

ARMY NATIONAL GUARD

VISION & STRATEGY



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Our Operational Environment

The global environment remains complex and chaotic. The environment in which we have operated for almost two decades has presented our forces with numerous challenges. We have fought two long wars against insurgents, terrorists, proxy forces and hybrid threats comprising violent extremist organizations with state-like characteristics. Simultaneously, we performed continuous deterrence missions, conducted peace keeping and humanitarian assistance missions and provided disaster relief. Operating as part of the Total Army, the Army National Guard adapted well to this environment. We focused our training, doctrine and operations on irregular warfare, counterterrorism and counterinsurgency, against an enemy who remains tenacious and committed. We will continue to encounter such threats in the future, but they do not threaten our very existence.

As we prepare for the future what appears more likely is that the United States will face great power competition. Actions by capable powers will not be like those we have faced over the previous period of conflict. Future adversaries will present a more existential threat to our way of life. We can expect to face a contested environment against large-scale conventional forces and hybrid threats, such as non-state actors or violent extremist organizations, both of which will be supported by cyber and information warfare. To overcome them, the Army requires training and capabilities for decisive action for which preparation must begin today. Therefore, the Total Army must refocus on its core competencies while maintaining its capability to combat a hybrid threat within irregular warfare.

Although we are part of the Total Army, our roots tie us back to our communities and States. Our operational environment includes domestic challenges such as disaster response and civil disturbance. As the first military response force within the States, Territories and the District of Columbia, the scope of our dual role is broader than the Active Army mission set. We never know for which mission we will be called, so we must prepare for both. We must never forget, however, that our core charge is to fight and win our Nation's wars as a component of the Total Army.

To succeed, we must focus our readiness against the threat that has the potential to bring about the most harm to our interests, citizens and homeland. We will measure preparedness against the known capabilities of potential threats. While we cannot train for every scenario, we must prevail in the current fight while preparing for conflict against an unpredictable near-peer adversary.

Therefore, we must begin today the changes tomorrow will require. We will improve critical skills and enhance readiness with increased training and innovation in order to increase readiness and reduce post-mobilization training times.

Whether we are providing assistance to our communities or fighting to preserve American interests, we must always be prepared to conduct our mission at home and abroad. The Army National Guard has answered the call since 1636 and continues to stand "*at the ready*" to fight and win today and tomorrow.

Director's Message

The purpose of the Army National Guard (ARNG) Vision and Strategy is to articulate what our future force should look like and why, and to lay the foundation for how I intend to achieve our end state in support of the Nation and our States, Territories and the District of Columbia.

At the start of my term, I issued *Vision 2020* which described my priorities over a four-year period. During my first year, we educated ourselves about the need for change. Now we are beginning to set the conditions for needed change and achieve our readiness goals by Fiscal Year 2020. These goals are broad changes to our paradigm and are intended to chart the path for the near future and beyond.

Additionally, this updated ARNG Vision describes what the ARNG of 2030 must be in order to set the foundation out to 2050. This Vision helps us focus on the current fight while we shape for the future fight. I also offer the ARNG Strategy over a 10-year period to articulate how we will work toward the Vision.



Lieutenant General Timothy J. Kadavy
20th Director, Army National Guard

We must never forget that we are a critical part of the Nation's Army and our role is to defend our way of life and preserve our values and interests by deterring or defeating those who threaten us. Our mission is clear: to close with and destroy the enemy and to, when needed, respond to domestic contingencies. To accomplish the former, the Army employs decisive action and enables and sustains joint, unified and multinational operations. The net effect of preparedness for our combat mission provides the Governors with enhanced capability for the latter.

As the Director, it is my responsibility to ensure the ARNG has the necessary policies and resources to organize, man, train and equip to support both the warfight and our Governors.

This Vision and Strategy requires sacrifice, change and commitment that is both personal, institutional and organizational. It may require relocation or change in structure, increased training requirements for certain units and Soldier reclassification to new specialties. Building the appropriate force to fight and win the next war calls for a change in how we train. To sustain higher levels of readiness required to support Army contingency operations, certain units require additional training time, calling for a greater commitment and sacrifice by a portion of our ARNG family. The social contract that we have built with our families, employers and communities may need to be adjusted and updated. However, we are a team and must approach this effort as such to achieve our Vision and Strategy. We must, at times, place the Nation's needs above our own.



