



2013 NATIONAL GUARD BUREAU

POSTURE STATEMENT

SECURITY AMERICA CAN AFFORD

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"Allowing the National Guard to regress back to a Cold War-style strategic force would damage U.S. national security."

—Center for New American Security

EXECUTIVE OVERVIEW

General Craig R. McKinley
Chief, National Guard Bureau



General Craig R. McKinley

Chief, National Guard Bureau



NATIONAL GUARD EXECUTIVE OVERVIEW

The National Guard is the DoD's most cost effective component

- ▼ National Guard members serve for one-third the cost of their active duty counterparts
- ▼ For 11% of the Army budget, the Army National Guard provides 32% of the Army's total personnel and 40% of its operating forces
- ▼ For 6% of the Air Force budget, the Air National Guard provides 19% of the Air Force's total personnel and 30-40% of the Air Force fighter, tanker and airlift capacity
- ▼ ANG operates and trains in one-fourth the space at one-tenth the cost of an active duty installation
- ▼ National Guardsmen serve longer and retire later than their active counterparts, maintaining expertise and increasing the value of the training
- ▼ An "as-needed" force, nearly 85% of the National Guard is part-time
- ▼ National Guardsmen respond to the vast majority of all emergencies in the United States
- ▼ The ANG has access to \$12 billion in community infrastructure (civilian airports) for \$120 million per year
- ▼ The ANG operates for less than two cents of every dollar spent on defense

Security America Can Afford

For 375 years, the National Guard has played a significant role in maintaining peace and security for our states, territories, the District of Columbia and the nation. I am very proud of our rich heritage and our present day resolve as we continue our role in the preservation of the ideals upon which our country was established.

Today, we are faced with a historic opportunity as we stand at the confluence of a new fiscal environment, the transition from combat to stability operations and a new military strategy. This convergence is leading to new defense-wide budgetary realities and challenging our decision makers as they formulate difficult spending choices that are sustainable and keep America safe and secure.

Today's global security environment is characterized as having asymmetric threats which pose danger to the United States. In light of this, we must remain vigilant and capable. The United States faces greater security challenges today than at the end of the Cold War, the last time the military was significantly downsized. Therefore, we must look beyond simple cost accounting methods calling for across the board spending reductions. This



method was used in the past and it did not serve us well. The result was widely characterized as a hollow force. Our new military strategy ensures we will not risk a hollow National Guard in the future.

Congress recently validated the National Guard's critical role in defense of this nation both at home and abroad by passing the 2012 National Defense Authorization Act (signed into law Dec. 31, 2011). One of the provisions formally designated the Chief of the National Guard Bureau as a statutory member of the Joint Chiefs of Staff. I am extremely honored to represent the more than 460,000 men and women of the National Guard as the first National Guard Bureau Chief to join the Joint Chiefs of Staff. I stand ready to continue working alongside the other Joint Chiefs to provide our nation's senior leaders with a broader picture of the National Guard's responsibilities and capabilities.

The past ten years brought vast improvements in the overall training, equipping, and readiness of our force. This reality, combined with significant combat experience, has created a "dividend" in the National Guard. We have the most proficient, capable, accessible, and battle-tested National Guard in the history of the United States. Failure to continue the reliance on, and modernization of, the National Guard would squander a decade's worth of progress and result in an enormous loss of experience and capability.

By capitalizing on past investments, the National Guard is one of the best options available for our nation to concurrently preserve military capability, capacity, and depth, while

helping to decrease overall defense expenditures. The Department of Defense recognizes the National Guard as an irreplaceable and cost-effective element of the Total Force. As such, Army National Guard and Air National Guard members have become fully integrated into Army and Air Force operations.

The National Guard provides a cost effective, proven solution to our country's budgetary crisis while helping to ensure our security. More importantly, the National Guard adds value beyond the budget ledger by investing in the safety and quality of life of our communities. Fully integrated into over 3,000 communities across the country and embedded into the fabric of America, the National Guard is America's force of first choice for homeland emergencies as well as our nation's strategic and operational hedge.

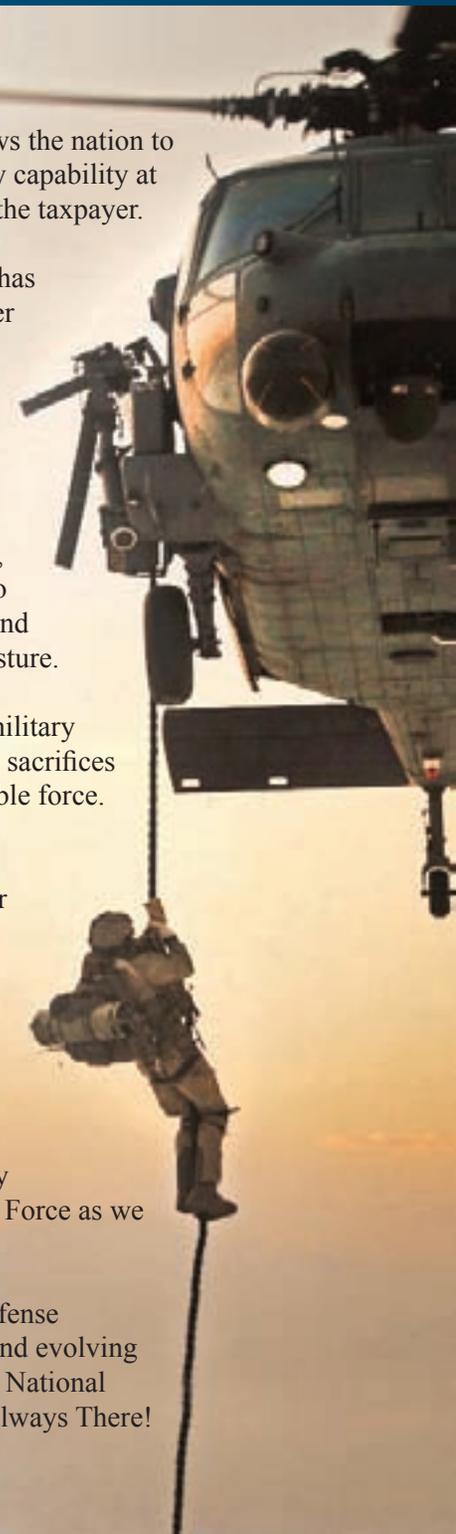
The new fiscal realities facing the Department of Defense offer an opportunity to review what the National Guard has contributed over the past decade, but more importantly, where the National Guard will be ten years from now. With sizable defense funding and force structure reductions on the horizon, the National Guard offers America not only affordable defense, but also a "reversibility" option -- a strategic hedge for unforeseen world events which could dictate a change of course for our nation's military strategy. When it comes to world events, not even the best and brightest can fully predict what the future will look like. There must be sufficient depth in National Guard force structure to ensure we are a credible strategic hedge for the nation. Subsequently, as the nation confronts new fiscal realities the National Guard is a great insurance policy for the unanticipated.

