

# THE ON GUARD

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## Chief sets priorities for future of the National Guard

By LTG H Steven Blum

Chief of the National Guard Bureau

The fall of the Soviet Union has truly created a unique world climate. No longer is the U.S. facing a well-recognized, clearly defined threat. To the contrary, the current global status places the U.S. in greater danger from smaller transnational asymmetric threats. To counter these threats, I have established three priorities for the National Guard: support to the global war on terrorism, security and defense of the homeland, and maintaining relevance through transformation.

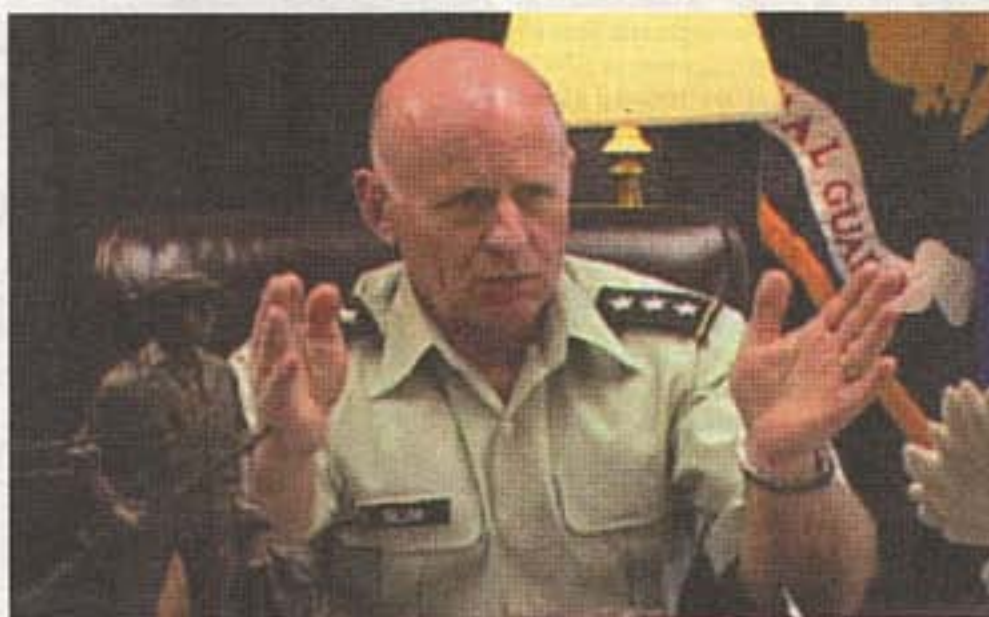
I would like to recognize at the outset our skilled, dedicated, ready and patriotic soldiers and airmen. They remain ready to respond to the call of the states and nation. They are the best of America—they consistently prove that with the right resources and support they can perform any mission this nation asks of them.

There are a wide range of processes and innovations that are essential to ensure the Guard's viability and readiness for the 21st Century. I think they can be categorized as those internal to the National Guard, external to the Guard but still in Department of Defense (DOD), and external to the DOD.

### Guard Transformation:

Transformation is a state of mind. It is about how we think, organize and approach the future. We are transforming our headquarters and our capabilities to shape our future. We are organizing to operate in peacetime and fight in wartime in a joint, interagency, intergovernmental and potentially multinational environment. Transformation of the National Guard Bureau and the National Guard is well underway.

We reorganized the National Guard Bureau from three separate organizations into a joint organization effective July 1, 2003. We streamlined and flattened the organization making it more efficient and capable, and aligned staff functions and responsibilities with those of the Joint Staff and the combatant commanders. We now economically and efficiently operate in accordance with joint doctrine integrated with all services and



National Guard Bureau photo

### Blum talks about transformation during a recent interview.

components.

We have undertaken aggressive employer and family programs. The three-legged stool of the Guard and Reserve is only as sturdy as the weakest leg—service member, family and employer. We are talking with the nation's major employers and the states are aggressively doing the same with employers in their areas. I have authorized a position in each state specifically to deal with employer support. Our family program was the model on which the entire DOD program was based and we continue to work to address the information, emotional and support needs of our families.

The state adjutants general are consolidating 162 state headquarters organizations into 54 doctrinally aligned joint force headquarters—creating a single joint force headquarters in each state for all Army and Air Guard activities with initial operating capability effective Oct. 1, 2003. Personnel and cost savings resulting from the realignment will be reinvested in unit readiness.

The Joint Force Headquarters will be capable of meeting NORTHCOM/PACOM C4ISR/RSOI (C4ISR= Command Control Communications and Computers

Intelligence Surveillance Reconnaissance / RSOI = Reception, Staging, Onward movement Integration) requirements and serving as an integrator for active and reserve component consequence management operations. They will provide seamless, effective intergovernmental and interagency integration and coordination.

New asymmetrical threats call for a different kind of war fighter and different mission systems. We need to be smarter, lighter, more agile, and more lethal. We must look at our people, processes and realities. We will organize ourselves and leverage our existing structure and capabilities to ensure our forces are never late to need.

We, the Guard, must provide the kind of forces that America needs. The Guard force structure does not stand alone unto itself, but rather represents a 38 percent slice of the total Army and approximately 34 percent of the total Air Force. It is our view that if Army divisions or Air Force wings are no longer needed then we, like the active component and the reserves, will have to change.

We will leverage the units, training and resources in our existing war fight capabilities to expand and enhance the roles we can

perform in homeland security. We will make smarter use of force structure, leveraging capabilities and make minor modifications to mission essential task lists to geometrically increase capabilities. We will provide capabilities in force packages, built from standardized war fighting units. We will raise the threshold at which commitment of federal military resources to non-war fighting tasks becomes necessary.

### We are:

Task organizing 10 National Guard Chemical Biological Radioactive Nuclear and high-yielding Explosives (CBRNE) Enhanced Response Force Packages (NGCERFP). The task forces will consist of a National Guard Civil Support Team, an enhanced division medical company with 150 person per hour decontamination/treatment capability, an enhanced engineer company with specialized search and rescue equipment and a task trained combat units capable of supporting law enforcement. These task forces will meet a previously identified NORTHCOM request for capabilities.

Expanding roles and missions of National Guard involvement in ground-based mid-course missile defense, cyber and information operations, space, and intelligence by including both the Army and Air Guard. We are building on the Nike Hercules Guard model and intend to include traditional Guard members and M-day units.

Creating National Guard reaction forces through dual missioning and training existing units. These units will be immediately available to state and federal governments and for homeland security purposes and are already forward deployed throughout the United States. The units will retain full war fight and homeland security capabilities. These forces will also meet a previously identified NORTHCOM request for forces requirement.

Readiness is a product of resources and training. We must focus our training on the myriad missions we will be asked to perform and we—the National Guard Bureau—must

See CHIEF On Page 3

### TOP

#### Advisor

Command Sgt. Maj.  
John Leonard Jr.,  
joins the joint staff



8

### CYBER

#### Information

Protecting peace  
on the information  
super highway



5

### POST 9-11

#### Deployed

Soldiers and airmen  
protect the world  
from terror



6





# Transformation

## About The On Guard

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E-mail your stories to us by the 1st of each month. We prefer that photos be high-quality digital (200 dpi or more) and e-mailed to:

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## Guard strengthens attitude to meet missions

By Master Sgt. Bob Haskell

National Guard Bureau

ARLINGTON, Va. — Homeland security and defense is an attitude — a commitment to keep this country and its people safe from all enemies all of the time, according to LTG H Steven Blum, chief of the National Guard Bureau. The National Guard has had a serious case of that "attitude" for two years.

That attitude, that commitment, is at the center of Blum's attention. As the new chief of the National Guard Bureau he oversees the 460,000 members of the Army and Air National Guard.

The attitude to do what needs to be done quickly and efficiently powers the train engineered by Blum. Guard leaders in the 50 states, three territories and the District of Columbia are on board what could be called the transformation express.

"Transformation is the right thing to do for America," Blum said. "And it is critical for the National Guard to ensure that we are fully capable of operating across the full spectrum. Operations that range from the combat war fight, through homeland defense and security to responding to governors in times of natural disaster or civil disturbance."

The Guard Bureau and state and territorial headquarters are transforming into joint commands similar to U.S. combatant commands. Those include the Central Command that is waging the war against terrorism in Iraq and Southwest Asia and the new Northern Command that coordinates the military activities and responses throughout this country.