Senior Leaders' Perspectives

Through leadership and experience, we turn ARNG capacity into Army capability

The ARNG warrant officer cohort provides technical experts, integrators and managers of all Army systems and programs. We focus on manning, training and resourcing our formations to be "Warfighting-Capable and Governor-Responsive." As agile, adaptive, innovative leaders of character, warrant officers advise and mentor our organizations to turn ARNG capacity into Army capability by impacting:

Ready Forces—Using our knowledge, experience and perspective, we influence and impact unit readiness in critical mission capabilities. We stabilize and maintain core readiness and advise leaders on anticipated readiness needs.

Leader Development—Through training, education and experience, warrant officers provide technical experts and systems integrators, operational and strategic advisors, influencers and mentors. The High-Performing Leader Concept identifies warrant officers with outstanding leadership potential. Developing such individuals further establishes the warrant officer cohort as agile, adaptive and innovative leaders of character and trusted advisors.

Resilient Force—Through our inherent influence and mentorship role, warrant officers communicate the need for personal and financial readiness and provide guidance on resources available to improve resilience throughout the force. We are also poised to inform and support families and employers and to explain why ARNG is expecting an increased role in national defense.



Chief Warrant Officer 5
Peter Panos
Command Chief Warrant Officer,
Army National Guard

We must be Warfighting-Capable and Governor-Responsive



Command Sergeant Major
Christopher Kepner
Command Sergeant Major,
Army National Guard

Army National Guard Non-Commissioned Officers are a standards-based professional corps that enables fit, resilient and well-trained Soldiers to dominate and win decisively in a complex operational environment. We achieve this as a vital part of the ARNG, focused on our three Lines of Effort.

Ready Forces—NCOs are the primary trainers of individuals, crews and teams and ensure our Soldiers are experts in their core competencies. We prepare our Soldiers physically to meet the challenges of sustained combat operations in austere environments.

Leader Development—NCOs are competent, professional leaders of character. We are trained at the appropriate level of professional military education before leading. Our Soldiers are entitled to outstanding leadership, and we provide that leadership. We foster an environment of inclusion and respect that strengthens unit cohesion and develops future leaders.

Resilient Force—NCOs are everywhere our Soldiers are. Our presence prevents behaviors detrimental to Army Readiness. We will not allow sexual assault or harassment to occur in our ranks. We prepare our Soldiers for the future demands of increased readiness by communicating our role in the Nation's defense to Soldiers, families and employers. Every Soldier has a sergeant who is obligated to keep them safe by enforcing standards.

Vision

The following will guide our force in building readiness for the future. **We cannot afford to waste time or resources, nor can we allow self interests to hinder our collective responsibility to prepare for war.** This is a call to change how we think, train and operate. We must focus all of our efforts and resources to build the force the Nation needs.

Vision

We are an all-volunteer, Citizen Soldier, ready force that is 'Warfighting-Capable and Governor-Responsive' with competent leaders who provide a decisive operational reserve for the United States Army. Interoperable, disciplined, prepared and responsive, the Army National Guard is organized, manned, trained and equipped to fight and win our Nation's wars while supporting the Nation's Governors.

We will realize our vision when we achieve the following end state:

Military Readiness End State

The Military Readiness End State will be an ARNG that, as part of the Army Total Force, has successfully met all operational requirements and domestic response missions. All forces have accomplished the necessary changes to enhance readiness and are positioned to meet the future environment. We will maintain a fully trained, capable and modernized force that sustains high levels of readiness at combat-ready status as directed by the Army.

Together we will accomplish this by prioritizing our resources, setting objectives and focusing our efforts. This Vision informs and drives the enclosed Strategy as well as a separate Strategic Communication Plan. These two documents outline the organization's strategy to accomplish our strategic goals in support of National, Army and National Guard Bureau policy.

The following subordinate strategies and guidance documents form the ARNG Campaign Plan, which supports the Army Campaign Plan. The plan operationalizes the Vision and Strategy by establishing program plans of action that shape future programming and current execution. The ARNG Campaign Plan will also synchronize annual policy guidance and resource distribution to States, Territories and the District of Columbia in order to build required readiness in support of this Strategy.