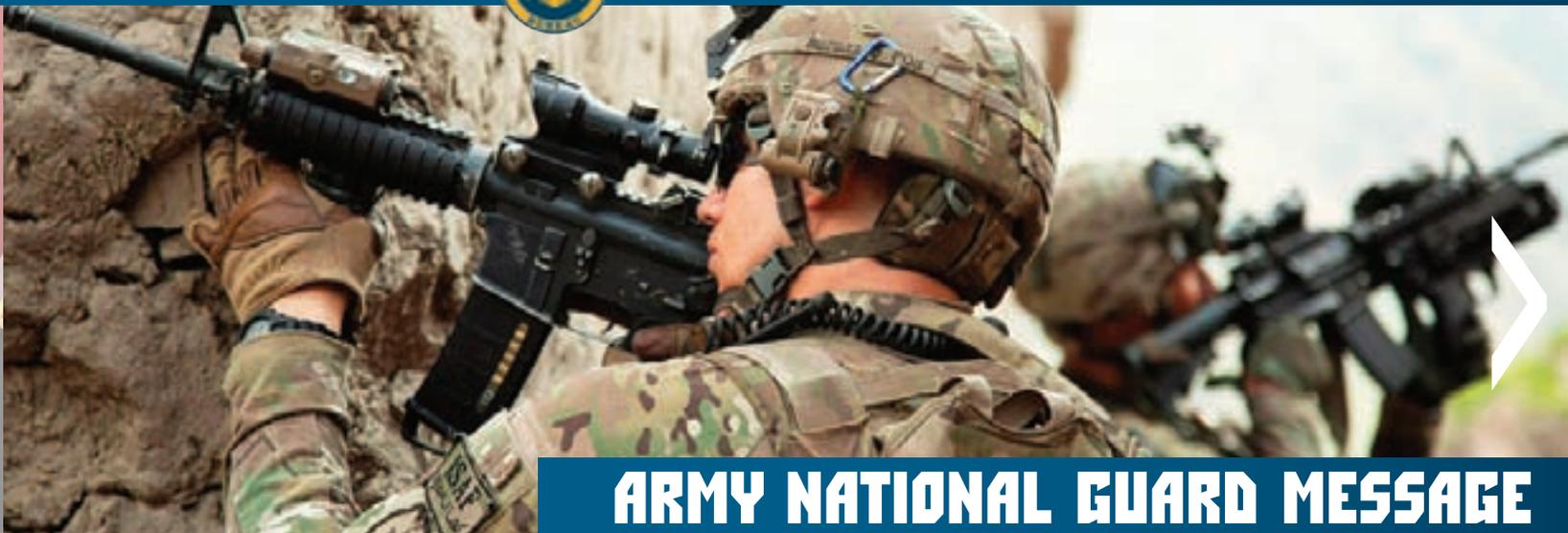
The National Guard allows the nation to maintain a robust military capability at the least possible cost to the taxpayer.

The military community has made many sacrifices over the past decade -- indeed over the course of our entire history. For the National Guard, many of these sacrifices mirror the achievements of our active-duty counterparts', while others are unique to the reserve components and our community-based posture. Our fiscal environment demands that the entire military family continues to make sacrifices in order to sustain a capable force.

The National Guard has reaffirmed its value to our parent services and to America. We must now begin to embrace the opportunity at hand by ensuring we continue to be capable, fully integrated components of the United States Army and the United States Air Force as we prepare for future threats.

As the Department of Defense transforms to meet new and evolving mission areas, so will the National Guard. Always Ready, Always There!





ARMY NATIONAL GUARD MESSAGE

Director, Army National Guard
Lieutenant General William E. Ingram Jr.

Always Ready, Always There

- ▼ 358,200 Citizen Soldiers in 50 states, three territories, and the District of Columbia
- ▼ 2,800 readiness centers (armories) across the country
- ▼ Provides nearly 32% of the Total Army force
- ▼ Consists of 8 division headquarters and 128 brigades; this includes 28 Brigade Combat Teams (infantry, heavy, and Stryker), 52 multi-functional brigades (including combat aviation, surveillance, and sustainment brigades), and 48 functional brigades (including military police and chemical)
- ▼ Increased number of Soldiers medically available for deployment by 3%

Poised for future challenges

Our nation has endured a decade at war relying upon an all-volunteer force. Despite the challenges this has presented, we continue to see young people who want to join the Army National Guard, along with an impressive retention rate among those who are already serving. Army Guard Soldiers continue the proud tradition of serving both our local communities and our nation at home and around the world. In 2011 alone, Citizen Soldiers responded to floods, wildfires, tornadoes, and hurricanes, while deploying overseas in support of peacekeeping, humanitarian relief and combat operations.

Each mission enhances our value, showcases our vigilance, and sharpens our capabilities. More than 80% of our Soldiers joined the military after 9/11 and more than 50% are now seasoned combat veterans. We plan to retain this level of experience by keeping our troops trained, ready, and resilient to the stresses that they experience.

Our heart-breaking suicide rate profoundly alarms us, and senior leaders are aggressively addressing this mental health challenge. We developed creative programs to build resilience and our determined staff of mental health professionals and volunteers provide a supportive network of friends and family members to our Citizen Soldiers in need.

The Army Guard functions as an accessible and experienced operational force, providing trained and ready Soldiers from each of our 50 states, three territories, and the District of Columbia for domestic and international missions. We continue to maintain our end-strength up to the Congressionally-authorized level of 358,200. As of Oct. 6, 2011, the Army Guard has completed nearly 488,000 Soldier mobilizations in support of overseas missions since 9/11. Worldwide deployments have included Iraq, Afghanistan, the Balkans, Guantanamo Bay, Djibouti, the Sinai, and other locations across the globe. Domestic operations include counterdrug missions, support



for U.S. Customs and Border Protection on the southwest border, and state active duty missions under the command of our governors.

National Guard Soldiers exemplify a unique blend of civilian and military skills that our active component counterparts do not possess, enabling them to conduct a wide spectrum of civil-military missions with exceptional effectiveness. Our Soldiers include: 5,798 emergency first responders (firefighters, law enforcement, emergency medical technicians, emergency analysts); 5,503 pilots, 5,186 educators; 3,655 medical professionals (not including emergency medical technicians); 2,804 truck drivers; 2,655 engineers; 2,296 mechanics; 1,794 cooks; 1,402 sales associates; 1,119 agricultural specialists; 778 legal professionals (lawyers/attorneys, prosecutors, judges,

bailiffs, paralegals, law clerks, legal advisors); and 511 plumbers. Our agribusiness development teams are proof positive of the successful merge of civilian skill sets and military occupational specialties. These teams help Afghan farmers grow their agriculture base by using techniques from the heartland of America in order to build a more stable Afghanistan.

Since 9/11, the Army has allocated more than \$41 billion to equip the ARNG with critical new equipment and capabilities. As a result our on-hand percentage for all equipment and capabilities. As a result our on-hand percentage for all equipment has increased to 88%. The Army Guard executed a Military Construction budget