The new way of doing business, Blum believes, will make it easier for the National Guard to communicate with and support the active Army, the Air Force and the combatant commands. It will also be easier for the Guard to perform its most important mission — homeland defense — when ordered by the governors or the president.

"Homeland defense is the National Guard's most important priority. Make no mistake about that. We have been performing that mission since 1636 and the American people expect no less of the National Guard during these trying times," Blum said in May, shortly after becoming the Guard Bureau's 25th chief.

"We will continue to honor that commitment by transforming into a more efficient and accessible force. We are not going to let turf battles and parochialism get in the way of doing what is right for America," Blum vowed. "We fight jointly, and we need to train and operate on a daily basis in a joint environment so we can make the transition [from citizen to soldier and airmen] very quickly. After all, our symbol is the



File photo

Blum talks to Guardsmen currently on active duty.

Minuteman."

"We will be better understood by our active duty counterparts," Blum told members of Congress, the national news media and the adjutants general. "We will then be seen for what we are — reliable, ready and accessible."

Transformation does not, however, mean that military or civilian positions will be eliminated or that there will be a reduction in the force. There are no plans, no intent and no desire to remove people from the workforce, Guard officials said.

"We will redistribute talent and match people with missions," Blum said.

Civilians may be moved to positions where their expertise and services are in greater need, he said. They may be doing different jobs or working in different offices within the National Guard Bureau.

Some military positions will shift within the Guard Bureau and some will be shifted to the states, and Coast Guard and other active component billets will be added where it makes sense, officials said.

The intent is to eliminate redundancies within the Army and Air Guard organizations, Blum said.

"We have had three separate and distinct acquisition offices that operate at the Guard Bureau's headquarters," he pointed out. "If

we combine all three and still meet the mission, there will be cost savings enabling us to shift additional resources where they are needed."

The National Guard Bureau began operating under new guidelines, explained in a 129-page manual, as a joint headquarters on July 1. That's when half of the staff elements, including the Joint Directorate of Military Support, began functioning in that capacity. The other half will do business that way by Oct. 1.

That is the date that Blum has asked the states to combine their adjutants general offices, their Army Guard State Area Commands, and their state Air Guard headquarters into joint headquarters.

The joint headquarters will include members of other components — the Army and Air Force Reserves, and the Navy, Marines and Coast Guard — as well as members of the Army and Air National Guard.

"This will require a new way of thinking," the Guard Bureau chief insisted.

"Most real transformation happens right between your ears. It's not about hardware, and it's not about information technology. It's about how you think. And we need to change the way we think. And maybe it's a little about 'attitude.'"



# Air Guard general learns how the other half lives

By Master Sgt. Bob Haskell

National Guard Bureau

Ft. Irwin, Calif. — A North Carolina Air National Guard general found out about transformation first hand by spending time in desert training with Army National Guard troops.



Wilfong

Brig. Gen. Gary Wilfong is the Tar Heel State's assistant adjutant general for air and commander of its 1,600 Air National Guard members. In mid-June, he visited his state's

mechanized 30th Infantry Brigade as it was participating in a training rotation at Fort Irwin, Calif. — the Army's renowned National Training Center situated in the hot, windy, bone-dry Mojave Desert.

"I'm educating myself as far as the aspects of the Army Guard that I'm not familiar with or comfortable with," explained Wilfong. The veteran C-130 and commercial airline pilot has logged more than 17,000 hours on numerous flight decks.

He pointed out one significant difference between the two cultures.

"In the Air Force the command element is usually back from the action and not in the middle of the fight like this Army tactical operations center is," he said.

Wilfong received his crash course in Army tactics and training at the request of his National Guard boss, Maj. Gen. William Ingram, Jr., North Carolina's adjutant general.

"It made sense to me that the Air Guard could better complement the Army Guard



Photo by Master Sgt. Bob Haskell, National Guard Bureau

Officers with the North Carolina Air National Guard's 118th Air Support Operations Squadron inform Brig. Gen. Gary Wilfong, commander of North Carolina's Air Guard forces, how they propose to employ air power to support the 30th Infantry Brigade during a training battle at the Army's National Training Center at Fort Irwin, Calif., in June. Flanking Wilfong are Lt. Col. Jarvis Brown, (left) and Maj. Kevin Samuel.

and that the Army Guard could better complement the Air Guard," said Ingram, who became North Carolina's state military leader in July 2001. "We've been going in this direction for a couple of years. I fully support LTG [H Steven] Blum's vision of joint state headquarters."

"The adjutants general accepted very favorably the things that Blum laid out for them," said Maj. Gen. John Kane, president of the Adjutants General Association of the United States.

"It will push us, but that's fine," added Kane, the adjutant general for Idaho, about

reorganizing the state commands into joint headquarters by Oct. 1.

"Sometimes it's better to be pushed than to be pulled."

Air Guard leaders like Wilfong are learning, too, that it's better to transform while training in America than doing it on-the-job in combat.

FROM PAGE 1

## Chief

obtain the resources necessary for the soldiers and airmen to accomplish the mission.

In short, we are transforming the Guard in all domains — the way we fight, the way we do business, and the way we work with others — to provide the Guard America needs today and tomorrow.

### Working with the Services and DOD:

Readiness is the cornerstone of all that we are and can be. There are several critical factors to our readiness and accessibility.

We must change the Army's go-to-war protocols. It is no longer practical to follow cold war regimens of train, alert, mobilize, train, certify, deploy. We must move to train ... certify ... deploy.

Under current guidelines, it can take several weeks to months to prepare an ARNG unit to mobilize and deploy — compared to the Air Guard model where units deploy in a matter of hours or days. A careful review of after-action reports reveals that that goal is achievable with modest changes. We need to study and adapt the time proven Air National

Guard model where possible.

Training must produce enhanced readiness, immediate accessibility, and individual and unit capability to conduct operations at home and abroad.

The Under Secretary of Defense, Dr. David Chu's, continuum of service initiative will potentially contribute to even greater flexibility and readiness. We are working with his staff and the services to explore the best means to implement the program.

I have personally met with the CJCS (Chairman Joint Chiefs of Staff), the Army and Air Force chiefs and secretaries, the chiefs of the other reserve components, and the commanders of NORTHCOM, PACOM and JFCOM. Additionally, I am meeting almost monthly with the VCJCS. I am being heard and I have been assured that the Guard will be fully integrated with them and all combatant commanders.

We have conducted careful after-action/lessons learned reviews of the National Guard's roles, missions and "optempo" since Sept. The depth, breadth, scope and complexity are awesome. They are in part, the basis for

our "road map" for the future — the very catalysts of our transformation. We have shared them with a wide range of military and civilian agencies at state and federal level.

### External to DOD:

I have made the Guard's external relations a high priority. We are conducting aggressive media and congressional programs to ensure the Guard is known and understood. Public and congressional support for our transformation is essential.

I am anxious to address the National Governors Association at their next meeting. We tried to get on the schedule for their recently concluded Indiana meeting, but were unable to do so. I share your view that their support for and understanding of the transforming Guard are two of the most critical components of the changes ahead.

We are very active in our outreach to the emergency response community. We are participating in exercises and planning at state and local level, and we have shared our Automated Exercise and Assessment System with them. We are working with the national emergency responder and management asso-

ciations as well. Half of the adjutants general are also their respective state emergency managers and approximately 35 percent are their respective state homeland security directors.

The National Guard WMD (Weapons of Mass Destruction) Civil Support Teams operate daily in the civilian communities throughout the nation. They are in the unique position to provide the emergency response community with full communications capability to the local, state and federal levels. Moreover, they are actively involved in planning and integration of Guard assets in local and state plans.

We are expanding our interagency and intergovernmental efforts and look forward to increased coordination between the Guard and the Departments of Homeland Security and Defense.

The Secretary of Defense has issued me the strategic direction needed to structure, resource, and mission the National Guard to ensure that it remains ready, reliable, relevant and accessible for future generations. We will do what is right for America. If it is right for America it is right for the Guard. The National Guard—always ready, always there!



# Adapting for the future: Change is nothing new for the Guard

By Dalena Kanouse

National Guard Bureau

ARLINGTON, Va. — Change is a continuous activity for the National Guard — America's oldest component of the armed forces and one of the nation's most enduring institutions with

460,000 men and women serving their states and our nation today.