- ARNG Training and Readiness Strategy and Guidance
- ARNG Equipment Modernization Strategy and Priorities
- ARNG Manning Strategy and Guidance
- ARNG Resourcing Strategy and Guidance
- ARNG Installations Strategy and Guidance



Strategy for the Future

This section outlines the strategy for how the ARNG will broadly achieve the aforementioned Vision. The ARNG's unique role within the Nation's land power is its leading position as the **Combat Reserve of the Army**, as well as the primary military **State response force** for the Nation's Governors. The ARNG will use its resources, personnel and installations to build enhanced, balanced and sustained readiness to provide the Army with necessary warfighting forces. This responsive force will provide enhanced capability for disaster relief and civil disturbance.

The ARNG, as part of the Total Army, is a force provider to the Combatant Commanders and Governors whose contingency plans rely on its readiness for success. To that end, this Strategy focuses on providing ready units in support of various plans throughout Combatant Commands, States, Territories and the District of Columbia. The ARNG of the future must maintain pace with all Active Army transformation. Modernization requires time and resources so we must initiate change today. As the Army adapts and evolves, so too must the ARNG. We must become a more ready, responsive and capable part of the Army that provides rapid mobilization and employment into any operation. Our units must focus and intensify their training towards our core competencies—Combined Arms Maneuver and Wide Area Security. The future force must be hi-tech, networked, modernized and autonomous.

For planning purposes, the future should be viewed in three periods. Period one, the current fight in

ARNG Priority Units:

- **Directed Units: Ground-based Midcourse Defense (GMD), Civil Support Teams (CSTs), Theater Support Command**
- **Armored Brigade Combat Teams (ABCTs)**
- **Stryker Brigade Combat Teams (SBCTs)**
- **Associated Unit Program (AUP)**
- **Attack Reconnaissance Battalions (ARBs)**
- **40+ Army Early Response Force (AERF) Enablers**
- **Other structure and capabilities as directed**

which we find ourselves, ends around 2025. Period two, beginning in 2025 and ending in 2035, is defined by continued unconventional threats combined with rising great power competition. This challenge may involve state-like hybrid threats and/or near-peer state threats. The third period extends to 2050 and could potentially encompass a "Total War" or unlimited war against a major peer.

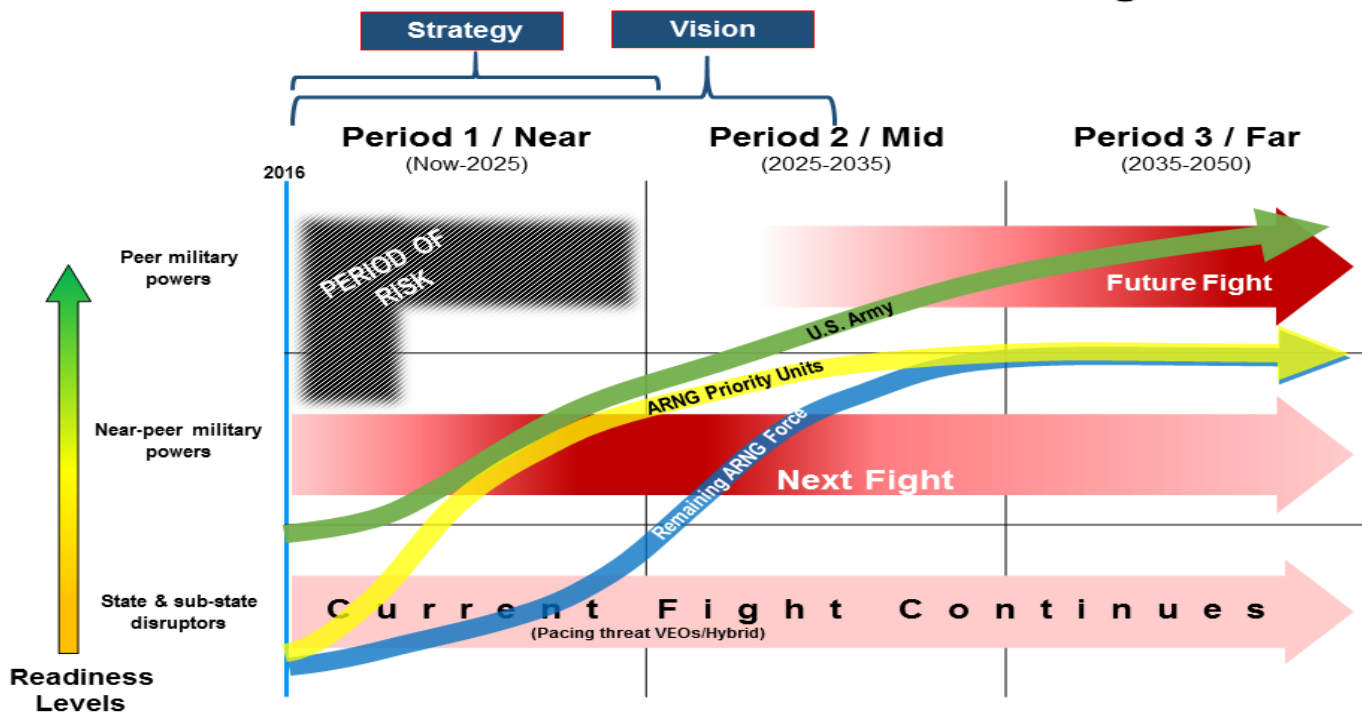
In period one, we must maintain our combat experience and enhance readiness for our rotational missions and emerging contingency operations. Additionally, we must begin necessary measures to enhance priority units' readiness to support emerging contingency missions and set the conditions and prepare for the pacing competition in period two.