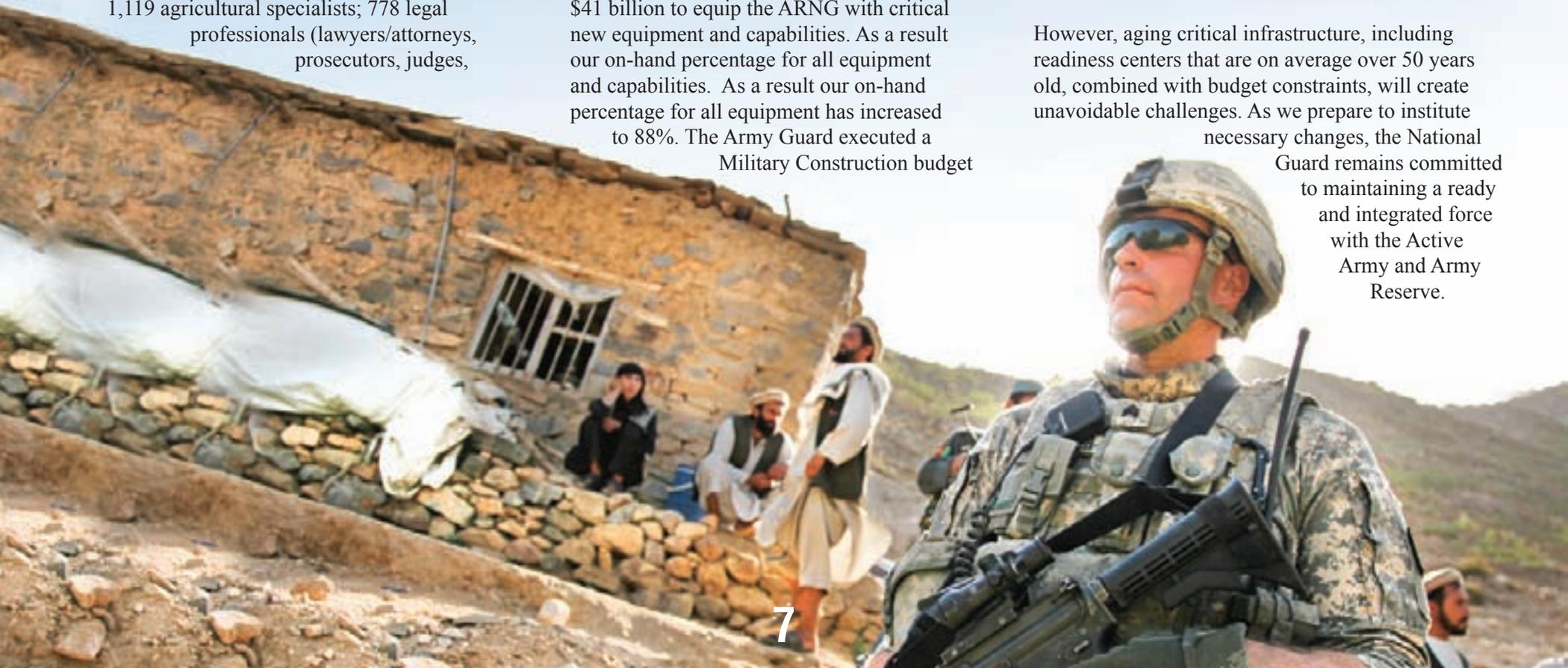


of \$873.6 million across 48 projects in 32 states and territories, achieving a fund execution rate of over 90% in FY11. This is the fourth consecutive year that the Army Guard has achieved this level of execution. We have replaced or modernized 15 readiness centers and constructed 13 training ranges and facilities to support unit rotation requirements and unit

readiness. In addition, we have renovated six aviation facilities and replaced or modernized nine logistics facilities to support equipment upgrades.

However, aging critical infrastructure, including readiness centers that are on average over 50 years old, combined with budget constraints, will create unavoidable challenges. As we prepare to institute necessary changes, the National

Guard remains committed to maintaining a ready and integrated force with the Active Army and Army Reserve.





AIR NATIONAL GUARD MESSAGE

Director, Air National Guard

Lieutenant General Harry M. Wyatt III

Indispensable and Accessible

- ▼ 106,700 Air Guard members in 50 states, three territories, and the District of Columbia
- ▼ Community-based facilities provides America immediate regional support at less cost than large military installations
- ▼ Costs taxpayers less than two cents of every dollar spent on defense
- ▼ Operates 17 of 18 air defense alert sites across the U.S.
- ▼ Boasts the highest retention rate of any Active or Reserve service
- ▼ Filled nearly 90% of all manpower requests with volunteers

Proven, cost effective air power

For more than two decades the United States Air Force has provided the “proof of concept” for how our military can operate as a Total Force. Our Air Guardsmen have demonstrated their commitment to this concept and are indispensable to the Air Force’s Total Force effort. The world is a very different place today than when Secretary of Defense Melvin Laird established the Total Force in August 1970, but the underlying principle of the Total Force remains true: the nation can maintain defense capabilities at less total cost through a careful and thoughtful balancing of Active and Reserve Component forces.

As the 2010 Quadrennial Defense Review concluded, effective use of the Guard and Reserves “will lower overall personnel and operating costs, better ensure the right mix and availability of equipment, provide more efficient and effective use of defense assets,

and contribute to the sustainability of both the Active and Reserve components.” It is time for us to settle and move past the cost comparison debate and begin making decisions based on this new environment of austerity we find ourselves navigating.

Last fiscal year Air Guardsmen, 89.5% of those whom volunteered to serve, filled almost 56,000 manpower requests. On March 17, 2011, as the United Nations Security Council debated the Libyan no-fly zone resolution, Air National Guard aircraft and air crews were already en route to Forward Operating Bases to await orders.

Air Guardsmen have deployed to support contingency operations in Iraq and Afghanistan, provide air logistics support to the National Science Foundation in Antarctica, and help to defend U.S. interests on every continent around



the globe. As demands upon the U.S. Air Force expanded beyond flight operations in Iraq and Afghanistan, Air Guard men and women were there, providing medical assistance, explosive ordnance disposal experts, security forces, and other combat and support capabilities.

The Air National Guard's contribution encompasses more than just overseas contingencies; our Air Guardsmen provide critical support to homeland defense and civil authorities. On October 1, 2011, Air Guard men and women were actively engaged in homeland defense and support to civil authorities. These missions included protecting American skies through the Aerospace Control Alert mission, assisting with critical infrastructure protection and assisting their local communities with disaster recovery in North and South Dakota,

Missouri, and Nebraska. Almost 600 Air Guardsmen supported local and national counterdrug programs, and 121 Airmen assisted the U.S. Border Patrol on our southwest border. Air National Guard C-130 crews, equipped with Modular Airborne Fire Fighting Systems, dropped 20,000 gallons of fire retardant on Southwest fires in support of the National Forestry Service, part of more than 360,000 gallons dropped during the entire wildfire season.

Air Guard members want to continue their service to their country, state, and local community. These men and women are very proud of the National Guard's 375 years of service, but they also understand that the nation's needs are changing. They are dedicated to ensuring the Air National Guard remains an

essential and cost effective element of the Total Force.

For the Air National Guard to be effective, it must have equipment capable of performing the mission and the ability to integrate seamlessly into joint operations. Investment in the Air National Guard is as good a business decision today as it was at the dawn of the Total Force in 1970. For less than two cents of every dollar spent on defense, the Air National Guard provides 35% of the Air Force's capability. There is no better value for fielding air power to both our nation and its governors.

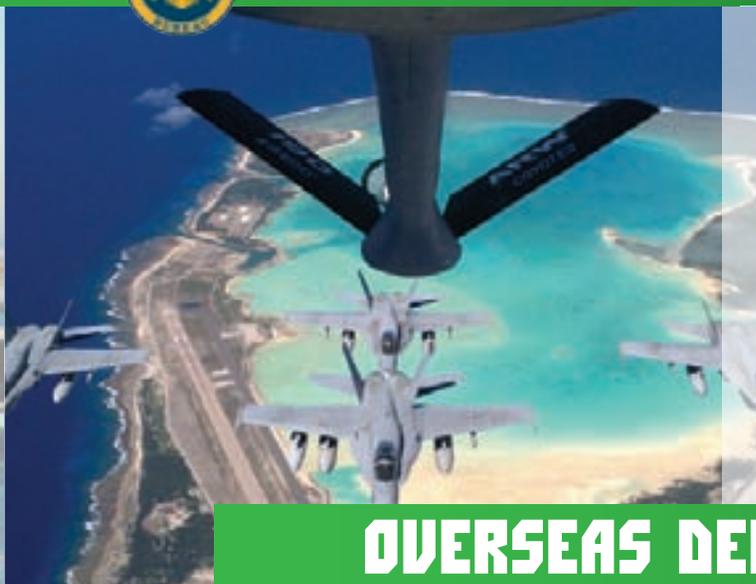


“There have been no finer set of Soldiers than the National Guard who have deployed here. They have shown flexibility, adaptability and judgment that are frankly without peer.”