"We've adapted in the past, just as we're adapting now — to the threats facing our nation," said LTG H Steven Blum, chief of the National Guard Bureau (NGB). The most recent change is the transformation of the Guard — making it a more accessible force.

The National Guard is changing dramatically with current events such as the global war on terrorism, according to Guard officials and many Guardsmen are being called to active duty.

Blum said that change is never easy, "It's like passing a kidney stone. You might as well get it over quickly. When change is delayed, it is often compromised. In order to continue as a ready, reliable, responsive, accessible and flexible force, the Guard needs to change. Transformation is the right thing to do for America and it is critical for

the Guard," he said.

Transformation is not just a Guard issue; it's an issue affecting the total force.

"Transformation is not a single thing to be trotted out and looked at and inspected," said Secretary of Defense Donald Rumsfeld.

"Simply put, transformation is change. It's change in the way we fight, in the way we train, in the way we exercise, but especially it's a change in the way we think and how we approach our jobs. Changes in doctrine, in training, in organization, in the way we develop leaders, and the most important, in the way all of the services work together."

— Donald Rumsfeld

"The Guard force structure does not stand alone unto itself, but rather represents a percentage slice of the total Army and Air Force," Blum said. "It is our view that we, like the active components and the reserves, must change to adjust to meet future needed capabilities."

Change is also taking place here within the NGB, headquarters for the National Guard. This change consists of the NGB integrating a joint staff structure, which makes it more conducive to working with the combatant commands that already have a joint struc-

## Title 10 and 32 Guardsmen

By Dalena Kanouse

National Guard Bureau

ARLINGTON, Va. — How does transformation affect the men and women serving in Active Guard/Reserve (AGR) status? The only change is "our people will be in more demand, with the same amount of resources as before," said Sgt. Maj. Sheriann Lockwood of the National Guard Bureau's Staff Management Office.

Active Guard/Reserve covers two categories, both of which are in active service, Title 10 and Title 32. Title 10 Force serves on active duty with regular forces, while the Title 32 Force serves on full-time National Guard duty at state level.

Many soldiers and airmen have volunteered to serve on active service in AGR status, (Title 10) providing full-time support to the National Guard, Reserve, and active components.

Individuals on AGR status serve in a full-

time capacity in active service and enjoy the same benefits as an active component soldier or airman. These benefits include commissary and post or base exchange privileges, medical care for themselves and their immediate family members, and the opportunity [to qualify] for an immediate retirement after 20 years of active service.

The majority of the men and women serving in the Army National Guard and the Air National Guard are under Title 32 as M-day (Mobilization Day) soldiers and airmen — or better known as traditional Guardsmen.

Traditional Guardsmen are soldiers and airmen, who serve their country and states one weekend each month and two weeks each year, except when ordered to active federal service under Title 10 US Code 12302 (Partial Mobilization) or 12304 (Presidential Reserve Call-ups).

ture, according to Blum. As chief, Blum ensures the National Guard remains a viable component within the total force structure.

"With that charge comes the responsibility that soldiers and airmen are trained, equipped and ready to respond when needed. The Guard can and will enhance and increase through innovative transformation the depth and breadth of its readiness to perform all national security missions-at home

and overseas," Blum said.

With the changes taking place in the National Guard and NGB, Blum remains steadfast in keeping to his top three priorities: the security and defense of the homeland — both at home and abroad; support the combatant commands with trained, equipped and ready troops as they fight the war on terrorism; and remain a relevant, reliable and ready force transformed for the 21st century.

## One state at a time: Transforming the Guard into joint commands

By Master Sgt. Bob Haskell

National Guard Bureau

Augusta, Maine — As military installations go, Camp Keyes in Augusta, Maine, is relatively small. It occupies 20 acres atop Winthrop Hill that overlooks the state capitol and the city's National Guard armory.

Camp Keyes is the headquarters complex for the Maine National Guard. Its compact size is an advantage during this summer of transformation toward joint National Guard headquarters.

The Maine Army Guard's State Area Command and the Air Guard's state headquarters and the adjutant general's offices are located in buildings so close together that staff members can walk to one another's office.

And that, claims Maj. Gen. Joseph Tinkham II, the Pine Tree State's National Guard leader, will make it relatively easy for Maine to adapt and integrate completing transformation by Oct. 1.

"Transformation is the right thing to do for America, and it is critical for the National Guard to ensure that we are fully capable of operating across the full spectrum — from the combat war fight, through homeland defense and security, to responding to governors in times of natural disaster and civil disturbance," is the message that Blum has carried to the state adjutants general as well as to members of Congress.

All 50 states, the District of Columbia and the three territories, from Puerto Rico and the Virgin Islands to Guam spent the summer working on transformation.

"This will be virtually invisible to people on the outside because all of our administrative headquarters are already here," Tinkham recently observed. "The Army Guard and the Air Guard staff work together all of the time. We already have experience working jointly."

There are issues that need to be resolved. One involves the question of who among the 187 members of the State Area Command and who among the 27 people at the Air Guard state headquarters will fill the slots on the joint staff, according to Tinkham.

Another issue is how to incorporate members of other services — such as the Navy and Coast Guard — into the coastal state's new headquarters hierarchy.

But Camp Keyes veterans maintain that transformation is really nothing new.

The Human Resource Office, for example, has been a joint Army and Air Guard operation for some time, they point out. That office is responsible for hiring the full-time technicians and Active Guard and Reserve personnel who work at Guard facilities throughout Maine.

Furthermore, Maine Guard members already work with liaison officers from the Army, Navy, Air Force, and Coast Guard Reserves to prepare for emergencies, Tinkham explained.

"There are more similarities than people think there are," said Air Guard Maj. Steve Hatt, the labor relations specialist in the Human Resource Office.

"This idea has been around for quite some time," added Hatt, "Much of it seemed to make pretty good sense, but no

one really embraced it."

People are embracing it now, according to Col. Rob Carmichael, the chief of staff for the Maine Army Guard, and Col. Don McCormack, Carmichael's Air Guard counterpart.

"Everybody has to be given some flexibility to organize a joint headquarters that works for them. One size does not fit all," Carmichael said. "But at the end of the day, we have to show that we can make this thing work."

Ironically, Tinkham helped develop the concept for state area commands, or STARCs, during the mid-70s, when he was a major and assigned to the National Guard Bureau in Arlington, Va.

"We designed them so that the states would be more responsive to mobilizations," he explained.

"The STARC concept has served us well," Tinkham said. "This transformation to joint headquarters is the next logical step."

It will challenge people to learn how the other half works, pointed out the Maine Army Guard's Command Sgt. Major Mark Collins.

"I can function very well within the Army environment, but I know very little about tankers," said Collins about the fact that the Maine Air Guard's biggest unit, in Bangor, is the 101st Air Refueling Wing.

But Collins and other Maine Guard leaders indicated they are eager to learn what they need to know to form a joint headquarters that can serve both groups.

"Can it be done?" Collins asked. "Of course it can be done."



# Info operations: Fighting wars in cyberspace

By Rick Breitenfeldt

National Guard Bureau

ARLINGTON, Va. — As a nation of computer users works to fight off the latest computer virus, the need for protecting information and keeping information systems up and running becomes even more important — but nowhere is this need more critical than on the modern battlefield.

Information Operations is one of many techniques being used to fight and win the current War on Terrorism both at home and abroad. As the Army and Air National Guard continue to transform into a more ready, reliable and responsive joint force, the need for information superiority continues to become stronger.

It is critical for the Guard to be fully capable of operating across the full spectrum — from combat, through homeland defense and security to responding to governors in times of natural disaster or civil disturbance, according to LTG H. Steven Blum, chief of the National Guard Bureau.

"Clearly the Guard is investing and relying upon information technology to make smarter, better, and more rapid decisions than our adversaries," said Frederick C. Hellwig, a principal National Guard information operations analyst. "Joint doctrine has recognized Information Operations as a core tenet of our future operations."

Much of that transformation process hinges on the Guard's ability to organize information, analyze information, and use information to defeat enemies.

"The idea behind Information Operations is to build information superiority for the commander," said Garry J. Beavers, the National Guard Bureau's information operations training coordinator. "There is a big advantage that a force focused on information operations can bring to the battlefield."