To accomplish this we must reduce post-mobilization training days by increasing training and Combat Training Center rotations for priority units. We will use the Army's Associated Units Pilot Program to better integrate our formations and build Total Army readiness today rather than tomorrow. Increased ARNG readiness reduces post-mobilization training days, translating into faster relief and response capability for Combatant Commanders' planning gaps.

Period two will require us to sustain the higher levels of readiness that we achieved in our priority units. At that point, we can begin enhancing the readiness of our remaining units. At the end of this period we will see return on our investment and will provide the Army with ready units more quickly.

Accomplishing the above sets the foundation for period three. There are many unknowns for the third period, but in order for us to prepare, we must use the first two periods to shape our ability to remain a vital part of the operational force. This requires continued transformation as part of the Total Army.

How We Will Meet the Challenge



- ARNG will incrementally increase total readiness to assist the Army in reducing risk against peer military powers.
- In Period One, we will rapidly build and sustain readiness starting with priority units. This provides the Army with sufficient forces for contingency response. We will sustain normal readiness levels of our remaining units.
- In Periods One and Two we will enhance readiness of our remaining formations such as Divisions, IBCTs, Special Forces, Aviation, MEBs, Cyber, HQ units and other critical enablers.
- In Period Three we aim to sustain high levels of readiness as part of the Total Army against a peer military power.
- A strategy of balanced and sustainable readiness will produce ready & more-ready units to provide the necessary capacity and capability to meet challenges across all periods, in-line with readiness increases in Active Army units.

The ARNG must possess the following attributes to succeed:

- 1. Sustainable** across time and capable of operating in multiple domains. ARNG forces will focus their resources to build sustained readiness at higher levels to respond more quickly.
- 2. Interoperable** with the Total Army, the Joint Force and our partners (domestic and international) in order to conduct Unified Land Operations and support civil authorities.
- 3. Balanced** as a force. We must maintain the right force mix and balance our resources to provide the Army with the right capability at the right time, for the right mission and for the right environment.
- 4. Adaptive** in all that it does. We must be capable of implementing change where and when required. Operationally, our force must adapt to its environment and organizationally, our force must adapt internally to remain relevant and ready.
- 5. Expeditionary** in our mindset and structure. Our force must be capable of responding more rapidly in support of a regionally engaged and globally responsive Army. Our Militia roots embody an expeditionary nature as part of the Nation's Army.
- 6. Versatile** by bringing to bear our civilian acquired skill sets to solve complex problems.

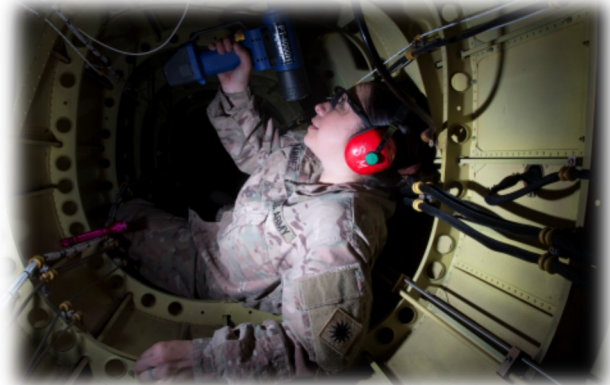
The above attributes will shape the ARNG into a more **ready force** for all operations, led by the most **capable leaders** and comprising a strong and **resilient team**.

