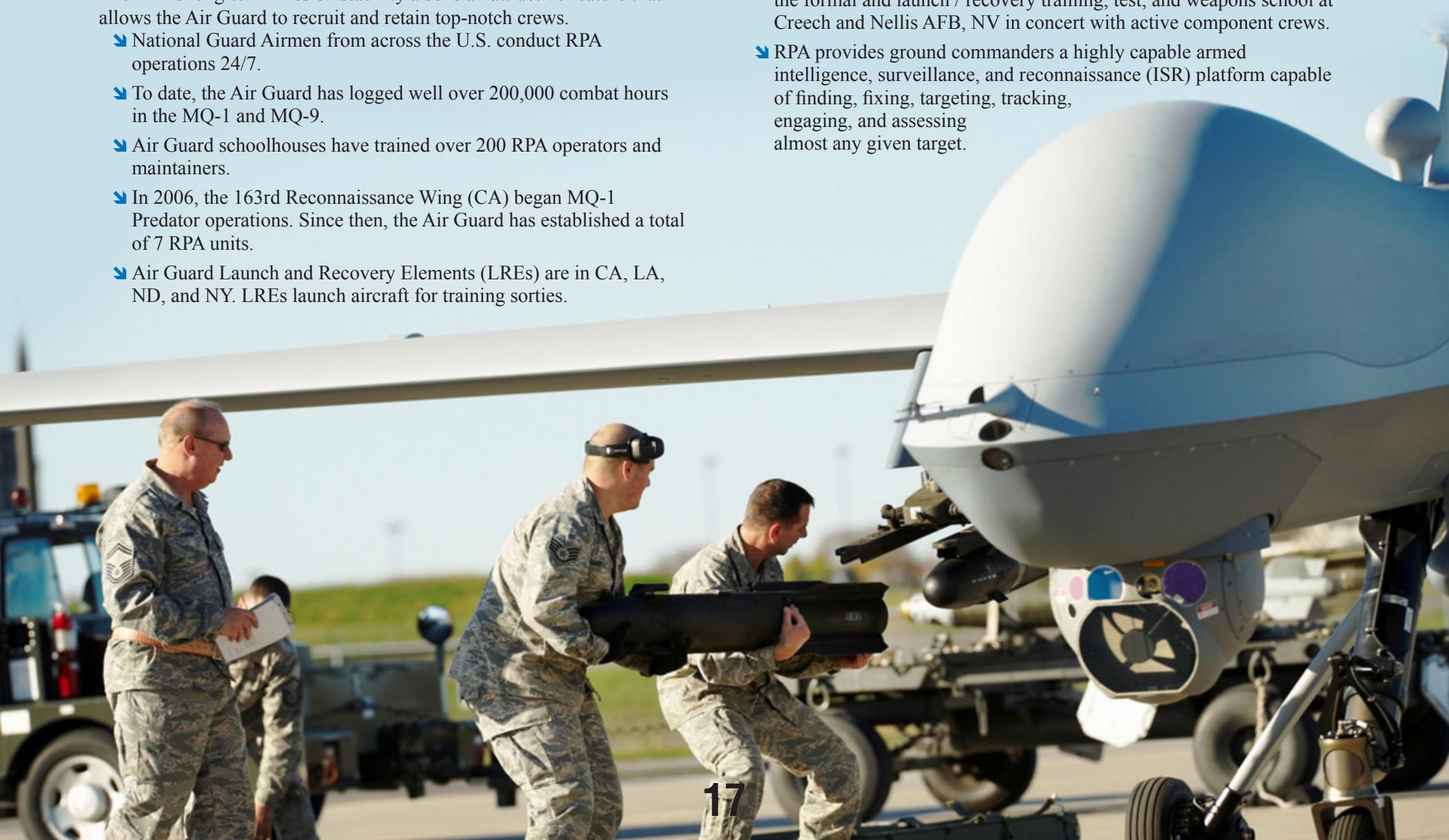
## Air Guard Remotely Piloted Aircraft (RPA)

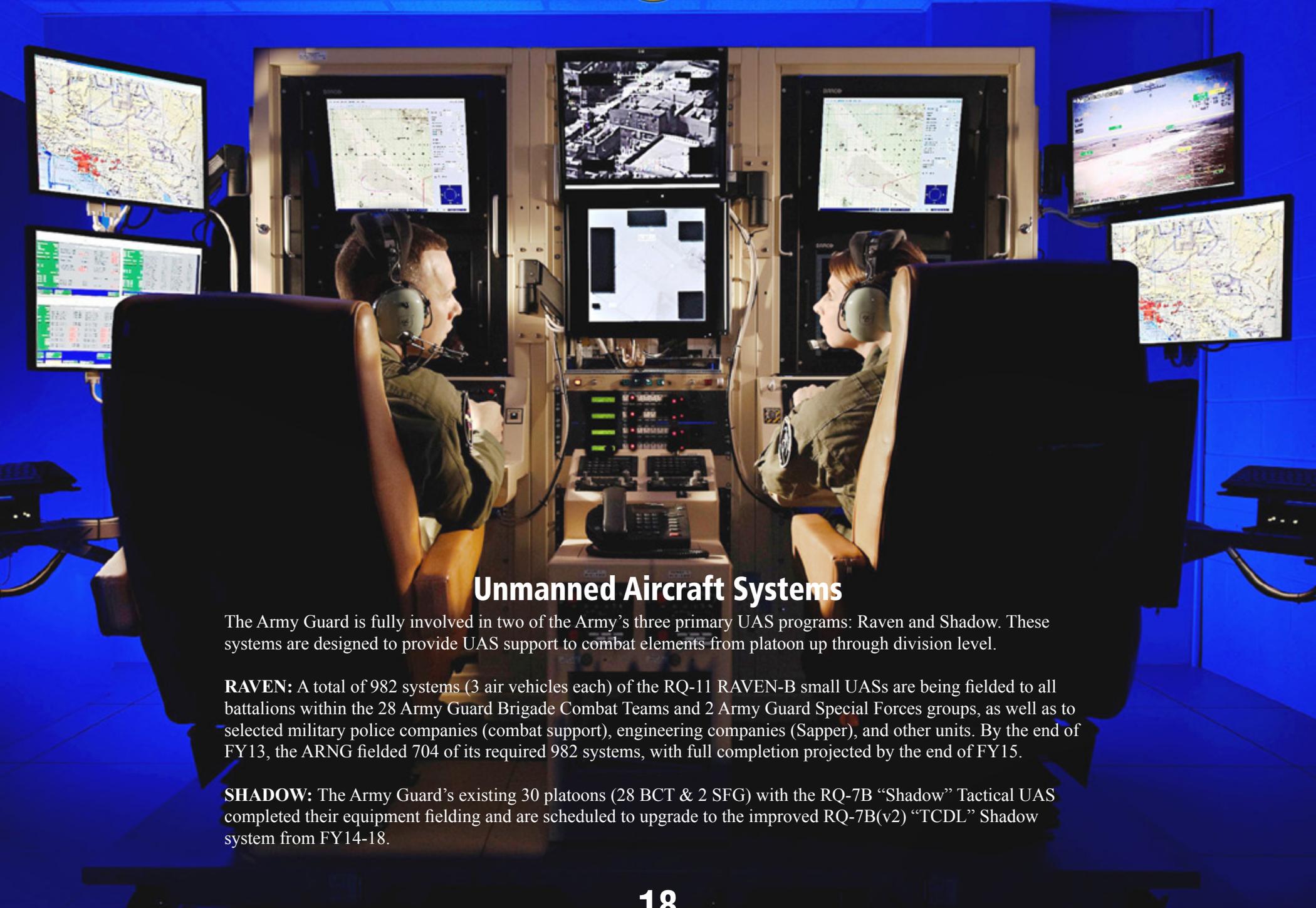
On the leading edge of RPA operations from its infancy, and armed with a highly experienced, rated aviation force, the Air Guard is postured and capable of operating any follow-on or increasingly sophisticated manned, unmanned or optionally manned aircraft.