— Ambassador
David Satterfield,
Director General of the
Multinational Force and
Observers

OVERSEAS DEFENSE MISSION





OVERSEAS DEFENSE MISSION

BATTLE READY:

- ▼ Since 9/11, National Guard Citizen Soldiers and Airmen have been mobilized more than 660,000 times in support of the overseas and domestic missions, some multiple times
- ▼ Over 115,000 former and current Army National Guard Soldiers have mobilized more than once since 9/11
- ▼ When the United Nations Security Council declared a no-fly zone resolution over Libya, Air National Guard aerial refueling aircraft and crews were the first to respond, providing 14 of the 24 tankers
- ▼ Air Guardsmen filled over 56,000 Air Force manpower requests in FY11. Nearly 90 percent of those were voluntary
- ▼ More than half of National Guard members are now combat veterans
- ▼ More than 19,500 Air Guardsmen deployed to more than 60 countries and every continent last year

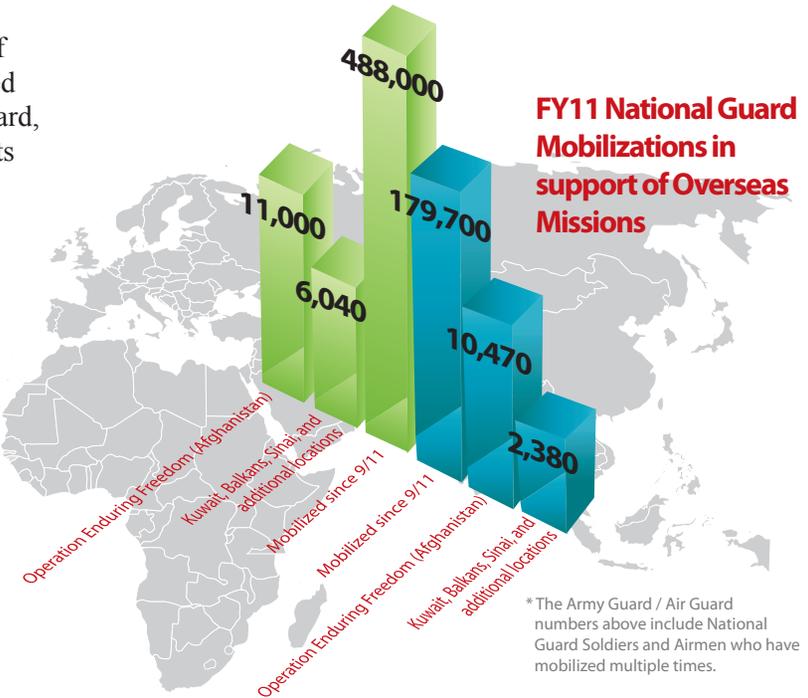
Structured for the Future

The National Guard has structured itself for the future. As an operational force, the National Guard is the most cost-effective means of adjusting capability to respond to changing demand. The active component structure generates high costs regardless of the demand for forces. A flexibly resourced operational force, such as the National Guard, can meet our national security requirements efficiently in an era of uncertainty and declining defense resources.

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.

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. To support national security needs, the Army National Guard has provided 55,000 Soldiers each year to the combatant commanders. Currently, the Army



* The Army Guard / Air Guard numbers above include National Guard Soldiers and Airmen who have mobilized multiple times.



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 488,000 mobilizations in support of domestic and overseas missions to Iraq, Afghanistan, the Balkans, Guantanamo Bay, Djibouti (Horn of Africa), and the Sinai. This number includes 19,744 AGR and 29,748 military technician mobilizations. The Army Guard has also contributed over 4 million Title 32 mandays and an additional 4.8 million days of State Active Duty in support of domestic operations. Air National Guard annual Title 10 activations since 9/11 ranged from 6,000 to 63,000 and annual Title 32 activations ranged from 1,000 to 11,000.

Positioned for Cyber

The Department of Defense is currently refining its framework to thwart cyber attacks in the

future while defending our critical military networks today.

The National Guard has access to a wealth of information technology talent within its ranks, including Guardsmen working at world-class companies. These Soldiers and Airmen have a unique blend of civilian and military skills across the information technology spectrum, making the National Guard a ready defense asset in the national cyber security mission.

Distributed Common Ground System (DCGS)

The DCGS weapons system serves as the “virtual back end” of the U-2 Dragon Lady, RQ-4 Global Hawk, MQ-1 Predator, and MQ-9 Reaper. Air Force DCGS locations around the globe receive raw data feeds from these secure platforms and provide finished analysis to coalition forces and combatant commanders.

Currently, the Air National Guard has six stand-alone DCGS nodes in Alabama, Arkansas, Indiana, Kansas, Massachusetts, and Nevada, and two classic associate units co-located with the active AF nodes in Virginia and California.

Smartly Equipped

- ▼ Overall equipment on hand in the Army National Guard is at 87%
- ▼ Using National Guard and Reserve Equipment Account (NGREA) funding, the Air National Guard spent \$15 million for urban search and rescue and \$20 million for command and control equipment to improve domestic response coordination
- ▼ Modernization of critical dual-use equipment ensures the National Guard has the right tools for both homeland and wartime missions



Efficient and cost-effective modernization will become even more important as budgets decline and legacy systems remain in the Air National Guard inventory well past their original design lives. The Air National Guard pursues “good enough” 80% solutions to modernization shortfalls using readily available, off-the-shelf technology to provide capabilities at much lower cost than comparable DoD programs. This approach uses NGREA funding more efficiently and increases capability across more weapon systems and mission areas.

To save money, the Air National Guard is pursuing a \$125,000 helmet-mounted cueing system for its A-10 and F-16s that allows the pilot to quickly acquire high value, fleeting targets in seconds versus minutes by simply looking at the cueing system. Comparable systems on other fighters cost \$650,000 per aircraft.

Air Guard Remotely Piloted Aircraft (RPAs)

RPAs provide combat intelligence, surveillance and reconnaissance, close air support, force protection and escort, base security, and precision strike capability to joint force commanders. Airmen from across the U.S. conduct RPA operations 24/7.

The Air Guard: Cost Effective Combat Capability

- ▼ The Air Guard flies 11 Predator and Reaper Combat Air Patrols (CAPS)
- ▼ Air Guard Predators and Reapers provide more than 220 hours of full motion video every day to joint force commanders and warfighters on the ground
- ▼ The Air Guard has MQ-1 Predator units in Arizona, California, North Dakota, Texas, and Ohio
- ▼ Each Air Guard MQ-1 unit flies Overseas Contingency Operations CAPs. This effort equates to nearly 73,000 combat hours (3,650 combat sorties) per year
- ▼ The Air Guard has one MQ-9 Reaper Squadron, the 174th Fighter Wing in Syracuse, NY. The 174th is forecast to fly approximately 7,300 combat hours (365 combat sorties) per year
- ▼ Five additional Air Guard MQ-9 RPA units will be added by FY14

Nearly Half the Flying Force

The Army Guard manages approximately 43% of the Army’s total aviation and Unmanned Aircraft Systems (UAS). These assets are a critical force multiplier during Overseas Contingency Operations and are the most immediately available aviation assets for defense support to civil authorities.

Since the September 11, 2001 terrorist attacks, the Army Guard has mobilized the bulk of its aviation assets, particularly aircraft and aircrews, in support of operational needs in Iraq, Afghanistan, Kosovo, Kuwait, the Horn of Africa, and Germany as well as at home. Army Guard crews logged more than 52,000 hours flown outside the continental U.S. in FY11. Additionally, Army Guard fixed-wing and rotary wing crews flew 182,732 hours on domestic and training missions.