"This is not a new concept for the Guard," said Beavers, a retired lieutenant colonel, who worked in some aspect of information operations since 1992. "The National Guard has been working information operations since about 1998 and has taken a number of steps toward the forefront of this issue."

"Since 1999, the Vermont National Guard has trained more

than 2,000 people in this area," said Lt. Col. Dan Molind, commander of the 3/124th information operations group in Vermont adding that the National Guard was the first component to establish information operations sections at the brigade level.

"The National Guard is still vulnerable as a force because of our transformation towards more automated systems and complex communication systems. So, we need to protect those



File photo

Since 1999, the Vermont National Guard has trained more than 2,000 people in information operations. The Vermont Guard was the first component to establish information operation sections at the brigade level.

Guard brings a considerable wealth of technically capable individuals back into the war fight that they would otherwise lose."

To meet the goal of gaining and maintaining information superiority, the Army Guard identified and began training several teams to meet the challenge.

The Vulnerability Assessment Teams are 10-person teams responsible for identifying gaps and weaknesses in computer systems. The mission of these five teams, according to Beavers, is to focus on identifying inherent vulnerabilities and exploitable areas of information networks and decision-makers.

The Field Support Teams are seven 10-person teams whose primary mission is to deploy with a command and support the tactical and operational planning and execution of both offensive and defensive

Information Operation missions.

The Computer Emergency Response Teams (CERTs) are seven-person teams, which respond in times of crisis or during critical actions. CERTs provide vital information assurance protection to National Guard networks.

Currently, the Guard has 57 Emergency Response teams in place, one in each of the 54 states and territories as well as several assigned to National Guard Bureau headquarters in Arlington, Va.

"No one has as many Computer Emergency Response Teams as does the National Guard," said Hellwig. "In many cases, the active components look to the Guard to help out. All of these teams work in a synchronized, coordinated way to protect our forces and the information our forces need."

The Computer Emergency Response Teams play a critical role with Homeland Security. Not only do they work closely within the state National Guard structure,

but they also have the capability to assist other state agencies to help them secure networks and protect against vulnerabilities.

The same is true of the Vulnerability Assessment Teams, which, could be used to support any state governor.

The Air National Guard has several units, which also support the execution of information operations for the Air Force including both the Washington and Vermont Air Guard.

"Information Operations is a joint fight," said Senior Master Sgt. Randy Loso, an information operations instructor with the Vermont Air Guard. "The recent operation in Iraq has further emphasized the importance of information operations not only in the Air Force, but as a Joint war-fighting capability as well," said Loso.

The Guard brings a unique aspect to all of these teams because of how difficult it is to keep soldiers with a lot of technical skills in the active component, said Hellwig.

"There are a lot of guys who want to continue to serve, but for financial reasons have gotten out [of active duty]," said Hellwig. "In their civilian careers, these Guardsmen are database managers, software engineers, and system administrators, and the Guard can provide these folks to the military in fields that they have a hard time retaining."

Offensive Information Operation tasks include destroying, degrading, disrupting, denying, deceiving, exploiting and influencing enemy decision-makers and others who can affect the success of friendly operations.

"Information superiority at the right place and at the right time is the key," said Beavers. There is a clear advantage that a force focused on Information Operations can bring to the battlefield.

Information Operations is more than protecting information. It is also working in a coordinated and synchronized way to reach out and touch the enemy and take their information away from them, thus making the battlefield a safer place.



assets," said Beavers.

"If we want to stay relevant to the war fighter, we've got to contribute those forces that the war fighter needs to operate successfully on the modern battlefield," said Hellwig. The National Guard is a key contributor to the Joint Information Operations battle.

"There is a new arena of combat and it is the information environment," said Hellwig. "The



# National Guardsmen take fi

**Citizen-soldiers and airmen are deployed to more than 80 countries around the world**

**By Capt. Chuck Mussi**  
National Guard Bureau

ARLINGTON, Va. — Since September 11, 2001, National Guard mobilizations, deployments and transformation dominated the news and the attention of citizens, citizen-soldiers, and airmen alike.

After years of talking about the Guard being a "ready and reliable force," National Guard soldiers and airmen are showing their states, nation, and the world what they can accomplish as they fight the global war on terrorism. Or as the new chief of the National Guard Bureau, LTG H Steven Blum described it, "An overseas combat operation is a homeland defense 'away game.'"

Today the Guard is deployed stateside and in more than 80 countries. To include both Afghanistan and Iraq. In Afghanistan, not only are National Guard soldiers on the ground and deeply involved in a sometimes-bloody and deadly fight on the front line battlefields, but National Guard leaders are in charge.

National Guard special operations soldiers find themselves running Coalition Joint Special Operations and in charge of building and training the Afghan Army. At the same time, other citizen-soldiers and airmen are providing much needed humanitarian and security assistance to the people of Afghanistan. None of these are new missions for the Guard.

Activations, always possible, have increased in number and frequency since 9/11 for many citizen-soldiers and airmen, according to Guard historian, Renee Hylton.

Pentagon officials said those serving in the Guard and Reserve during the first Gulf War had a 24 percent chance of being called to active duty, while those serving since 9/11 have had a 33 percent chance of being mobilized.

During the 1991 Gulf War, the average length of service for Guard members was 146 days. Today, that number is nearly double at more than 300 days. Units deploying to Iraq in 2004 are expected to deploy for a year or more.

In Iraq where choking dust storms, temperatures above 130 degrees, and austere living conditions are the norm, citizen-soldiers face daily attacks and ambushes. This is perhaps one of the



clearer examples of how the Guard is transforming.

From the start of the war, the Guard was on the front lines. The Air National Guard fought alongside the other components and services, while infantry soldiers from the Army National Guard fought in ground combat operations to liberate Iraq.

The Guard is now helping to rebuild the country, according to Guard officials, with deployments to the Middle East expected to increase over the coming year.

Two enhanced brigades of Army National Guard soldiers and more airmen from the Air Expeditionary Forces have been alerted for deployments in support of Operation Iraqi Freedom.

These missions highlight the Guard's traditional combat role while deploying citizen soldiers and airmen in new and innovative ways.

"Transformation is the right thing to do for America," Blum said in outlining his vision. "It is critical for the Guard to ensure that we are fully capable of operating across the full spectrum - from the combat war fight, through homeland defense and security to responding to governors in times of natural disaster or civil disturbance."

(Upper Left) Senior Master Sgt. Matt Ramp, a para-rescuer assigned to the 304th Rescue Squadron, Oregon Air National Guard, performs a rappelling exercise from the Baghdad International Airport air traffic control tower. Members of the 304th Rescue Squadron are deployed to Baghdad International Airport in support of Operation Iraqi Freedom.

Photo by Master Sgt. James M. Bowman



(Left) Two F-16's from the 148th Fighter Wing, Minnesota Air National Guard, conduct a flight in the airspace around the Pentagon. The 148th was assigned to perform combat air patrols over New York and Washington in support of Operation Noble Eagle.

Photo by Master Sgt. Dean Kuhlman



# ght to Afghanistan and Iraq

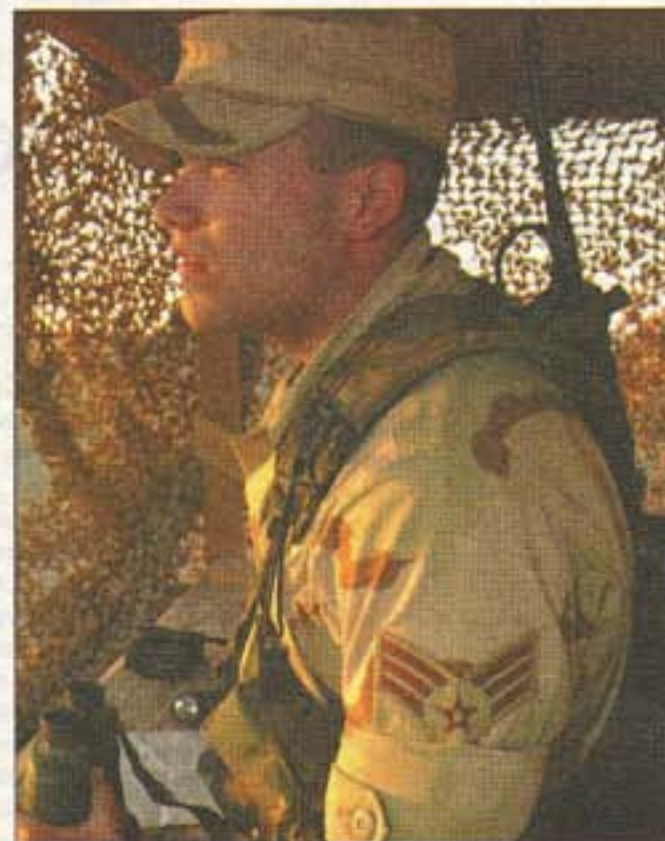


(Above) A Special Forces Sergeant from the 5th Battalion, 19th Special Forces Group Colorado Army National Guard. The 5-19th is training Afghan recruits in basic Infantry skills which includes weapons familiarization. Capt. Charles Mussi, National Guard Bureau