The ARNG will achieve the following objectives (ENDS):

1. Provide the Army with ready and capable combat and enabling forces. Readiness is paramount in all that we do. We place our Soldiers, the Army and our homeland at risk when our forces do not meet readiness standards. The readiness capability that our units generate allow the ARNG to provide forces to the Army for operational missions and to Governors for domestic response.

Our Soldiers comprise organized teams of combat and enabling units. Individually, our trained and resilient Soldiers are strong; bound together as a fighting force, they are the most powerful, lethal Army in the world. As the Army's combat reserve, we must build effective fighting units, capable of delivering lethal domination over our adversaries for the Total Army Force.

Likewise, the ARNG provides the Army with an immense enabling and generating force for the Geographic Combatant Commanders, Theater Commanders and Governors. Theater opening, protection and sustainment, as well as Army support to other services, rely heavily on ARNG units. Our organization must focus on providing the Army with capabilities to transition from known rotational demands to contingency demands by building sustained, ready Brigade Combat Teams (BCTs) capable of rapid mobilization. We must also continue to focus on maintaining the readiness of our enabling force and remaining combat force.



2. Defend the Homeland. The ARNG must first and foremost, defend our home. Whether it be a foreign invader on U.S. soil, in support of citizens, interests or Territories abroad, or responding to emergencies within our communities, our forces must be ready to answer the call. We are the ARNG. We are the Army. We protect our Nation, States, Territories, the District of Columbia and our communities.

First Principles

They are the elemental truth of our organizational existence and fundamental concepts on which our efforts are focused:

Comprehensive strategy
Reduce post-mobilization

Sustained readiness
Increased training
Focused manning

Collaborative approach
Select units

To achieve operational success the ARNG will (WAYS):

1. **Build ready forces and enhance readiness by:**

- a. Focusing all training, manning and equipping on providing the Army with the right combat and enabling forces for each operational period.
- b. Reducing programs that do not produce or contribute to readiness.
- c. Building enhanced readiness of priority units in period one and sustaining through period two and sustaining standard readiness levels for the remainder of the force.
- d. Enhancing readiness of the remaining force while sustaining readiness of priority units in period two.
- e. Gaining support of readiness generators and benefactors and building consensus and understanding of what we are doing and why.

2. **Develop leaders.** We rely upon diverse leaders of character who inspire, plan and execute Mission Command in Unified Land Operations, Homeland Defense, Domestic Response and senior Army leadership engagements in support of a ready, operational force.

3. **Emphasize Army Total Force down to the lowest level.** The ARNG is a component of the Army. Every dollar we receive, piece of equipment that we operate and tactic that we use comes from the Army. We will never stray from our rich heritage or lose our identity, but we must move forward together. In every conflict throughout U.S. history in which the ARNG fought, it did so as part of the Nation's Army. Divisive language and actions weaken our force and our military. We must continue to build and promote organizational unity and celebrate both our collective and individual organizational heritage.

4. **Invest in and preserve our Soldiers.** The Army is a personnel-based fighting force and our most precious resources are our ARNG Soldiers. In order to remain the most professional and effective land power on the planet we have to take care of that resource. We must do all we can to invest in, protect and preserve the strength of our Army. This includes the network of Soldiers, their families and employers. Our Citizen Soldiers are the cornerstone of the All-Volunteer Force, and if we do not take care of them, their families and their employers, we risk their effectiveness. Soldier and family programs keep our force focused and effective.

5. **Operate in all environments.** As we face a complex world, we must be capable of not only operating in all types of geographic environments, but also across all types of warfare. History has shown when the Total Army Force focuses on only one threat or one doctrine, it places itself at risk of being unprepared. As we look to refocus on our core competencies, we must maintain the knowledge and experience that our Warriors gained over years of counterinsurgency and counterterrorism operations. We may face myriad challenges across all spectrums of conflict, and we must be ready.

Using the following (MEANS):

In executing this strategy, we must prioritize and focus our program funding on capabilities, training, personnel and equipment.

1. Soldiers. A diverse group of motivated, selfless, patriotic citizens who are physically able, educated and willing to defend their Nation. Our country was built on the dedication and sacrifice of its Citizen Soldiers, and our force reflects the fabric of our society and its many cultures and communities. The fighting strength of our force is empowered by freedom and each Soldier knowing they are equal and valued in our proud organization.

2. Resources. Every dollar, training day, piece of equipment and Soldier counts. We must program and plan for the right resources in order to provide our units with the right training, manning and equipping to meet our objectives. We must capitalize on the parity and interoperability that has been built over 15 years of war.