ANG Flying Missions in 2011	Noble Eagle (U.S. borders)		Enduring Freedom (Afghanistan)		New Dawn (Iraq)		Odyssey Dawn (Libya)	
	Hours	Sorties	Hours	Sorties	Hours	Sorties	Hours	Sorties
Airlift	0	0	24,405	17,905	7,311	1,609	61	10
Refuelers	1,256	234	21,150	3,428	6,036	1,020	1,636	14,381
Fighters	474	102	103	14	40	5	0	0
Spc Ops	0	0	7,558	774	9,792	2,023	196	1,332
Rescue	0	0	325	681	0	0	0	0
TOTALS	1,731	336	53,544	22,802	23,181	4,657	1,893	15,723

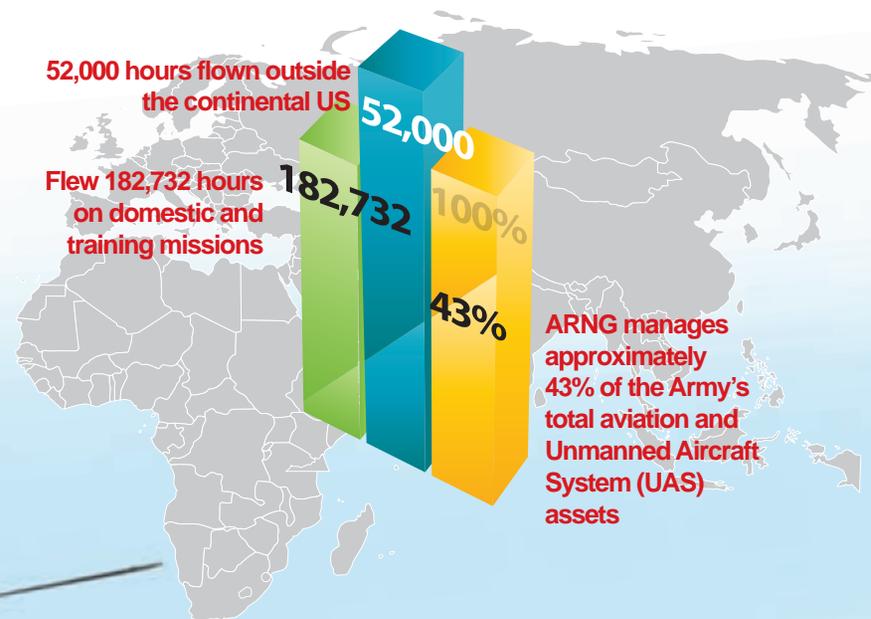




Army Guard Aviation

- ▼ The UH-72 fielding is ongoing and for FY11 there were 88 Lakotas fielded, with the following projections for future fielding: 41 scheduled for FY12; 38 in FY13; 19 for FY14; 22 for FY15; and 3 for FY16
- ▼ UH-60M Black Hawk fleet grew to 815 aircraft and is expected to grow to 849 by FY15.
- ▼ The UH-60A modernization program recapitalized 52 UH-60As to L models. FY12 UH/HH-60M fielding is for 3 additional aircraft, plus an additional 30 UH-60Ms in FY15-16
- ▼ Possess 158 Chinooks and will be fully fielded at 161 by the end of FY12. These mostly CH-47D models will be upgraded to the F Model beginning FY12 with completion by FY17
- ▼ Remanufacturing AH-64As to the AH-64D Longbow configuration continued in FY11
- ▼ The Army National Guard has fielded 498 of its authorized 936 Raven RQ-11B Small Unmanned Aircraft Systems (SUAS). Full fielding is projected by end of FY17
- ▼ All 30 of the Army National Guard's Shadow RQ-7B Tactical Unmanned Aircraft System (TUAS) platoons have completed fielding and achieved operational readiness

ARNG Aviation Snapshot



“The National Guard brings tremendous value in the state partnership arena. We have the ability to work with defense forces in foreign nations one-on-one and develop relationships that are so vitally important to our nation’s defense.”

**— Maj. Gen. Frank Vavala,
Delaware Adjutant General**



GLOBAL ENGAGEMENT



GLOBAL ENGAGEMENT

Partnership Dividends

- ▼ The State Partnership Program (SPP) includes 63 military-to-military partnerships (to date) with other nations and costs less than \$14 million
- ▼ 22 SPP nations are providing 11,000 troops in Afghanistan
- ▼ 40 SPP countries provide 31,300 troops and military experts for United Nations peacekeeping operations
- ▼ SPP reduces the pressure on U.S. forces worldwide and mitigates more direct, costly U.S. military involvement

State Partnership Program

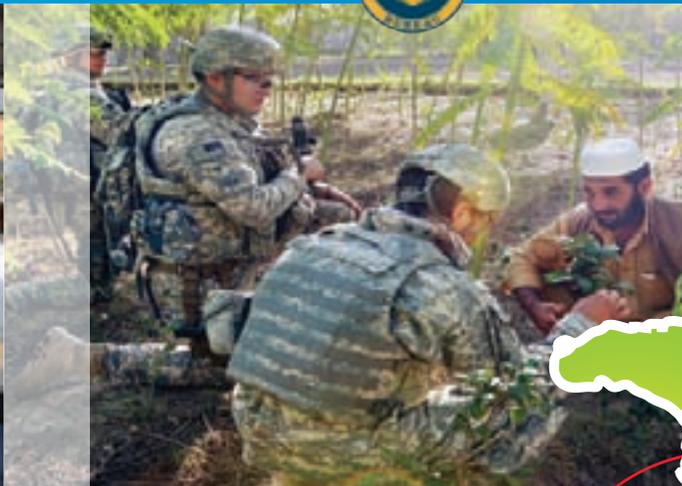
Celebrating nearly 20 years of enduring relationships with 63 countries, the National Guard's SPP provides unique military-to-military activities with partner countries using National Guard expertise. Participation in SPP events is designed to enhance partner capabilities, advance defense reform efforts and achieve greater military interoperability to support U.S. security cooperation efforts.

Among other benefits, SPP alignments have resulted in joint National Guard and partner country deployments in support of multi-national operations in Afghanistan. Many deployments have been with former members of the Soviet Union. These critical partner-country deployments reduce pressure on U.S. forces worldwide and hedge against the need for more direct and costly U.S. military involvement in future contingencies.

The SPP has yielded other benefits. Recently working with their Mongolian partners, for example, Alaska National Guard medical teams provided dental care, eye exams and veterinary care to remote locations. Dubbed Operation Arctic Care, this SPP partnership allowed the Mongolians to mirror the National Guard's processes and see firsthand the Guard's ability to support civilian authorities.

Afghanistan Agribusiness Program

- ▼ Includes a canal reconstruction project that will irrigate approximately 500 acres and positively impact 475 Afghan families
- ▼ Greenhouse construction
- ▼ Drip irrigation installation, operation, maintenance and repair
- ▼ Sharing expertise on water, soil, timber, and mineral conservation
- ▼ Establishing and stocking small-scale fish farms
- ▼ Helping to introduce crop diversity



After four years, 31 National Guard Agribusiness Development Teams (ADTs), each consisting of 58 Army and Air National Guardsmen with agribusiness expertise, deployed to 14 Afghan provinces and have contributed to over 325 agriculture projects generating more than \$35 million for the Afghan economy.

The goal of the ADTs is to supplement current Afghan farming practices by introducing advanced farming techniques and methods already in practice in the United States. The agribusiness teams provide training and advice to Afghan agricultural universities, provincial ministries, and local farmers, which leads to increased stability and improved opportunities for Afghanistan's reemerging agribusiness industry.

The ADT concept provides two major benefits to the counterinsurgency strategy:

- ▼ Cultivates practical, sustainable agricultural expertise among Afghan farmers
- ▼ Assists Task Force Commanders with daily community engagement

As a result of the ADTs, Afghanistan has increased harvests of apples, grapes, pomegranates, cherries, almonds, wheat, corn, alfalfa, and saffron.