(Right) Senior Airman Brown, an activated security policeman from Maine's Air National Guard, scans the perimeter of a forward operating base. Photo by Photographer's Mate 1st Class Arlo Abrahamson

(Left) Senior Airman Timothy Buckner, 140th Wing, Colorado Air National Guard, Buckley Air Force Base, Aurora, Colo., shows his colors as he descends to reunite with his friends and family at a Welcome Home Ceremony, April 30, 2003, for the 140th Wing troops returning from their deployment in support of the war against terrorism. Photo by Tech. Sgt. Darin Overstreet







## In the News

## Leonard appointed to senior enlisted advisor position

By Master Sgt. Bob Haskell

National Guard Bureau

ARLINGTON, Va. — A decorated Marine from Maine and a seasoned advocate in Washington, D.C., for the enlisted men and women of this country's seven reserve components, is taking on the new job as the senior enlisted advisor at the National Guard Bureau.

Command Sgt. Maj. John Leonard Jr., has been appointed to the new position by LTG H Steven Blum, the Guard Bureau's new chief. This year that organization transformed into a joint headquarters that is similar to the other combatant commands.

The new position became possible through this reorganization, Leonard explained.

He was the sixth senior enlisted advisor in the office of the Assistant Secretary of Defense for Reserve Affairs at the Pentagon since November 2000. He was the command sergeant major for the Army National Guard for nearly four years previously.

Leonard, will advise Blum about issues affecting the 413,000 enlisted members of the Army and Air National Guard when he moves into his Guard Bureau office in Arlington, Va.

"General Blum has asked me to 'look up and out,' to help develop the joint headquarters in our 54 states and territories so they can more efficiently respond to future emergencies," said Leonard.

Leonard is one of this country's most influential military enlisted leaders. However, he will not duplicate the duties being performed by the National Guard's two other senior enlisted leaders — Command Sgt. Maj. A. Frank Lever III in the Army Guard and Chief Master Sgt. Valerie Benton, the command chief master sergeant for the Air Guard.

"They are doing excellent jobs for the enlisted people in those forces, and I will not interfere in their business," Leonard said.

It has already been a landmark year for Leonard as the standard bearer for the 751,000 enlisted members in the Army and Air National Guard and in the Army, Navy, Marine Corps, Air Force and Coast Guard Reserves.

He was pictured on a CD featuring country singer Darryl Worley that was released last spring and that is named for the hit song "Have You Forgotten?" which stirs America's emotions about the terrorist attacks of Sept. 11, 2001.

The picture was taken last December in Afghanistan when Leonard and Worley were part of a USO Christmas tour to Southwest Asia.

Command Sgt. Maj. Leonard has not forgotten. He clearly remembers Chief Warrant Officer 4 Bill Ruth from Maryland, one of his Army Guard friends and a former Marine Corps helicopter pilot with whom Leonard served in Okinawa in the late 1960s. He was killed when the hijacked airliner crashed into the Pentagon on Sept. 11, 2001.

"We called him 'Baby' Ruth in Okinawa. He was a good soldier and a heck of a nice guy," recalled Leonard who gave Ruth a book in Leonard's Pentagon office the day before the attacks. That was the last time Leonard saw Ruth.

Leonard has devoted his time at the Pentagon to looking after the interests of reserve component troops. This includes those who have helped wage the war against terrorism in this country and in far-away places such as Iraq and Afghanistan during the past two years.

"Getting out and meeting the troops and helping to bring about changes that help them in matters, such as Tricare, have been my greatest satisfactions," said Leonard of the job he is leaving to return to the National Guard Bureau to help shape the joint headquarters.

"A lot of the enlisted people won't realize it is taking place," Leonard said. "But the mid-level leaders will see that things will happen more efficiently. We will not have two or three people doing the same job."

"This transformation is good for the National Guard, because we will be organized like the other combatant commands," he added. "The active Army and Air Force will know exactly who to call when they need our help."

Leonard, who grew up in the Maine coastal community of Southwest Harbor, where he played high school basketball and baseball, has gone to war twice during his 38 years in uniform.

He was wounded twice, and received Purple Hearts, while



Command Sgt. Maj. John Leonard Jr.

serving as a crew chief with a Marine helicopter unit during 14 months in Vietnam. He was the command sergeant major for a battalion of active and reserve soldiers that the Maine Army Guard troops led in the Persian Gulf during Operation Desert Storm.

Leonard also served as the Maine Army Guard's first full-time state command sergeant for eight years, except when he was serving in the Gulf before coming to Washington in January 1997.

Now Leonard has the chance to define the new job as the National Guard Bureau's ranking enlisted member.

## Secretary of Defense endorses transformation

By Master Sgt. Bob Haskell

National Guard Bureau

ARLINGTON, Va. — The Secretary of Defense praised LTG H Steven Blum's efforts to transform the National Guard Bureau into a joint force headquarters and asked him to submit proposals for strengthening the National Guard's ties with the Department of Defense and the active services during the global war against terrorism.

"Your initial steps to instill a greater joint focus into the National Guard Bureau staff are on the mark," Defense Secretary Donald Rumsfeld told Blum, the chief of the National Guard Bureau, in a July 30 memorandum.

"The fact that we will be prosecuting a war against terrorism requires us to examine how we currently do business and make adjust-

ments so that our Armed Forces, Active and Reserve Components, remain relevant," Rumsfeld stated.

"You must be a full player in these efforts if we are to take full advantage of our National Guard forces."

Blum has focused on that since becoming the Guard Bureau's 25th chief in April. Then he launched his efforts to transform the Bureau and the National Guard headquarters in the 54 states and territories into joint force headquarters that are organized like the other combatant commands.

The time is right, Rumsfeld stated, because "nothing the military has been asked to do since World War II is as important as the task we face today — fighting and winning the war on terrorism."

"You and the nation's citizen-soldiers are

key to winning that war, at home and abroad," he added.

Specifically, Rumsfeld asked Blum to work with the Army and the Air Force to develop a proposal addressing the following areas:

- Develop proposals to forge a new relationship among the Office of the Secretary of Defense, the Joint Staff, and the National Guard Bureau that are more relevant to the current environment.

- Improving the department's access to National Guard capabilities should be your principal focus," Rumsfeld said.

- Strengthen the statutory link with the Army and Air Force and intensify efforts to ensure the National Guard remains an effective participant in the joint forces.

- All U.S. forces and leaders must be trained and ready to operate in the joint environment

to meet today's challenges," Rumsfeld said.

- Strive to adapt the National Guard Bureau to better support the war on terrorism, homeland defense and homeland security.

- Seek ways to strengthen the Guard Bureau's relationship with the Joint Staff, the Northern Command, the Pacific Command and the Office of the Secretary of Defense for Homeland Defense.

- Work with the Joint Forces Command as it develops proposals to change and modernize the mobilization and demobilization process.

- Make recommendations to enhance the availability and accessibility of our National Guard forces.

- Work with the services as they develop proposals to adjust their active component and reserve component mix.





# News Makers

## Guard to man missile defense system

By Master Sgt. Bob Haskell

National Guard Bureau

FT. Greely, Ak. — A stretch of graded gravel, about as wide as a three-lane highway and marked by a half-dozen man-high stakes, marks the beginning of a transformation in homeland defense for the National Guard in eastern Alaska.