The RPA's long-term mission stability also is an attractive feature that allows the Air Guard to recruit and retain top-notch crews.

- National Guard Airmen from across the U.S. conduct RPA operations 24/7.
- To date, the Air Guard has logged well over 200,000 combat hours in the MQ-1 and MQ-9.
- Air Guard schoolhouses have trained over 200 RPA operators and maintainers.
- In 2006, the 163rd Reconnaissance Wing (CA) began MQ-1 Predator operations. Since then, the Air Guard has established a total of 7 RPA units.
- Air Guard Launch and Recovery Elements (LREs) are in CA, LA, ND, and NY. LREs launch aircraft for training sorties.

- The Air Guard has one MQ-9 Reaper squadron at the 174th Fighter Wing in Syracuse, NY. The 174th is forecast to fly approximately 7,300 combat hours (365 combat sorties) per year.
- A Tennessee Air Guard unit is converting to the Reaper mission.
- The Nevada Air Guard boasts the only RPA associate unit supporting the formal and launch / recovery training, test, and weapons school at Creech and Nellis AFB, NV in concert with active component crews.
- RPA provides ground commanders a highly capable armed intelligence, surveillance, and reconnaissance (ISR) platform capable of finding, fixing, targeting, tracking, engaging, and assessing almost any given target.





## Unmanned Aircraft Systems

The Army Guard is fully involved in two of the Army's three primary UAS programs: Raven and Shadow. These systems are designed to provide UAS support to combat elements from platoon up through division level.

**RAVEN:** A total of 982 systems (3 air vehicles each) of the RQ-11 RAVEN-B small UASs are being fielded to all battalions within the 28 Army Guard Brigade Combat Teams and 2 Army Guard Special Forces groups, as well as to selected military police companies (combat support), engineering companies (Sapper), and other units. By the end of FY13, the ARNG fielded 704 of its required 982 systems, with full completion projected by the end of FY15.

**SHADOW:** The Army Guard's existing 30 platoons (28 BCT & 2 SFG) with the RQ-7B "Shadow" Tactical UAS completed their equipment fielding and are scheduled to upgrade to the improved RQ-7B(v2) "TCDL" Shadow system from FY14-18.



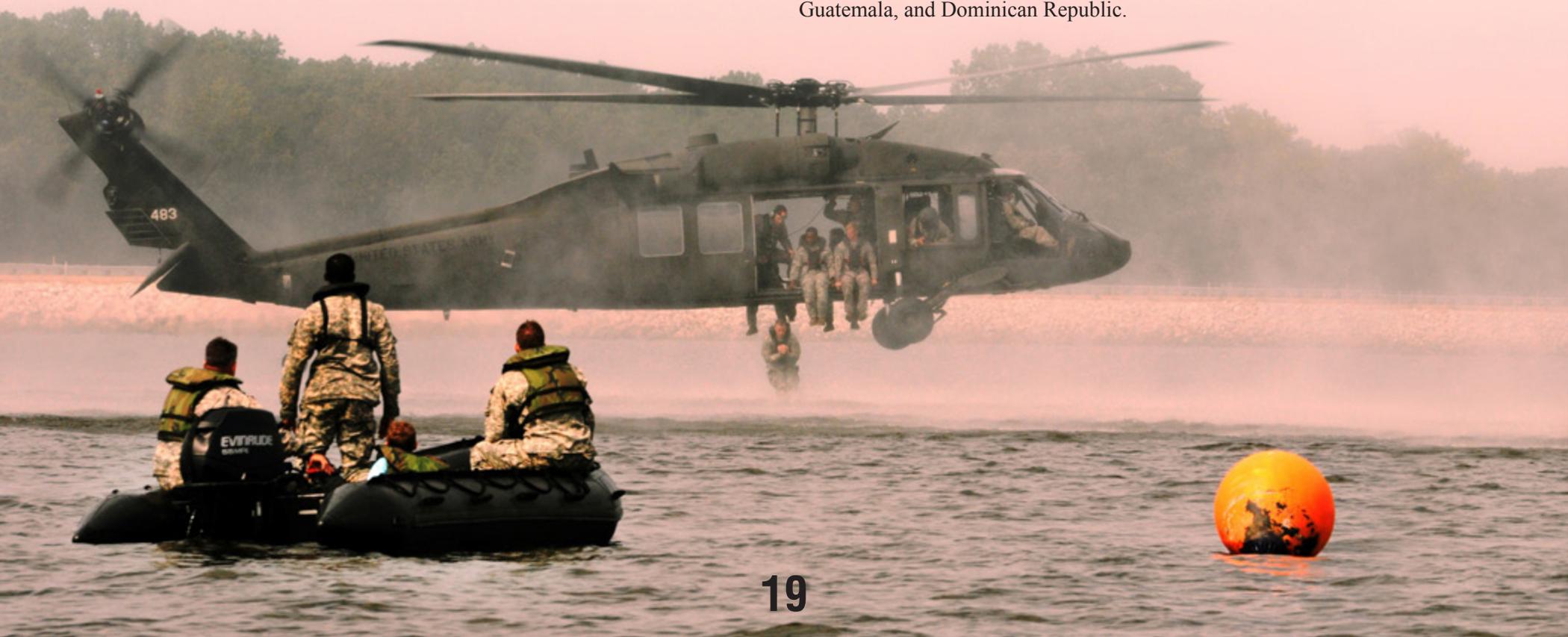
## Air Guard Special Operations

Air Guard Special Operations have supported Combatant Commanders during Operations Enduring Freedom (Afghanistan), Iraqi Freedom, Unified Protector (Libya) and Odyssey Dawn (Libya). Additionally, they supported Hurricane Katrina and Operation Unified Response (Haiti earthquake) relief efforts.