'Good Neighbors'-led Effort

The Louisiana National Guard-led Task Force Bon Voizen, (Good Neighbor) provided medical, dental and veterinary care to more than 2,100 animals and 32,000 people in earthquake-ravaged Haiti. Its engineers also built a three-room school, two medical clinics and public restrooms.

This effort marked the second time the Louisiana National Guard participated in humanitarian relief efforts in Haiti since the January 2010 earthquake, and consisted of more than 2,300 Guard members.

Louisiana Army Guard Col. Kenneth Donnelly, the task force commander, called the Haiti mission a life-changing experience.

“The Soldiers, Airmen and Marines of the task force are regular people, with regular jobs back in their hometowns and duty stations.

They are just like you and me, willing to do what it takes to make the world a better place,” Donnelly said. “They came to give instead of take. They came to act instead of talk.

“I measure their success not by the structures they built or the number of patients they treated, but rather by the lives they touched,” he added.

National Guard troops from several states including Louisiana, New York, Massachusetts, Georgia, Florida and North Dakota also supported the humanitarian assistance effort.



STATE PARTNERSHIP PROGRAM

Enhancing International Defense through National Guard Relationships



USNORTHCOM - 1
Rhode Island / Bahamas



USSOUTHCOM - 21
Arkansas / Guatemala
Connecticut / Uruguay
Delaware / Trinidad-Tobago
District of Columbia / Jamaica
Florida / Venezuela
Florida / Guyana
Florida, VI / Regional Security System (E. Carib. Islands)
Kentucky / Ecuador
Louisiana / Belize, Haiti
Massachusetts / Paraguay
Mississippi / Bolivia
Missouri / Panama
New Hampshire / El Salvador
New Mexico / Costa Rica
Puerto Rico / Honduras
Puerto Rico / Dominican Rep.
South Dakota/Suriname
Texas/Chile
West Virginia / Peru
Wisconsin / Nicaragua



USAFRICOM - 8
California / Nigeria
New York / South Africa
North Carolina / Botswana
North Dakota / Ghana
Michigan / Liberia
Utah / Morocco
Vermont / Senegal
Wyoming / Tunisia



USCENTCOM - 5
Arizona / Kazakhstan
Colorado / Jordan
Mississippi / Uzbekistan
Montana / Kyrgyzstan
Virginia / Tajikistan



USPACOM - 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



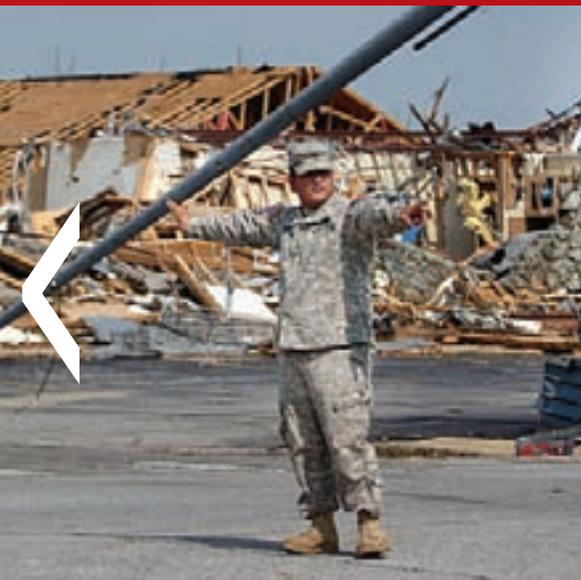
USPACOM - 6
Alaska / Mongolia
Hawaii, Guam / Philippines
Hawaii / Indonesia
Washington / Thailand
Oregon / Bangladesh
Idaho / Cambodia



"It's powerful just to see a National Guard vehicle driving by. It gives people the sense that they're not by themselves and that help is coming."

— Honorable
W. Craig Fugate,
FEMA Administrator

DOMESTIC MISSION SUPPORT



DOMESTIC MISSION SUPPORT

Rapid Response

- ▼ In FY11, the Army Guard performed more than 907,180 duty days in response to wildfires, tornadoes, Hurricane Irene, and other alerts and emergencies
- ▼ Nearly 3,000 Guard Soldiers and Airmen from 24 states logged nearly 78,500 duty days, saving lives, clearing debris, and performing transportation and security missions after Hurricane Irene
- ▼ More than 1,800 Guard members from 27 states responded to floods in FY11, logging more than 236,990 duty days
- ▼ Since September 11, 2001, Army Guard aviation crews fought 79 wildfires and dropped over 3,000,000 gallons of water, one Bambi bucket at a time
- ▼ Air Guard C-130 crews, equipped with Modular Airborne Fire Fighting Systems, dropped more than 360,000 gallons of fire retardant during the entire wildfire season

On the Border

- ▼ Since the summer of 2010, the National Guard has acted as a critical bridge while the Administration brought new assets online dedicated to effective border management and security
- ▼ In 2012, the Guard will continue to provide criminal analysts and transition to a new strategic approach by adding a number of new multi-purpose aerial assets equipped with the latest surveillance and reconnaissance capabilities
- ▼ Instrumental in nearly 30,000 apprehensions and the seizure of over 115,000 pounds of marijuana
- ▼ Increased border security resulted in lower cross-border flows of people and illegal narcotics
- ▼ Contributed to decline in narcotics trafficking by 6%

National Guard personnel, 1,200 at its peak and primarily from the four southwest border states (California, Arizona, New Mexico, Texas), have provided criminal analysts and ground surveillance teams to U.S. Immigration and Customs Enforcement and the U.S. Customs and Border Protection since July 2010. All joined in a team effort named Operation Phalanx to bolster the Department of Homeland Security's efforts to detect, deter and disrupt transnational criminal organizations.

Counterdrug Program (CDP)

In an era of ever-changing global challenges, the CDP provides critical support to Law Enforcement Agencies (LEAs) and Combatant Commanders with full spectrum capabilities that helps our nation detect, interdict and disrupt transnational criminal organizations. CD personnel helped LEAs seize almost \$18.5 billion in drugs, property, weapons, and cash in FY11.



The CDP also operates five Counterdrug Training Centers located in Mississippi, Florida, Iowa, Pennsylvania, and Washington; these centers trained 5,836 military personnel, 56,093 law enforcement officers and 9,792 interagency partners in FY11.

CDP is leading the Deputy Assistant Secretary of Defense for Counternarcotics and Global Threats effort to engage in funding based on measurable metrics and threats. The implementation of the Threat Based Resource Model (TBRM) in the FY12 budget will strengthen the National Guard's national security capability by allocating resources to all states and territories based on the severity of the narcotics threat faced by each state.

The TBRM will gradually be employed into the state plans budget through FY15. All 50 states, 3 territories, and the District of Columbia participated in the development of the TBRM, as well as interagency partners and subject matter experts.

The TBRM evaluates the threat on an annual basis. As the threat evolves, so do resource allocations. The implementation of the TBRM in FY12 reflects a continued commitment to fully fund and support today's global operations while ensuring the

National Guard's CDP is prepared to face the likely challenges of the future.

Fighting Fires from Above

Air Guard crews flying C-130s equipped with Modular Airborne Firefighting Systems (MAFFS), dropped more than 677,188 gallons of water and more than 6 million pounds of fire retardant on wildfires in 2011.

Each C-130 aircraft fitted with MAFFS is capable of dropping up to 3,000 gallons of retardant or water in five seconds. Today, three of the four MAFFS units are operated by the Air Guard: the 145th Airlift Wing (AW), 146th AW and the 153th AW. The Air Guard provides the National Interagency Fire Center six C-130 aircraft and crews trained to fly the U.S. Forest Service-owned MAFFS units.