The stakes stood in the middle of large plywood squares that covered six new underground silos at Fort Greely, Alaska, earlier this year. A two-hour drive south-east of Fairbanks.

It is the location for a new defensive missile compound scheduled to be operational by Oct. 1, 2004, and slated to have 16 underground silos and missiles by Oct. 1, 2005.

A total of 110 full-time Army National Guard soldiers will be hired to work at the site. It forms one part of a new and complex land, sea and space missile defense system ordered by President George Bush to safeguard the United States.

"We will take another important step in countering these threats [of the 21st century] by beginning to field missile defense capabilities to protect the United States, as well as our friends and allies," the president said Dec. 17. "We plan to begin operating these initial capabilities in 2004."

The Missile Defense Agency, part of the Department of Defense, is in charge of what is officially called the Ground-Based Midcourse Defense program in Alaska. The new ground-based missiles will be designed to knock out incoming enemy missiles in mid-course, above the earth's atmosphere.

Midcourse is the part of the flight that comes after the boost segment immediately following a launch, but before the terminal segment, which precedes a missile's impact.

Missile defense is a key element in LTG H Steven Blum's vision for the National Guard's role in homeland security and defense. He wants to transform the National Guard into an organization that reflects, and can better communicate with the United States' major combatant commands.

"Transformation is the right thing to do for America, and it is critical for the National Guard that we are fully capable of operating across the full spectrum," said Blum, chief of the National Guard Bureau. "This includes protecting the American homeland from attacks by enemy missiles."

The Alaska National Guard will staff the first ground-based, midcourse defense battalion at Fort Greely. Army Guard soldiers hired from across the country will become part of that battalion, commanded by Army Guard Maj. Greg Bowen.

The battalion's higher headquarters, the ground-based, midcourse defense brigade, is based at Colorado Springs, Colo., under the command of Army Guard Col. Gary Baumann. That brigade headquarters, near Peterson Air Force Base, will staff 90 people — 77 members of the Army Guard and 13 members of the active Army.

Operating and protecting the missile complex at the new installation on Fort Greely will be the National Guard's piece of the new global system, said Col. Jack Davis, outgoing chief of the National



Photo by Master Sgt. Bob Haskell, National Guard Bureau

**The new missile defense complex that will be staffed by 110 Army National Guard personnel beginning October 2004 is under construction at Fort Greely in central Alaska.**

Guard Bureau's Missile Defense Cell in Arlington, Va. Col. Mike Sainz will take over Sept. 15.

The missiles will stand about 50 feet tall and will not carry explosive warheads. They will be like bullets intended to hit incoming enemy missiles at a range of about 100 miles in space.

"It will be a bullet hitting a bullet at a combined closing speed in excess of 10,000 mph," said retired Army National Guard Maj. Andy Tafoya, who has been involved in air and missile defense for 20 years.

The National Guard Bureau is recruiting personnel to staff the system and provide security for the new complex that is being built on a site that covers more than 400 acres at Fort Greely.

Personnel trained in air defense artillery and as military police are being sought, Davis said, but people with virtually any military background can apply. Those, who are hired following an extensive selection process, will be trained for the jobs they will perform, he added.

Sixty-seven have been hired for the facility in Alaska, and 18 have been selected for the brigade headquarters in Colorado. The National Guard Bureau needs to recruit 102 citizen-soldiers, enlisted personnel and officers, by next June.

Those who are interested can learn more about the missile defense mission and the application process by clicking onto the web site [www.arng.army.mil/missiledefense](http://www.arng.army.mil/missiledefense).

The Alaska location was cleared two summers ago from a section of spruce for-

est that was destroyed by a wildfire in 1999, officials said.

The initial construction contract is worth \$265 million. Additional contracts worth \$20 million have been awarded. Alaskan companies will perform about \$215 million worth of that work, officials said.

The first six silos are dug and their liners were set in place last summer. The silos were covered to protect them from the Alaskan winter, and four new buildings, including the system's fire control and communications center, are now under construction.

The complex and the first six missile silos will serve as a test bed for the 10 more silos that are scheduled to be operational by Oct. 1, 2005, Davis explained.

The Fort Greely facility is just one part of the midcourse defense system being built in Alaska.

A still undetermined number of interceptors are also being planned for a testing facility at Kodiak Island off Alaska's southern coast pending an environmental review.

Interceptor communications stations will be located at Fort Greely, Kodiak Island and at Eareckson Air Force Station at the far end of the Aleutian Islands in the Bering Sea. The Cobra Dane radar facility is also being upgraded at that air station as part of the new missile system.

Although not officially part of the program at Fort Greely, the Air National Guard, with its years of experience and expertise in air and space missions, could provide support if necessary, an Air Guard Official said.

### Fort Greely: The ideal location

Fort Greely is an ideal location for the mid-course system, it was explained, for the following reasons:

- \* The missiles fired from there could knock out any enemy missiles targeted at any place in the continental United States.
- \* It is a remote and sparsely populated area.
- \* It has a low water table and good soil for digging the silos, which are less than 100 feet deep.
- \* The former Army post still has the buildings and the other facilities needed to house the people who will staff the new missile system.



## State Partnership Program:

## Building security through cooperation

By Walter H. Debany  
National Guard Bureau

ARLINGTON, Va. — The National Guard is well on its way into the 21st century and for the most part, warfare as we knew it has gone through an evolutionary process that makes the State Partnership Program an important part of supporting the Secretary of Defense's security cooperation Guidance approved earlier this year according to Col. Mark Kalber, National Guard Bureau's Chief of International Affairs.

"Security cooperation is the centerpiece of National Security Strategy and the Guard plays an increasingly important role in sup-

porting that strategy." Said Kalber. "Today, the Guard has partnerships with over 40 countries supporting the Theater Security Cooperation Programs (TSCP) of the combatant commanders."

"The mission of International Affairs is to provide military-to-military, and civil-to-military contact events in support of the TSCP" said Kalber.

Supporting security cooperation through venues like the State Partnership Program, the National Guard provides a valuable contribution to the foreign policy of the United States.

"Partnering our states with foreign countries contributes to interoperability and the devel-

*"Today, the Guard has partnerships with over 40 countries supporting the Theater Security Cooperation Programs (TSCP) of the combatant commanders."*

— Col. Mark Kalber

opment of coalition partners," said Lt. Col. Kenneth Sharpless, deputy chief of the International Affairs, Pacific and Southern Commands. "As citizens soldiers and airmen, the National Guard members of the 21st century will be called upon to bring not only their military skills into the fight, but also their diverse civilian skills to meet security cooperation objectives."

The continual interaction between Guard members and partnership nations has contributed to the security and stability of many of the partner countries, according to Sharpless.

"As the Guard continues to make its transformation, the State Partnership Program is transforming as well to ensure it remains as relevant in the next decade as it has been since it began in 1993," said John Infante, deputy chief of the International Affairs, Europe and Central Commands. "The program has gone from familiarization visits to more substantive subject matter expert exchanges, showing partner countries how we do things and in turn, they show us how they accomplish the same task."

"A second area where transformation will improve the State Partnership Program is the incorporation of civilian agencies, non-governmental organizations and interagency support. By working with other agencies and organizations, we can bring an immense amount of assistance to these governments," said Infante.

By establishing military-to-military, and civil to military relationships, the Guard contributes to regional stability and security,

according to Kalber.

Transformation means a new era for Guard members all across America. Where State Partnerships are concerned, Guard members are not only citizen-soldiers and airmen but also citizen-statesmen.

As the State Partnership Program completes its tenth year of existence, much has been said about its importance and the Guard's determination to make it succeed.

For example, LTG H Steven Blum, chief of the National Guard Bureau, said while addressing an audience of State Partnership Coordinators, "I want to assure you that I remain committed to the State Partnership Program. This program will exist, this program will expand and this program will be supported."



Photos by Walter H. Debany, National Guard Bureau

During a recent familiarization visit, Major C. Douglas Jewell (Left), Operations Officer for New Hampshire's 2nd battalion, FA brief Salvadoran Brigadier General Segovia (right) and Colonel Contreras on the status of their exercise. The Partnership Program gives Guard soldiers an opportunity to exchange military views and experiences with Salvadoran military members who are mostly combat veterans. El Salvador concluded a 12-year long civil war which ended in 1992. (Right) A New Hampshire Army National Guard artillery man discusses fire control measures with two Salvadoran artillery officers.