- 193rd Special Operations Wing in Harrisburg, PA flies the EC-130J and specializes in Military Information Support Operations.
- The 150th Special Operations Squadron out of Joint Base McGuire Dix flies the C-32 that supports Air Force Special Operations Command mobility operations.
- The 123rd and 125th Special Tactics Squadrons, in Louisville, KY and Portland, OR respectively, provide combat controllers, pararescuemen, and Special Operations weather teams that direct and control the delivery of lethal and non-lethal airpower, conduct personnel recovery missions, and provide weather information.

## Army Guard Special Forces

- There are nearly 1,800 Army Guard Special Forces Soldiers.
- 17 states have National Guard Special Forces units with 2 additional states containing Special Operating Forces support units.
- Mississippi Army Guard Special Forces soldiers rescued 42 adults and 6 children during Hurricane Isaac.
- Two National Guard Special Forces companies mobilized in support of an operation in Central America, while two Special Operations Detachments mobilized to Afghanistan.
- Army Guard Special Forces Soldiers conducted 12 crisis negotiation team and 5 Joint Chiefs of Staff missions in FY12.
- A battalion-sized Army Guard Special Forces element deployed to Iraq in support of Operation New Dawn in FY12.
- Army Guard Special Forces Groups supported 18 joint combined exchange for training events in the Philippines, Nepal, El Salvador, Finland, Moldova, Greece, Croatia, Algeria, Morocco, Belize, Chile, Panama, Suriname, Guatemala, and Dominican Republic.





**MANY SCHEDULED  
CONVERSIONS COMPLETED  
AND FIELDED BY FY19**

## Army Guard Aviation

### UH-72A Lakota

- ▶ The Army has approved purchase of 210 Army Guard UH-72A Lakotas by end of FY15. As of FY12, there are 125 UH-72As in the Army Guard. Lakota crews fly reconnaissance, observation, air transport, medical evacuation and aerial command and control for homeland defense and overseas operations.

### AH-64A/D Longbow Apache

- ▶ The Apache is the world's most advanced attack helicopter and continues to be upgraded using state-of-the-art technology. It is considered the U.S. military's most capable, multi-role combat attack helicopter. As of FY12, the Army Guard has 74 AH-64D Block I and 69 Block II Apaches in its inventory. The modernization of the Army Guard AH-64 fleet to AH-64D's will be completed by Sept. 2013.

### UH-60A / L / M Blackhawk

- ▶ The Army Guard's UH-60 fleet is the oldest in the Army; 50 percent of the fleet is UH-60A's averaging 29 years old. The Army Guard has a requirement for 849 H-60 helicopters (534 UH-60 utility and 315 HH-60 MEDEVAC). As of FY12, the Army Guard possessed 814 H-60s, 71 of which are state-of-the-art, digitized H-60Ms. The Army Guard is scheduled to receive the remaining 35 H-60s needed to reach the 849 requirement by FY17. The UH-60A Blackhawks are being replaced with the modern L and M models. Currently, the scheduled conversion will result in 201 H-60Ms being fielded by FY19.

### CH-47, CH-47F Chinook

- ▶ Thirty-seven of the Army Guard's 161 Chinooks are the advanced CH-47Fs (remaining are CH-47Ds). The D models are expected to be replaced with CH-47Fs by early FY18.



## Overseas Training

- Army Guard Soldiers logged more than 351,170 duty days supporting combatant command exercises, the equivalent of employing a 1,000-personnel light infantry battalion for an entire year. The exercises focused on building partnerships, providing national and security assistance, and training in how to conduct humanitarian, peacekeeping, counterdrug, and counterterrorism operations.
- The Army Guard provides over 60 percent of the Soldiers requested by the Army to support military exercises worldwide.
- Nearly 20,307 Army Guard Soldiers from 50 states, 3 territories, and the District of Columbia supported 41 military exercises in 104 partner countries.
- The Army Guard coordinated three unit and 79 individual exchanges between ARNG units and North Atlantic Treaty Organization countries in FY12.

**351,170  
DUTY DAYS  
SUPPORTING  
COMBATANT  
COMMAND  
EXERCISES**



**"The National Guard was probably our prime asset in response everywhere ... they can do a lot of things for you."**

**Andrew Cuomo  
New York Governor**



**DOMESTIC  
RESPONSE**



**NEARLY 12,000  
NATIONAL GUARD  
SOLDIERS, AIRMEN  
DELIVERED RELIEF  
AFTER SANDY HIT**

## Always Ready, Always There

- ▶ The National Guard responded to more than 100 natural disaster missions in FY12.
- ▶ Nearly 12,000 National Guard Soldiers and Airmen from 22 states and the District of Columbia to Hurricane Sandy.
- ▶ Sandy relief missions included search and rescue, damage assessment, shelter, medical support, commodity and fuel distribution, power generation, communication, aviation support, and support to law enforcement.
- ▶ Nearly 6,000 National Guard Soldiers provided security, transportation, logistics services, and aircraft for events such as the Republican and Democratic National Conventions, the G-8 and NATO Summits, and the Asian Pacific Economic Cooperation Summit.
- ▶ Ninety-six percent of all emergencies in the U.S. are handled by civil authorities or the National Guard.
- ▶ Nearly 2,100 National Guard Soldiers have provided early interdiction, aerial detection, criminal analysts, and command and control personnel to secure our nation's U.S. borders since 2010.
- ▶ Guard members from 27 states logged more than 447,000 duty days responding to flood recovery missions in FY12.



**MORE THAN 54,100  
AIRMEN SUPPORTED  
DOMESTIC OPERATIONS**

## Proven Air Guard Domestic Support

- ▶ Air National Guard C-27J, C-130, C-17 and C-5 crews from 16 units hauled more than 2,160 tons of equipment, food, water, and other needed supplies in support of Hurricane Sandy.
- ▶ Since 2005, the Air National Guard has activated more than 54,100 Airmen in support of domestic operations.
- ▶ Air Guard Personnel Recovery units have logged nearly 5,800 domestic support missions conducting search and rescue since 1993.
- ▶ Air Guard crews flying C-130s equipped with Modular Airborne Firefighting Systems (MAFFS) have flown 570 sorties and dropped more than 13.5 million pounds of fire retardant and 1.49 million gallons of water on wildfires across the U.S. in support of the National Interagency Fire Center in 2012, protecting entire towns and neighborhoods from wildfires.