Innovative Response Capabilities

- ▼ 10 Homeland Response Forces
- ▼ 17 Chemical, Biological, Radiological,

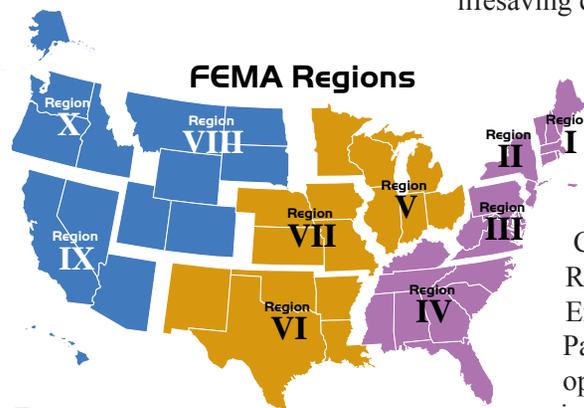
Nuclear Enhanced Response Force Packages

- ▼ 57 Weapons of Mass Destruction Civil Support Teams (WMD-CSTs) conducted in excess of 1,720 response, standby, and assist missions in FY11
- ▼ National Guard innovative response task forces (70% of DoD's capability) are within 250 miles of 80% of the U.S. population

Homeland Response Force (HRF)

By the end of FY12, the National Guard will have established 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 will operate 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.





HRF Highlights:

- ▼ Provides a faster, more 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

Incident Awareness and Assessment (IAA)

Lessons learned from Hurricane Katrina and Deepwater Horizon revealed that Incident Commanders needed Full Motion Video (FMV) feeds and digital imagery during domestic incidents that could be shared by federal, state, local, and tribal responders in near real-time. Additionally, the ability to post the FMV, and related analyst products, to an unclassified server accessible to all authorized domestic incident response partners was needed.

To address the issue, the National Guard Bureau provided each state Joint Force Headquarters Geospatial Information Interoperability Exploitation Portable and Wideband Imagery Dissemination Systems, allowing each to establish a functional domestic IAA architecture. The ability to share near real-time information allows federal and state responders to better coordinate domestic response efforts; ultimately saving lives, minimizing human suffering, and protecting property.

Interoperable Communications

The Joint Incident Site Communications Capability is a rapidly deployable package that provides National Guard responders with communication capabilities required to enable effective domestic response. The 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. The package also allows Guard responders to communicate with disparate civilian radios.

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. Additionally, the National Guard provides assistance to Department of Homeland Security (DHS) by conducting DHS-funded, all-hazard vulnerability assessments of DHS-Tier II sites. In FY11, CIP-MAA teams assessed over 200 industrial sites and critical U.S. Government infrastructure.





"Something in these children just clicked. They had been wandering the streets, not going anywhere fast; the jail door was getting closer. They reached out for help, and when they did, the National Guard was there."

— Louisiana Sen. Mary Landrieu on the National Guard ChalleNGe Program

SOLDIER, AIRMAN, AND FAMILY SUPPORT



SOLDIER, AIRMAN, AND FAMILY SUPPORT PROGRAMS

Members of the Army National Guard's Resilience Trainer Course stand on the flight deck of the USS Midway in San Diego Harbor. The course gave Soldiers the skills to assist Master Resilience Trainers.

First, Last, and Foremost

- ▼ More than 80% of the Citizen-Soldiers in the Army National Guard joined the military after 9/11- knowing full well they would likely deploy
- ▼ The Air National Guard boasts the highest retention rate of any Active or Reserve service and component
- ▼ Yellow Ribbon program sponsored 1,400 events that supported 103,111 service members and 99,809 family members in FY11
- ▼ Family Assistance Centers addressed 2,035,794 inquiries in FY11
- ▼ Youth Challenge program has graduated more than 110,000 students since 1993, saving approximately \$175 million a year in juvenile corrections costs

Success through Diversity

The NGB's Joint Diversity Executive Council, working with state and territory Joint Diversity Councils, is assisting National Guard leaders to identify best diversity practices that will positively impact how the National Guard recruits, develops, retains, and promotes a diverse workforce.

"I've brought in folks from around the nation to advise and strengthen the diversity goals for the National Guard," said Gen. Craig McKinley, NGB Chief. He added that state and territory adjutants general will continue to aggressively push diversity goals.

One of the council's goals is to ensure all Guard members are prepared to serve in a multicultural world where differences in a person's characteristics, background, attributes, and experiences are respected and valued. The National Guard's future success will rely on

how it includes, engages and manages members' talents and respects their diversity of thoughts, ideas, and perspectives.

Wounded Soldier and Airman Care

The Army Guard currently has more than 3,100 wounded warriors in Warrior Transition Units (WTUs) that 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.

The Community-Based Warrior Transition Units (CBWTUs) provide high-quality health care, administrative processing, and transition assistance for recuperating reserve component Soldiers; these units provide Soldiers the ability



Don't deal with a problem alone. Reach out to a helping hand

to live at home, close to their families, and transition with hometown support. The Army National Guard supports the Army's WTUs and CBWTUs with over 600 Soldiers in positions at all levels of the organization, from squad leaders to battalion commanders.

At the end of FY11, WTUs managed more than 1,500 Army Guard Soldiers at Active Army installations and CBWTUs managed more than 900 Army Guard Soldiers in communities throughout the U.S.

The Air Guard's Wounded Warrior program provided awareness, identification and information / referral to over 160 wounded Airmen. The program's mission is to provide the best possible non-medical care and professional support from the point of injury to life after separation or retirement. The Air National Guard Services Division tracks wounded, ill, and injured Airmen and their families in three phases: recovery, rehabilitation and reintegration.

Resilience and Risk Reduction

- ▼ Top priority is to mitigate high-risk behaviors and reduce suicidal thoughts and actions
- ▼ Established a Master Resilience Trainer (MRT) Training Center at Fort McCoy, Currently, there are 710 qualified Army Guard MRTs
- ▼ Assigned Directors of Psychological Health to each state, territory, and Wing to provide case management support for Soldiers and Airmen in crisis



Component Service Members, regardless of status, with 24/7 access to comprehensive non-clinical peer counseling and support services with web-chat capability

- ▼ Formal sharing of best practices and lessons-learned between all states and territories
- ▼ Established partnerships with national, state and community organizations
- ▼ Teaming with the Army Center for Substance Abuse Program to address substance abuse prevention, outreach, and treatment

Army Guard mitigation programs:

- ▼ Vets4Warriors National Peer Support Outreach Program - A peer support helpline (1-855-838-8255) to provide all Reserve

The National Guard has made suicide prevention a top priority by promoting resilience and risk reduction programs that will enhance coping skills in our Soldiers, Airmen, families, and civilians through leadership awareness, training, and intervention programs.



As the foundation of each Soldier's support network, Army Guard families and employers are being trained to assist in identifying high risk individuals. States have capitalized on community-based resources and solutions to provide services outside of military installations.

Suicide prevention program managers were resourced nationwide to help units mitigate high-risk behaviors of their Soldiers. Partnerships with national, state and community organizations are also being used to bolster commanders' efforts to improve Soldier resilience.

Strengthening Families through 'Strong Bonds'

- ▼ The Army Guard supported more than 320 Strong Bonds events that impacted 19,500 Soldiers and their families last year.

Strong Bonds training events are expenses-paid getaways coordinated by unit chaplains that provide safe, healthy environments where participants can openly discuss topics such as the stresses of relocation, deployments, and military lifestyle challenges. The program has helped many families prevent relationship problems from becoming crises and to create healthy environments for children. The Army Guard has benefitted as well: Soldiers with stable families supporting them can stay better focused on their missions. Further, Soldier readiness and retention rates have improved.