## It takes three legs to make the Guard a stable force

By Master Sgt. Bob Haskell  
National Guard Bureau

ARLINGTON, VA. — Transforming National Guard headquarters into joint force organizations may be the right thing to do for America, but taking care of the people is even more critical to the Guard's future, according to the chief of the National Guard Bureau.

"What we are is not about machines. It's about people. That's our most precious resource," said LTG H Steven Blum about this country's 460,000 Army and Air Guard members as well as the people who support them.

Blum compares the National Guard to a stool with three legs.

"One leg is the service members. The second leg is their families. The third leg for the

traditional soldiers and airmen is the employers," he explained during a recent interview.

"Those legs must be in balance if we're going to have a solid, strong stool," he added.

"If any of those legs weaken in strength or change in length, the structural integrity of the stool is threatened," Blum continued. "We can only have a viable, ready, reliable, capable and accessible National Guard if all three of those factors stay in balance."

That has been his message since the U.S. Senate confirmed his presidential appointment as the Guard Bureau's 25th chief last April.

"Seven out of 10 members of the National Guard today are married," Blum told the Guard Bureau's joint staff during a May town

meeting in Arlington, Va.

"So when you're talking about a Guard member now, you're talking about that member's family."

That is in keeping with a common philosophy that this country's military leaders, including Blum, have understood for many years. The services may recruit individuals, but they have to retain families, the leaders have acknowledged.

"Some of these programs like Family Support are readiness issues," Blum insisted. "They're just as important as having Humvees. They're just as important as having the latest model of equipment."

Keeping the civilian employers in the National Guard's corner is also critical, said Blum, who has created full-time positions for Employer Support of the Guard and

Reserve coordinators in each of the 54 states and territories.

"It's important that we take some of the employers out to see what these National Guard men and women are actually doing when they're serving their nation," Blum said.

"Once employers see the enormous amount of commitment, dedication and discipline that's applied to accomplishing missions around the world, I think they recognize the value, even though it's painful for them, to allow these deployments to continue."

"And I think it will only enhance the employees in the eyes of the employers."

Added Blum: "That makes that leg of the stool even stronger and more reliable."



# Transforming the Guard: Balancing force structure to meet new mission

By Maj. Les Melnyk

National Guard Bureau

ARLINGTON, Va. — The Guard has been no stranger to change throughout its history, though change has sometimes come at a very high price.

When the United States entered World War I in 1917, the National Guard was composed overwhelmingly of infantry units — the cheapest type of unit to maintain, and the most useful type of unit for a state to have around in the event of civil unrest or an emergency.

Once the Guard was mobilized, however, the Army decided that not only did the National Guard have too much infantry, but that the infantry regiments it had were too small for the kind of bloody, sustained combat that was going on in France.

In short order, dozens of Guard regiments — many with histories that pre-dated the Civil War — were consolidated, broken up entirely or converted into other branches of service: field artillery; machine gun troops; trench mortars; and a variety of service and supply units.

Many officers were now out of a job. By one estimation, more than two-thirds of all Guard officers were transferred, required to learn a new specialty or released from the service. The turmoil was so great that even officers who remained in service and distinguished themselves during the war, carried a grudge against the Army for ruining the careers of so many of their peers.

This experience was transformation at its worst. It was change forced upon the Guard in haste; change implemented without input by the Guard and without understanding or sympathy for the organization or people being changed. But as much as Guardsmen blamed the regulars for the indignities suffered in 1917, the Guard itself bore some responsibility for what happened.

Before 1917, Guard leaders refused to press their governors and legislatures for a more balanced and modern force. The Regular Army in that day did not have the authority in peacetime to force the states to adopt the force structure most suited for modern warfare. So change was forced upon the Guard after it was mobilized for war.

The lesson of 1917 is that delaying transformation only makes it more painful in the

end. It is absolutely necessary to maintain a relevant force at all times, to be organized in peacetime the way we will fight in wartime.

Since 1917, the Guard has done a much better job of preparing itself for war.

When the Total Force Policy was introduced in the early 1970s, the Guard took on many more missions as the military made it clear that it would never fight another major war (as it had in Vietnam) without significant Guard and Reserve mobilizations.

In the various Quadrennial Defense Reviews, Bottom-up Reviews, and Total Force Analyses that have taken place since then, the Guard has played a major role in determining its own future, but only because it was willing to change in order to remain relevant.

This relevance has meant increasing call-ups since the Gulf War, including Haiti, Bosnia, Kosovo, the Sinai, Enduring Freedom, Noble Eagle and Iraqi Freedom. More than two-thirds of all Guard members in the force since 1990 have been called up at least once.

After Sept. 11, 2001, the intensity of operations increased again. Never before, short of an all-out mobilization for war, has the operational tempo of the Guard been so high.

But the nature of the deployments has placed more stress on some units than others. Military police are the most extreme example: nearly every Military Police or Security Forces unit in the Army and Air National Guard has been deployed since 9/11. About a third of all Army Guard MPs have been called up a second time in less than two years. On the other extreme, Army Guard artillery, engineer and ordnance units are among the least-deployed.

The Army and Air Force's structure — and therefore the Army and Air Guard's force structure — is based on a detailed Department of Defense (DoD) strategic study called the Quadrennial Defense Review (QDR). The last one was completed right after the attacks of September 2001.

The latest QDR replaced the previous "Two Near-Simultaneous Wars" strategy with a new "1-4-2-1 strategy."

This new strategy required the force structure to protect the homeland ("1"), deter



File photo

**Pennsylvania's 56th Brigade, 28th Infantry Division is slated to have the first Stryker brigade in the reserve components.**

forward in four critical regions ("4"), swiftly defeat adversaries in two near-simultaneous conflicts ("2"), while preserving for the president the option of decisively defeating one of those adversaries ("1"), plus smaller-scale contingency operations in peacetime.

The strategy requires DoD to plan to provide a large base of troops, which can provide forward-deployed forces on a rotating basis. The Guard will be a major part of this base force. This means deployment of the Guard for peacekeeping and other contingency-type operations will continue for the foreseeable future.

It means major changes, particularly for the Army Guard. Many of the changes required remain unclear — though the picture will become clearer this fall when the Army makes known its latest force structure plan, called Total Army Analysis 2011. Changes on the ground won't begin for at least three years.

The 1-4-2-1 strategy also spells an end to any further changes resulting from the Army National Guard Division Redesign Study (ADRS).

Originally approved by the Secretary of the Army in 1996, ADRS had the effect of reducing combat units and increasing support units in the Guard.

While ADRS might be history, there is little indication that future force structure changes will reverse the loss of combat units under ADRS.

Among the changes proposed, but not yet approved, would be a transformation in the way the ARNG mans its units. Personnel readiness is largely a function of having a sufficient number of soldiers in a unit who are trained and otherwise qualified to deploy.

Low personnel readiness has been a factor in the delay between call-up and deploy-

ment in the ARNG. Though historically speaking, Army Guard units are deploying on federal missions in less time than ever before, Secretary of Defense Donald Rumsfeld has made it clear that he wants them to deploy even faster — within five to 30 days of activation.

In order to reach this goal, significant changes need to be made to the way Army Guard units are manned.

LTG Roger Schultz, the director of the Army National Guard, has proposed that units be allowed to carry 103 percent of the soldiers required by their Table of Organization, and fill 100 percent of the validated requirements for full-time AGR soldiers in the unit.

By having more soldiers assigned than are required for mobilization, Guard units will be able to ensure that they can make up for the inevitable losses that occur with every mobilization. Some soldiers can't deploy because they are not qualified in their positions, are in training or have a physical profile that temporarily prevents deployment.

In order to man units at these higher levels, however, it will be necessary to eliminate some lesser-priority units, since current plans do not call for increasing the size of the Guard by any significant amount.

Another major goal of transformation is to give to Army Guard members what Air Guard members have already had for about five years now — greater predictability in their deployments.

With the introduction of Aerospace Expeditionary Forces in the late 1990's, Air Guard members gained several years advance notice of when their next rotation abroad was coming. The Army gave Guard members similar advanced notice of

*Knowledge of upcoming deployments will also make it easier to resource units for schools, exercises, fielding new equipment and a host of other issues. By regularizing the rotations and making them predictable for soldiers, Guard leaders ultimately hope to aid recruiting and retention.*

See CHANGE on Page 12



# Thirty-one Guardsmen pay the ultimate price for their country

By Master Sgt. Bob Haskell

National Guard Bureau

ARLINGTON, Va. — The National Guard has paid a heavy toll in blood and tears during the past 18 months while serving overseas during the global war on terrorism.