## On the Border

At its peak, 1,200 National Guard Soldiers and Airmen, primarily from four southwest border states (California, Arizona, New Mexico and Texas), provided criminal analysts and ground surveillance teams for U.S. Immigration and Customs Enforcement and U.S. Customs and Border Protection since July 2010. The National Guard quickly and expertly stepped in to bolster the Department of Homeland Security's efforts to detect, deter and disrupt transnational criminal organizations.

- There are currently more than 130 Guard members on the border.
- The National Guard's border support bought the necessary time for Customs and Border Patrol to bring online more agents and equipment, and can quickly draw back down once no longer needed.
- Increased border security resulted in lower cross-border flows of people and illegal narcotics.
- Contributed to decline in narcotics trafficking.

## Counterdrug Program (CDP)

The National Guard's CDP conducted nearly 7,000 federal, state, and local missions in support of law enforcement counternarcotics operations.

The National Guard's CDP is a consistent force multiplier to law enforcement because it enables federal, state and local counternarcotics officers to better fight transnational organized crime and other national security threats.

Nationally, National Guard counterdrug specialists support state and local law enforcement agencies through detection and monitoring, criminal analysis, and civil operations missions. Globally, CDP soldiers and airmen employ these unique skills to assist Combatant Commands combat illicit drug trafficking.

The National Guard CDP has developed a resource management blueprint. Their Threat Based Resource Model (TBRM) administers funding based on measurable metrics and threats by allocating resources to states and territories based on the severity of the narcotics threat.

The CDP also expanded its scope with their new Counter Threat Finance (CTF) mission. Counter Threat Finance analysts work to deny, disrupt, destroy and defeat finance systems and networks that negatively impact U.S. interests.





*Providing civil authorities 10 critical core capabilities that save lives, protect property and help communities recover from catastrophic events*

# Essential 10

**Command and Control**

**Logistics**

**Aviation**

**Security**

**Engineering**

**Transportation**

**Medical**

**CBRN**

**Maintenance**

**Communications**





## Lifesaving Capabilities

- 10 Homeland Response Forces, totaling 5,660 Guard members.
- 17 Chemical, Biological, Radiological, Nuclear (CBRN) Enhanced Response Force Packages, called CERFPs, totaling 3,332 Guard members.
- 57 Weapons of Mass Destruction Civil Support Teams (WMD-CSTs), each with 22 full-time National Guard members, conducted in excess of 1,720 response, standby, and assist missions in FY12.

## Homeland Response Force (HRF)

The National Guard has 10 Homeland Response Forces (HRFs), one in each of the 10 FEMA

regions, with 566 personnel each. HRFs provide timely lifesaving capabilities within 6-12 hours of a chemical, biological, radiological, nuclear (CBRN) event. Each HRF operates alongside the Civil Support Teams and Chemical, Biological, Radiological, Nuclear Enhanced Response Force Packages to increase operational capabilities in response to chemical, biological, radiological and nuclear incidents.

- Provides a fast, capable lifesaving CBRN response capability.
- Bridges a gap between initial National Guard response and Title 10 (active duty) capabilities.
- Improves command and control and operational flow for deployed National Guard CBRN forces.

## Critical Infrastructure Protection (CIP)

The National Guard provides three Critical Infrastructure Assessment-Mission Assurance

Assessment (CIP-MAA) teams to evaluate the vulnerabilities of critical Defense Industrial Base sites across the United States. CIP-MAA teams assessed over 200 industrial sites and critical U.S. Government infrastructure in FY12.

## Interoperable Communications

Joint Incident Site Communications Capability (JISCC) is a rapidly deployable package that provides National Guard responders with communication capabilities required to enable effective domestic response. A JISCC package provides a mission control capability, and the ability to communicate and exchange information with federal, state and local responders, through multi-channel satellite connectivity and open Internet access. JISCC also allows Guard responders to communicate with disparate civilian radios.



**“Relationships matter more than ever. Coalitions and partnerships add capability, capacity and credibility to what we see as shared security responsibilities.”**

**Gen Martin Dempsey  
Chairman, Joint Chiefs of Staff**



**GLOBAL  
ENGAGEMENT**



## State Partnership Program

**W**ith 65 partnerships located in all six Geographic Combatant Commands, the State Partnership Program (SPP) builds enduring relationships that meet U.S. global security objectives. This innovative, low-cost, small footprint, and high impact program leverages funding from other DoD programs (such as reserve component annual training and humanitarian assistance) to deliver a significant return on investment by motivating partner countries to share in the burden of global security.

The SPP is a Department of Defense joint security cooperation program administered by the National Guard Bureau and executed by State and Territory Adjutants General that supports combatant commander and U.S. ambassador objectives.

The National Guard and its partner countries focus on small footprint activities, including exercises, rotational presence, and advisory services to achieve security objectives. The National Guard's unique state-federal characteristics make it the ideal defense department component for interacting with foreign nation active and reserve forces, and interagency partners. Moreover, by focusing engagement at the state level, SPP comes in a package that is often more appropriately scaled and more easily understood by foreign-partner military organizations that are always much smaller than our active components.

In a time of shrinking resources and evolving security challenges, the SPP presents an attractive and affordable means to engage in



critical relationship building activities that promote common understanding and purpose to address global security challenges.

## Partnership Successes

- National Guard organizations have co-deployed 14 times with SPP partner forces providing tens of thousands of troops for missions in Iraq and Afghanistan.
- 44 SPP countries have provided more than 35,000 security forces in support of United Nations peacekeeping operations.
- The SPP helps reduce the pressure on U.S. forces worldwide.
- The National Guard has established enduring and mutually beneficial relationships through 65 partnerships between American states and foreign nations that promote mutual understanding and shared purpose to advance regional security, stability and prosperity.
- More than one-third of the world's countries are partnered with the National Guard through SPP.
- The National Guard is working with combatant commanders to meet their requests for additional SPPs, especially within U.S. Africa Command and U.S. Pacific Command.
- The value of SPP lies in its ability to concentrate a small component of U.S. defense structure - a state's National Guard - on a single country in support of U.S. national security objectives.
- "The capabilities of the United States' allies and partners may be as important as its own, and building their capacity is arguably as important as, if not more than, the fighting the United States does itself." Former Secretary of Defense Robert Gates.