Currently, more than 400 Army Guard chaplains, chaplain assistants, spouses, and Family Readiness personnel have obtained the skills and certifications required to conduct Strong Bonds events.

The Air Guard sponsored more than 324 Strong Bonds events that supporting more than 4,000 Airmen and their families in 2011. With the goal of strengthening marriages and families, Strong Bonds training events assist married couples address the unique stresses of military life such as deployments, relocations, and separations.

Currently, more than 290 Air Guard Unit Ministry Team Members (chaplains, chaplain assistants, spouses, Airmen, and Family Readiness Program managers) have obtained the skills and certifications required to conduct Strong Bonds events.

Psychological Health

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
- ▼ Suicide rate is down from last year in Army and Air Guard
- ▼ Established suicide awareness and prevention and other support resource websites such as: www.wingmanproject.org and 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.

The ARNG and ANG have instituted four “pillars” of resiliency (emotional, physical, spiritual, and social) as a Total Force initiative that will extend throughout the service career of a Soldier or an Airman.

The ARNG and ANG will also institute “Comprehensive Resilience Training,” assisting Soldiers and Airmen to recognize the signs of distress and show when and how to seek help.

Additionally, prior to returning home from Iraq or Afghanistan, the Air Guard has initiated an organizational process change: Airmen in high-risk career fields, such as Security Forces, or explosive ordnance, will transition through Deployment Transition Centers for two days to rest and learn how to reintegrate into pre-deployment life.

Yellow Ribbon Reintegration Program (YRRP)

The National Guard’s YRRP matured significantly in FY11, sponsoring 1,400 events that supported 103,111 service members, and 99,809 family members or their designated representatives.

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.

Sexual Assault Prevention and Response Programs (SAPR)

The National Guard SAPR program is committed to creating a command climate that encourages victims to report to any of the 144 trained Sexual Assault Response Coordinators or hundreds 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.

Family Assistance Centers (FACs)

- ▼ FACs addressed 2,035,794 inquiries in FY11
- ▼ FACs generated 37,594 individual cases (including clients from all other services) in FY11

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.

Wing Family Programs

Wing Family Program offices (91 total) are a critical part of the Joint Family Program picture in a state. Airman and Family Readiness Program Managers (A&FRPMs) are part of every Wing and they provide services regardless of Service affiliation. These professionals also provide sustainment support services for Wings, Geographically Separated Units, and all branches of Service. A&FRPMs are the sole point of contact for myriad family-related issues at each Air Guard base.





National Guard Youth ChalleNGe Program (NGYCP)

- ▼ More than 110,000 students have successfully graduated from the program
- ▼ Cost per ChalleNGe student averages \$17,300 compared to the \$40,000 per year cost for an inmate in juvenile custody
- ▼ Over 30% of America's youth (1.2 million students per year) fail to get a high school diploma
- ▼ With 1.2 million youths dropping out each year, the cost to the American economy is \$329 billion in lost productivity and earnings over the lifetimes of these students
- ▼ The 12 million students projected to drop out over the next 10 years will cost our economy more than \$3 trillion

This award-winning, community-based program leads, trains, and mentors high school dropouts to become productive citizens.

ChalleNGe has 34 sites in 28 States and Puerto Rico, offering a five-month "quasi-military" residential phase and a one-year post-residential mentoring phase for unemployed youth ages 16-18.

Based on a Vanderbilt University study, ChalleNGe pays for itself by saving approximately \$175 million annually in juvenile corrections costs, while keeping youths off federal assistance.

No-Cost Child Care

The Air National Guard Home Community Care (HCC) program is one of several Air Force Expanded Child Care programs through Family Child Care. It provides in-home, no-cost child

care services to ANG members during their scheduled weekend training when on-base FCC is full or unavailable.

The purpose of the program is to provide Air Guard members access to quality child care services that are similar to those that are available to military assigned to or living on a military installation. The HCC program also helps to reduce out-of-pocket expenses for Air Guard members by providing care at no cost.

Child care is provided in state-licensed family child care homes within 10 miles of a unit. During deployments, HCC providers may also be used for respite care. Currently, 48 providers at 33 Air Guard locations and 13 additional Wings are being processed to recruit additional providers.



All for the Family

The Army National Guard Human Resources Services oversees, manages, or administers child, youth and school age programs and services currently offered by the Active Army, Department of Defense and other Governmental / Non-governmental agencies. The major programs include:

State Child and Youth Programs – The Army Guard funds state youth coordinators at the Joint Forces Headquarters to plan and execute state-level child and youth programming to support family members of Army Guard Soldiers ages 6-18 years (K-12). Activities include teen councils, youth leader development, community

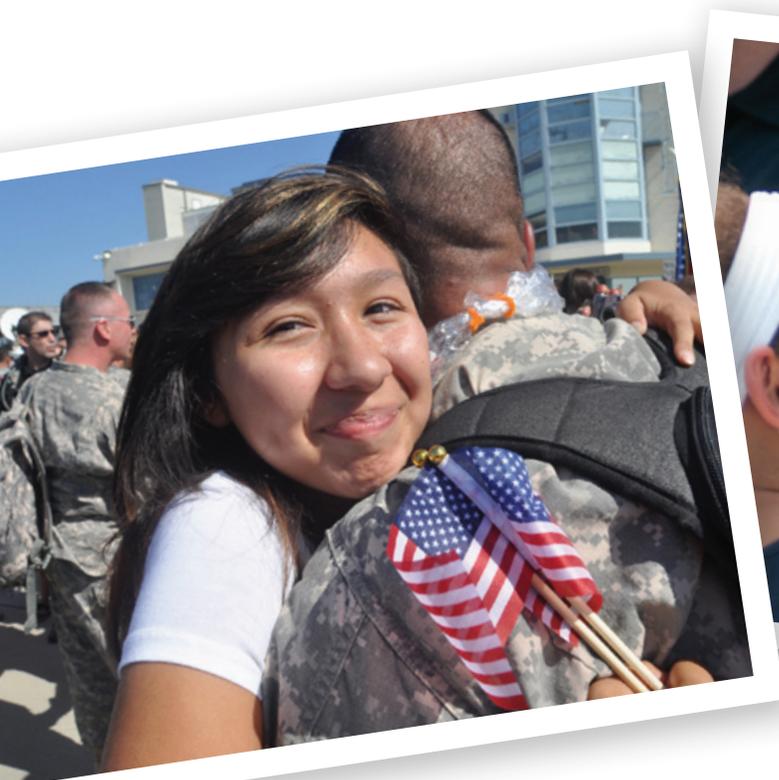
outreach, youth camps, and Yellow Ribbon Child and Youth Program Support.

Community-Based Child Care Programs – Military Child Care in Your Neighborhood and Operation Military Child Care assist military families in eligible statuses with the cost of high-quality child care outside military installations at eligible non-federal childcare centers and private care providers. These programs help make childcare fees paid off-post commensurate with those paid on-post. The spouse or legal guardian must work or attend school.

Community-Based Respite Care – Families of Soldiers in eligible statuses can receive up to 16 hours of respite care per child per

month. Respite care is available through eligible community based providers, active duty installations, or participating YMCAs with eligible child care programs.

Operation Military Kids (OMK) – OMK is a land grant partnership that works in coordination with the Joint Family Support Assistance Program (JFSAP), a DoD program that augments existing military family programs. Each JFSAP team has a Military Family Life Counselor (MFLC), a child and youth behavioral MFLC, and a Military One Source consultant. Additionally, the team may also have a personal financial counselor. OMK coordinates youth program activities in communities and provides curriculum and supporting activity materials.



"In this period of declining Pentagon budgets, the Department of Defense has to increase the role of the National Guard as an element of the overall force mix."

– Vermont Sen. Patrick Leahy

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