3. Full-time Support. Full-time support is critical to sustaining a foundation for executing Army programs and building ready units. Our resources must be directed to provide the necessary support for our priority units' training while not compromising the training of the remaining force. However, risk within non-deployable generating force units which do not contribute to readiness is acceptable and in some cases necessary.

4. Resilient Force. The resiliency of our force means the resiliency of every Soldier, family and employer—critical ingredients to our readiness. Family and employment stability is directly correlated to optimizing our Soldiers' performance in training or combat—and consequently, our readiness. Every leader must keep engaged in the care of our force's physical and mental health. Leaders must also live and emphasize a warrior-athlete culture to keep our force strong and motivated to train and deploy, while maintaining their concern for employers and every family—relationships which are an integral contribution to our mutual defense of this Nation.

5. Installations. Our infrastructure and installations, comprising 25,000 buildings across 3,000 sites, support the above priorities. The ARNG faces an enormous modernization and maintenance challenge due to years of inadequate funding. We will continue to work closely with Department of the Army to ensure we are nested and funded with national readiness objectives. We must further invest in our infrastructure and installations in order to enable unit readiness to perform our dual mission requirement. Consideration should also be given to position our Readiness Centers to support the Nation's changing demographics.



Risk

The greatest risk to this strategy is a lack of adequate resources and available manning. Programs that do not appropriately support training, personnel or combat readiness must be reassessed. Every dollar counts, so the organization must be prudent in the programming, budgeting and execution of its resources. In order to build readiness in our priority designated units while maintaining foundational readiness levels in the remaining force, we must improve accountability measures that more precisely control achievement with those resources. While we optimize resources for the readiness of priority units, we will still rely on consistent and predictable funding to further mitigate risk.

Future resource risk lies in periods two and three with regards to sustaining higher levels of readiness in the priority units while still enhancing the readiness of the remaining combat and enabling forces. These initiatives will likely require examination of future programming implications.

Future manning challenges present added risk. Increased training commitments for a portion of the force may likely stress some formations to the limit. Although the ARNG successfully met manning requirements as an operational reserve, it did so during wartime conditions with added resources and personnel incentives. Maintaining high operational and training tempo in the absence of combat presents a risk to our manning. We accept this risk and can mitigate it by placing diligent and skilled leaders at every level of our organization. Our leaders will face the need to balance the complexity of manning units while ensuring they do not degrade the readiness they build— all while facing operational commitment levels that are necessary for a Total Army that must be prepared to defend the Nation. To ease some of this balance for leaders, we will mitigate some of this risk by providing certain priority units with higher levels of manning. However, we will also be required to innovate—via marketing and incentives—to recruit and retain the force of the future. Predictability is crucial to maintaining manning levels.

In the short-term, as part of the Total Force, the ARNG will accept risk in areas of modernization in order to build necessary readiness. This sacrifice, however, cannot last long as modernization is time intensive. The ARNG must account for the time lag involved in the development and acquisition process and maintain pace with the active Army. Doing so today will build a better ARNG and Army for tomorrow.

Conclusion

Readiness is Our Number One Priority and all others must contribute to that end. Collectively, these priorities will result in a **Resourced and Modern** ARNG that is **Warfighting-Capable and Governor-Responsive**.

Implementing this Vision and Strategy will put the ARNG on the right path to meet the needs of the Army and Governors today, tomorrow and well into the future. Our purpose is much larger than our own self-interest. We have a collective obligation to provide the Nation, its Army and our communities with the best manned, trained and equipped force in the world. By focusing our resources and priorities to meet the objectives I have outlined, we will meet our end state and ultimately achieve my vision for the future of the ARNG.

CITIZEN SOLDIER, AT THE READY



General John William Vessey, Jr. 1922-2016

In the year after his passing the ARNG honors the life and work of "the Guard's first four star," General Vessey. A consummate combat leader, he rose from Private to First Sergeant in the deserts of North Africa during World War II and received a battlefield commission on the beachheads of Anzio, Italy. He continued to fight in the jungles of Vietnam, Thailand and Laos; served as the Army's Vice Chief of Staff; and ultimately as the 10th Chairman of the Joint Chiefs of Staff. He had the vision and tenacity to rebuild, refocus and ready the United States military to meet the Soviet threat during the height of the Cold War. His exemplary commitment to change sets the standard for all Guard leaders.