### Air National Guard Security Cooperation Efforts

- Provided over 1,200 personnel in security cooperation engagements supporting flying and maintenance programs to more than 20 countries to include India, Iraq, Croatia, Mexico and El Salvador.
- A primary training provider to allied and partner-nation Air Forces in all aspects of security assistance such as foreign military sales programs, combatant command support, and exchange programs; to include functional areas not found in the active component such as Modular Airborne Fire Fighting Systems.
- Supported joint terminal attack control training teams in Lebanon.

### Army National Guard Security Cooperation Efforts

- More than 20,300 Army Guard Soldiers supported security cooperation efforts such as the State Partnership Program, joint military interaction and humanitarian training missions in FY12.
- 995 personnel supported the Beyond the

Horizons humanitarian exercises in Guatemala and Honduras.

- 515 personnel supported Ulchi Freedom Guardian 2012, an annual war fighting exercise in Korea.

### Afghanistan Agricultural Mission

- Seven Afghanistan Agribusiness Development Teams (ADTs) are currently deployed to regional commands in Afghanistan.
- Deployed teams hail from Kentucky, Indiana, Nebraska, Wisconsin, Georgia, Mississippi, and South Carolina, all states with large agricultural sectors. Other states preparing to support the ADT mission are Tennessee and Idaho.
- To date, 49 teams (2,995 personnel) operated in seven provinces and contributed to more than 680 agriculture projects generating more than \$42 million for the people of Afghanistan.

- The ADTs train, advise and assist the Ministry of Agriculture employees to deliver basic services to the local farmers and herders to include building capacity in the Agriculture universities and high schools.
- Team members bring professional skill sets in agronomy (soil and seed science), irrigation, horticulture (plant cultivation), pest control, veterinary techniques, civil engineering, and energy management.
- Last February the citizens of Alingar District received 2,400 saplings as an Arbor Day education initiative. The trees (pomegranate, almond, and persimmons) were presented to village elders. Villagers currently travel great distances on foot to receive the same fruits and nuts from market vendors.
- The goal of the ADTs is to supplement current Afghan farming practices by introducing advanced farming techniques and methods already in practice in many other countries of the world.

### Brigade Partnering

Two Army Guard brigades are aligned with Combatant Commands in a non-global force management-sourced relationship by providing tactical-level planning, theater security cooperation events, command and control for exercises.

- More than 1,340 Army Guardsmen from Missouri's 35th Engineering Brigade logged 26,834 duty days in support of U.S. Army South in FY12.
- Nearly 900 Illinois Army Guard members from the 404th Maneuver Enhancement Brigade logged 17,183 duty days supporting theater security objectives for U.S. Army Africa in FY12.





# STATE PARTNERSHIP PROGRAM

Enhancing International Defense through National Guard Relationships



## U.S. European Command - 22

- Alabama / Romania
- California / Ukraine
- Colorado / Slovenia
- Georgia / Georgia
- Illinois / Poland
- Indiana / Slovakia
- Iowa / Kosovo
- Kansas / Armenia
- Maine/Montenegro
- Maryland / Estonia
- Maryland / Bosnia
- Michigan / Latvia
- Minnesota / Croatia
- New Jersey / Albania
- North Carolina / Moldova
- Ohio / Hungary
- Ohio / Serbia
- Oklahoma / Azerbaijan
- Pennsylvania / Lithuania
- Tennessee / Bulgaria
- Texas, Nebraska / Czech Republic
- Vermont / Macedonia



## U.S. Northern Command - 1

- Rhode Island / Bahamas



## U.S. Southern Command - 22

- Arkansas / Guatemala
- Connecticut / Uruguay
- Delaware / Trinidad-Tobago
- District of Columbia / Jamaica
- Florida / Venezuela
- Florida / Guyana
- Florida / Virgin Islands / Regional Security System (E. Carib. Islands)
- Kentucky / Ecuador
- Louisiana / Belize
- Louisiana / Haiti
- Massachusetts / Paraguay
- Mississippi / Bolivia
- Missouri / Panama
- New Hampshire / El Salvador
- New Mexico / Costa Rica
- Puerto Rico / Honduras
- Puerto Rico / Dominican Rep.
- South Carolina / Columbia
- South Dakota/Suriname
- Texas/Chile
- West Virginia / Peru
- Wisconsin / Nicaragua



## U.S. Africa Command - 8

- California / Nigeria
- Michigan / Liberia
- New York / South Africa
- North Carolina / Botswana
- North Dakota / Ghana
- Utah / Morocco
- Vermont / Senegal
- Wyoming / Tunisia



## U.S. Central Command - 5

- Arizona / Kazakhstan
- Colorado / Jordan
- Mississippi / Uzbekistan
- Montana / Kyrgyzstan
- Virginia / Tajikistan



## U.S. Pacific Command - 7

- Alaska / Mongolia
- Hawaii, Guam / Philippines
- Hawaii / Indonesia
- Washington / Thailand
- Oregon / Bangladesh
- Oregon / Vietnam
- Idaho / Cambodia



# **SOLDIER, AIRMAN AND FAMILY READINESS**

**"We recruit Soldiers  
and Airmen, but  
we retain families."**

**Chief Master Sergeant Denise Jelinski-Hall  
National Guard Bureau Senior Enlisted Advisor**



### Success through Diversity

The National Guard's Diversity program now has Joint Diversity Councils active in 50 states, 3 territories and the District of Columbia to provide guidance and equip Guard members to serve in a multicultural world where differences in a person's characteristics, background, attributes, and experiences are respected and valued.

Throughout the nation, more than 150 Army National Guard and Air National Guard diversity practitioners promote a diverse workforce through recruitment and training of its members.



## Wounded Soldier and Airman Care

The Army Guard currently has more than 3,100 wounded warriors in Warrior Transition Units (WTUs). WTUs are focused on healing each injured Soldier as he or she either transitions back to military duty or leaves the military to assume a productive, responsible role in society. WTUs provide non-clinical support, complex case management, and transition assistance for Soldiers of all components at medical treatment facilities on Active Army installations.

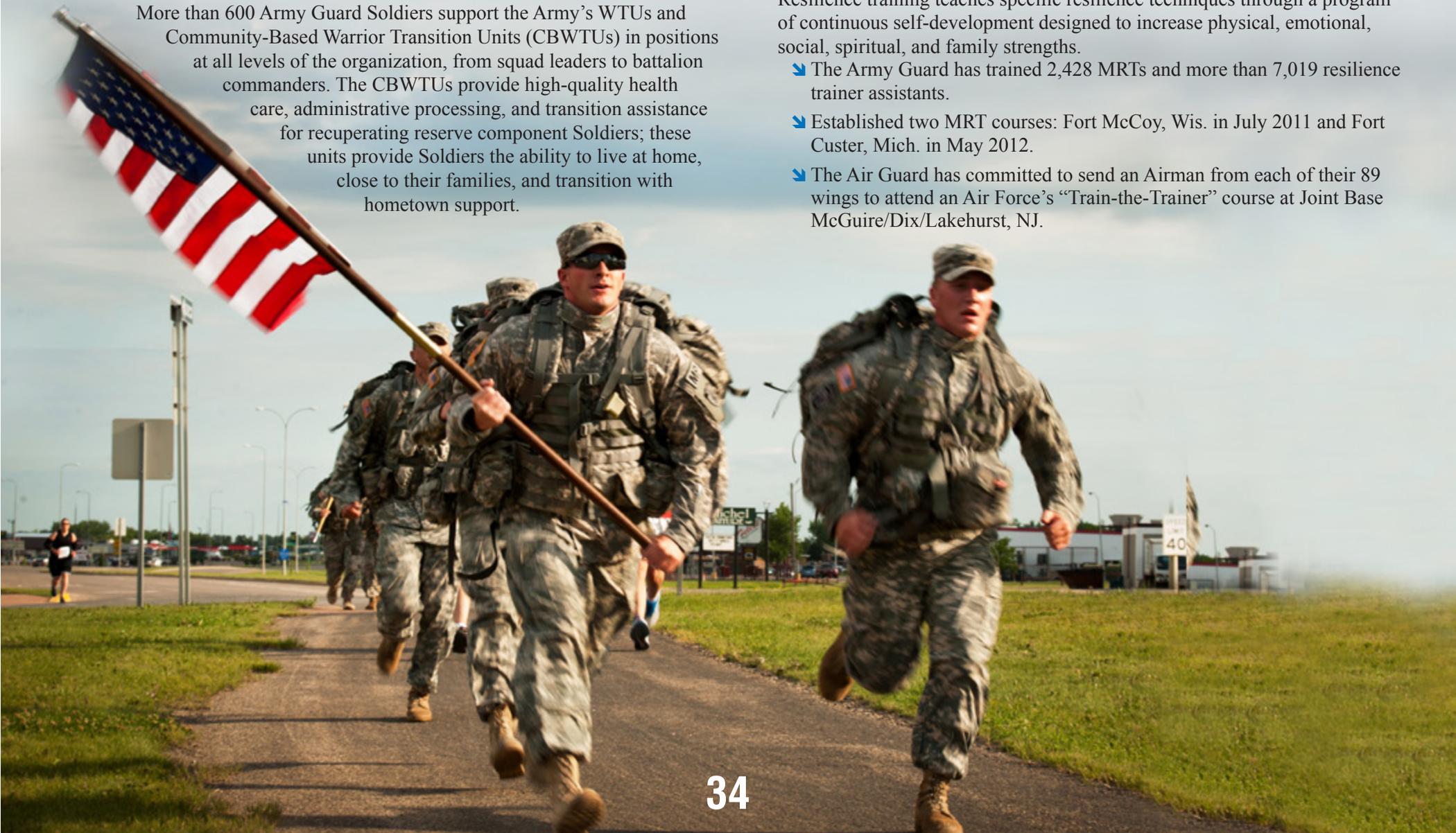
More than 600 Army Guard Soldiers support the Army's WTUs and Community-Based Warrior Transition Units (CBWTUs) in positions at all levels of the organization, from squad leaders to battalion commanders. The CBWTUs provide high-quality health care, administrative processing, and transition assistance for recuperating reserve component Soldiers; these units provide Soldiers the ability to live at home, close to their families, and transition with hometown support.

There are 260 Air Guard Wounded Warriors enrolled in the Air Force Wounded Warrior Program. Nearly two-thirds of them (172) suffer from Post-Traumatic Stress Disorder or PTSD.

## Master Resilience Training (MRTs)

MRTs serve as the commander's principle advisors on resilience and provide training as part of a comprehensive strategy to increase performance. Resilience training teaches specific resilience techniques through a program of continuous self-development designed to increase physical, emotional, social, spiritual, and family strengths.

- The Army Guard has trained 2,428 MRTs and more than 7,019 resilience trainer assistants.
- Established two MRT courses: Fort McCoy, Wis. in July 2011 and Fort Custer, Mich. in May 2012.
- The Air Guard has committed to send an Airman from each of their 89 wings to attend an Air Force's "Train-the-Trainer" course at Joint Base McGuire/Dix/Lakehurst, NJ.





## Suicide Prevention

The Army Guard trained 144 trainers in the Applied Suicide Intervention Skills Training (ASIST) program in FY12, bringing the total trained to 459. These trainers will, in turn, train approximately 35,000 gatekeepers in advanced suicide intervention skills. In FY12, ARNG trained 6,761 gatekeepers. A gatekeeper is a Soldier who, by virtue of his position, must be able to recognize people in crisis, intervene to keep them safe, and refer them to help.

## Psychological Health

The National Guard Bureau Psychological Health Program has more than 170 licensed behavioral health counselors providing clinical assessment and referral, consultation, and education and information in 50 states, 3 territories, and the District of Columbia, the 89 Air Guard wings and the Army and Air Guard Readiness Centers.

- Army Guard clinicians have screened more than 8,000 Soldiers; 2,000 were referred for ongoing care in FY12.
- Army Guard behavioral health counselors provided informal consultations to 30,000 Soldiers and family members; 1,400 of these consultations led to further psychological care in FY12.
- Army Guard counselors conducted more than 2,000 briefings and training sessions to Soldiers and their families in FY12.

The National Guard Bureau Joint Surgeon's Office (NGB-JSG) has

established a National Guard Psychological Health Program. With NGB-JSG guidance, the Army and Air Guard have placed licensed behavioral health providers known as State and Wing Directors of Psychological Health (S / WDPHs) in every Wing, state and territory.

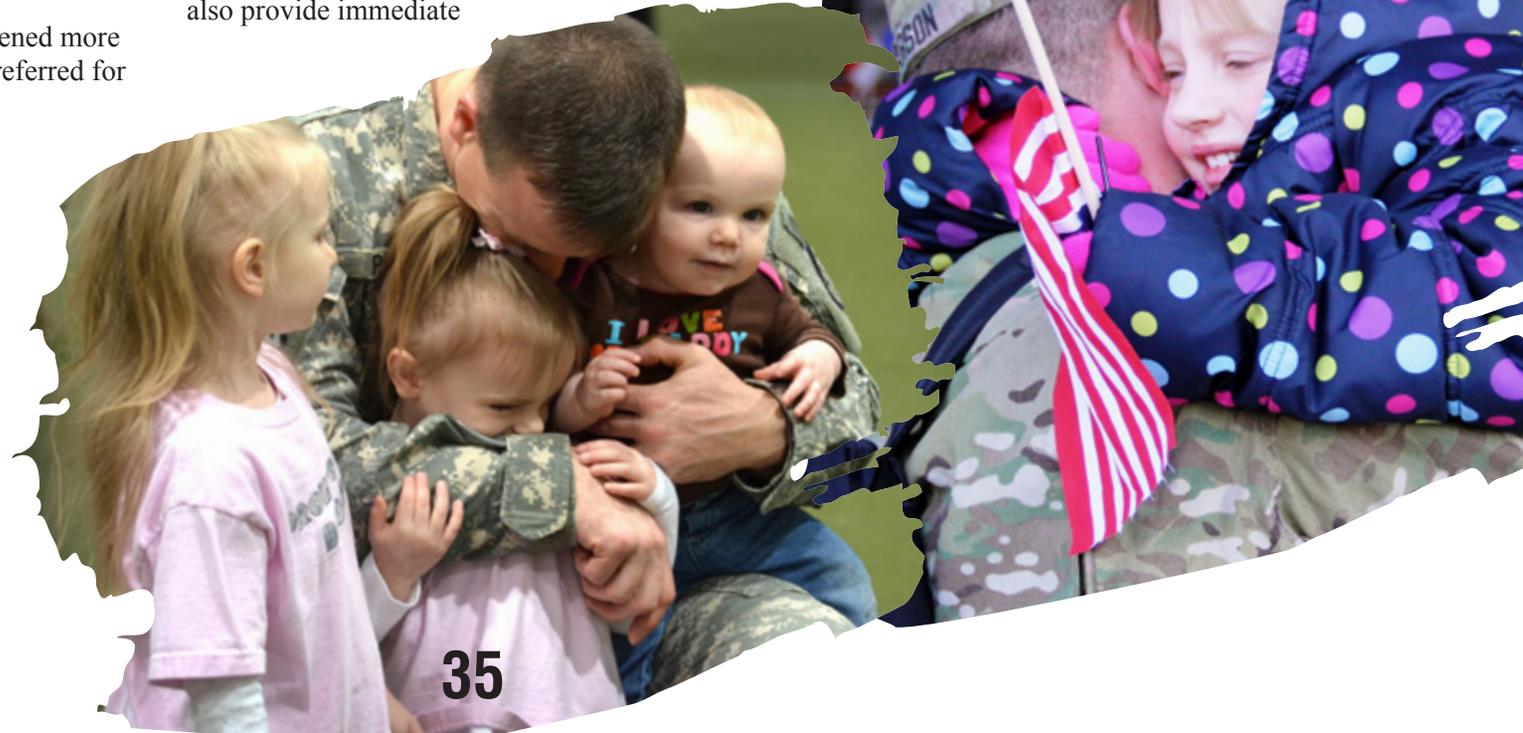
- In the last 18 months, DPHs actively mitigated 954 high risk situations; to include suicidal, homicidal and assault cases.
- DPHs are embedded advisors to leadership to promote psychological health that normalizes "help seeking" culture.
- Established suicide awareness and prevention and other support resource websites such as: [www.wingmanproject.org](http://www.wingmanproject.org) and [www.jointservicessupport.org](http://www.jointservicessupport.org)
- Aggressively promote Soldier and Wingman culture and fitness / resilience.

DPHs work for the Wing commanders, senior leaders, and others to advise leadership on psychological health issues. These counselors also provide immediate

expertise for Soldiers and Airmen as consultants for individual and family psychological issues; then offer professional clinical assessments and referrals to help navigate complex systems of care. In the last 18 months, DPHs have provided 14,177 consultations and 2,881 clinical referrals. Follow-up and case management services are also provided to ensure the behavioral health treatment received is successful.

## Yellow Ribbon Reintegration Program (YRRP)

The YRRP provides information, services, referrals, and proactive outreach to military members, families or designated representatives, and employers throughout the deployment cycle: alert / pre-deployment, deployment, and post-deployment / reintegration.





- The National Guard's YRRP matured significantly in FY12, sponsoring 1,400 events that supported 103,111 service members, and 99,809 family members or their designated representatives.
- The Army Guard conducted more than 1,200 Yellow Ribbon events that impacted more than 147,840 military families.

### Sexual Assault Prevention and Response Programs (SAPR)

The National Guard SAPR program is committed to creating a command climate that encourages victims to report sexual harassment or assault to any of the 144 trained Sexual Assault Response Coordinators (SARCs) or thousands of victim advocates in the Army and Air National Guard. These trained personnel are available to assist National Guard sexual assault victims with their reporting options and resources.

The SAPR program uses the bystander intervention prevention method that equips service members with skills to recognize situations where a potential assault may develop and to learn how to safely intervene to prevent offenders from committing sexual assaults. Commanders are responsible to take conscious steps in promoting an environment that does not tolerate sexual assault and holds offenders accountable for their crimes.

Each state Joint Force Headquarters (JFHQ) and each Air National Guard Wing, have trained SARCs in place who meet the DoD Sexual Assault Advocacy Credentialing Program

(D-SAACP) training standards for victim advocacy.

- Full time JFHQ SARCs act as the state SAPR program manager for the Adjutant General.
- JFHQ SARCs oversee the ARNG Sexual Harassment Assault Response and Prevention (SHARP) program implementation.
- Army Guard and Air Guard have D-SAACP trained victim advocates in place at the battalion and wing levels.
- The Army Guard's FY13 goal is to ensure 1,500 Soldiers receive the 80-hour SHARP program training.

### Family Assistance Centers (FACs)

Created to be "one-stop" shops, FACs exist in all 50 states, 3 territories, and the District of Columbia to provide information and referral, assistance with identification cards and the Defense Eligibility Enrollment Reporting System, assistance with TRICARE and dental issues, legal assistance, financial issues help, and employment issues referral to Employer Support of the Guard and Reserve.

- The FACs addressed more than 2 million in queries, including cases, outreach calls, and quick tracker inquiries in FY12.
- More than 300 Army Guard family readiness support assistants helped more than 430,000 family members in FY12.
- More than 11,000 youth events were held in FY12 impacting more than 45,000 youths.

- Army Guard FACs generated more than 37,594 cases, addressing issues from geographically dispersed members of all services and service components.





## National Guard Youth ChalleNGe Program

This award-winning, community-based program leads, trains, and mentors high school dropouts to become productive citizens through unique, military-inspired, and evidence-based youth development that instills youths with the skills and values necessary to become productive members of society. ChalleNGe has 34 sites in 28 states, DC and Puerto Rico, offering a five-month “quasi-military” residential phase and a one-year post-residential mentoring phase for at-risk youth ages 16-18.

- More than 8,700 cadets graduated from the program in 2012.
- Since its inception in 1993, the National Guard Youth ChalleNGe Program has given a second chance to more than 113,000 high school dropouts.
- In 2011-2012, cadets across the country performed over 565,000 hours of service to community worth an estimated \$11.1 million in lifetime public benefits.
- ChalleNGe is one of the largest mentoring programs in the United States.
- In 2012, the RAND Corporation study highlights the ChalleNGe program as having a significant return on investment by providing a return of \$2.66 for every dollar spent to operate the program.
- RAND Corporation also reports that the estimated return on investment in ChalleNGe is considerably higher than that estimated for other rigorously evaluated social programs that seek to alter the life course of disadvantaged youth.
- Based on the Alliance for Excellent Education (Nov 2011); nearly 12 million students will

dropout over the next decade, costing the U.S. about \$1.54 trillion in services and lost productivity.

## Air Guard Youth Care

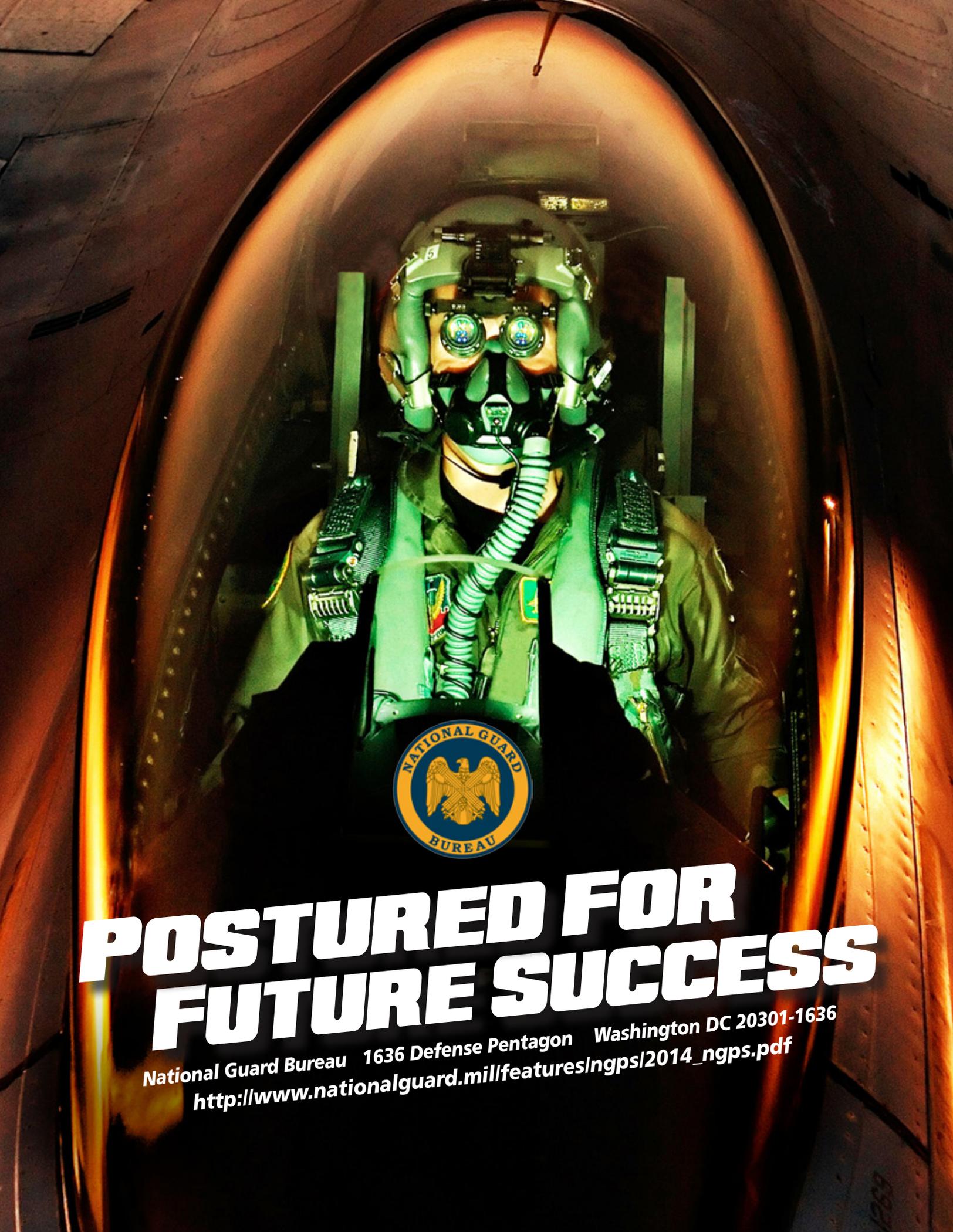
- More than 7,630 children (ages 2 weeks to 8 years) of Air Guard members across 31 units benefitted from the Home Community Care’s (HCC) in-home, no-cost child care services in 2012.
- The child care is provided by state-licensed providers in homes within 20 miles of the unit while the Guard member is attending their one-weekend-a-month Unit Training Assembly.
- More than 380 Yellow Ribbon program events were attended by over 3,200 children of Air Guard members in 2012.
- There is an Air National Guard Airman and Family Readiness Program Manager (A&FRPMs), the sole point of contact for ANG family readiness, in each of the 89 ANG wings to assist individuals and families.

## Employment Outreach

More than 1,100 Army Guard Soldiers landed full-time jobs thanks to the efforts of the Army Guard’s employment outreach section. The section helps Soldiers and their family members with resume development, job skills training, employer networks, and apprenticeship job training opportunities by helping states to leverage and synchronize pre-existing federal, state, and local employment programs and partnerships.

- The Guard Apprenticeship Program Initiative partners with the Department of Labor Office earn national certification in chosen occupations.
- The Job Connection Education Program (JCEP) improves the service members and spouses’ ability to research, obtain, and retain civilian employment through one-on-one career counseling, job skill searching, job fairs, and local employer partnerships.
- The Employment Partnership of the Armed Forces (EPAF) links service members and employers to mutually beneficial employment resources and career employment opportunities.





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