Nine Army Guard soldiers died in July alone, and four are listed as being killed in action during combat operations in Iraq.

Nine more died by Aug. 28, and three were listed as killed in action.

It is a harsh reminder that war is a deadly business and that the National Guard is already in the thick of the action as it is transforming to become more relevant, reliable and accessible to the active Army and Air Force.

Staff Sgt. Joseph Camara and Sgt. Charles Caldwell of the Rhode Island National Guard became the most recent casualties when their HMMWV struck a mine on Sept. 1, 2003 during operations north of Baghdad.

"Our hearts and prayers are with the families during this most difficult time," said Gov. Donald Carcieri. "On behalf of the state of Rhode Island I offer them our deepest sympathy and support."

All told, 31 Guard members, including two members of the Air Guard, have died overseas. Twenty-four have died while taking part in Operation Iraqi Freedom, and six have perished during Operation Enduring Freedom in Afghanistan. The Guard troops range in age from 19 to 55.

Sgt. Heath McMillin, 29, of the New York Army Guard's 105th Military Police Company was the last Guard soldier to make the supreme sacrifice in July.

He was killed on July 27 while taking part in a patrol that was hit with a rocket-propelled

pelled grenade and small arms fire south of Baghdad, according to a Defense Department casualty report.

Alabama Army Guard Spc. Jeremy Loveless, 22, died at Fort Benning, Ga., on April 28 after being called up for Iraqi Freedom duty.

Three of the six who have died during Enduring Freedom were listed as killed in action.

According to officials, this is a considerably higher number of casualties than the Guard is accustomed to sustaining, considering that no Army Guard soldiers were killed in combat during the Persian Gulf War in 1990-91.

Add to that, no Guard troops have died in hostile fire during peacekeeping missions in Bosnia or Kosovo that began in December 1995.

In fact, the Guard's 10 combat deaths since President George Bush declared a global war on terrorism, are the highest since the Vietnam War. A war that saw 94 members of the Army and Air Guard killed in action, according to National Guard Bureau historian Renee Hylton in Arlington, Va.

"I am writing personal letters of condolence to the wives or the mothers or the fathers of every single one of our Guard casualties," said LTG H Steven Blum, chief of the National Guard Bureau, who is keeping close track of those casualties.

"It is the hardest thing I have had to while I've had this job."

The Army National Guard has created an "In Memoriam" web site dedicated to the citizen-soldiers "who have given their lives for liberty in the War on Terrorism." It can be found at [www.army.mil/news/memoriam/](http://www.army.mil/news/memoriam/).

## Heroes of Freedom ...

Other Army Guard soldiers who have been killed in action in Iraq include Staff Sgt. Bobby Franklin, 38, of North Carolina, from an improvised explosive device on Aug. 20; Staff Sgt. David Perry, 36, of California, while inspecting a suspicious package which exploded on Aug. 10; Spc. Jon Fetting, 30, of North Dakota, from a rocket propelled grenade on July 22; Sgt. Roger Rowe, 54, of Tennessee, from an enemy sniper on July 9, and Spc. Jeffrey Wershow, 22, of Florida, who was shot and killed on July 6.

Idaho Air National Guard Maj. Gregory Stone, died in Kuwait on March 25 from wounds suffered when an American soldier allegedly threw a grenade into the tent where Stone was sleeping.

Those who have been killed during combat actions in Afghanistan are Illinois Air Guard Staff Sgt. Jacob Frazier, on March 29 following an enemy ambush; West Virginia Army Guard Sgt. Gene Vance Jr., 38, during an attack from hostile forces on May 19, 2002; and Colorado Army Guard Sgt. 1st Class Daniel Romero during explosive clearing operations on April 15, 2002.

Following are the names of those who have died while participating in Iraqi Freedom and Enduring Freedom operations. The list includes the states or territories in which their Guard units are based, and the dates and countries of their deaths.

KIA indicates they were killed in action.

### Operation Iraqi Freedom

Spc. Darryl Dent, 31, District of Columbia, Aug. 26, Iraq, KIA.  
Staff Sgt. Bobby Franklin, 38, North Carolina, Aug. 20, Iraq, KIA.  
Pfc. David Kirchhoff, 31, Iowa, Aug. 14, Germany, KIA.  
Staff Sgt. David Perry, 36, California, Aug. 10, Iraq, KIA.  
Sgt. Floyd Knighton Jr., 55, Louisiana, Aug. 9, Iraq, KIA.  
Pfc. Brandon Ramsey, 21, Illinois, Aug. 8, Iraq, KIA.  
Staff Sgt. David Lloyd, 44, Tennessee, Aug. 5, Kuwait, KIA.  
Sgt. Heath McMillin, 29, New York, July 27, Iraq, KIA.  
Spc. Jon Fetting, 30, North Dakota, July 22, Iraq, KIA.  
Sgt. 1st Class Christopher Williams, 29, Georgia, July 20, Iraq.  
Spc. Joshua Naesche, 20, Missouri, July 15, Germany, KIA.  
Sgt. Roger Rowe, 54, Tennessee, July 9, Iraq, KIA.  
Sgt. 1st Class Craig Holing, 38, Indiana, July 9, Kuwait, KIA.  
Pfc. Robert McKinley, 23, Indiana, July 8, Germany, KIA.  
Staff Sgt. Barry Sanford Sr., 46, Colorado, July 7, Iraq.  
Spc. Jeffrey Wershow, 22, Florida, July 6, Iraq, KIA.  
Spc. Richard Overages, 32, Puerto Rico, June 26, Iraq.  
Spc. Jeremy Loveless, 22, Alabama, April 28, Fort Benning, Ga.  
Cpl. John Rivers, 21, Florida, April 18, Kuwait.  
Spc. George Moschell, 35, Maryland, April 7, Iraq.  
Spc. Richard Gowerd, 22, Michigan, April 14, Iraq.  
Spc. William Johnson, 39, Indiana, March 26, Spain.  
Maj. Gregory Stone, Idaho, March 25, Kuwait.

### Operation Enduring Freedom

Sgt. Christopher Geiger, 36, Pennsylvania, July 9, Afghanistan.  
Staff Sgt. Jacob Frazier, Illinois, March 29, Afghanistan, KIA.  
Spc. Brian Clements, 19, Indiana, Feb. 6, Kuwait, KIA.  
Sgt. Michael Barry, 29, Missouri, Feb. 1, Qatar, KIA.  
Sgt. Gene Vance Jr., 38, West Virginia, May 19, 2002, Afghanistan, KIA.  
Sgt. 1st Class Daniel Romero, 36, Colorado, April 15, 2002, Afghanistan, KIA.

FROM PAGE 11

## Change

deployments when it announced in late July the timetables for rotations to Bosnia, Kosovo, Iraq and elsewhere through 2005.

In the future, most Army Guard members can expect a one-year mobilization once every six years.

Knowledge of upcoming deployments will also make it easier to resource units for schools, exercises, fielding new equipment and a host of other issues. By regularizing the rotations and making them predictable for soldiers, Guard leaders ultimately hope to aid recruiting and retention.

Air Guard transformation is likewise occurring both as a reaction to the ongoing War on Terror and as part of the normal effort to keep the Air Guard integrated with the Total Air Force. In December of last year, Air National Guard Director LTG Daniel James III introduced his "Vanguard" initiative designed to keep the Air Guard in line with Air Force transformation.

The Air Guard has identified a dozen "stressed career fields" that will need augmentation in the future. Among those fields are Security Forces, Intelligence, Unmanned Reconnaissance, Space Operations, and Information Warfare. It is not yet clear what career fields will be reduced to provide additional personnel for these stressed fields.



File photo

**M198 155mm Medium Howitzers are currently in the Guard's inventory. Army National Guard field artillery units are likely to be cut in the future.**

Among the non-traditional approaches the Air Guard is considering using to man its units are increased use of "blended" units (combining active and reserve members in a single unit) and multi-state units.

However, there will be no changes to the successful integration of the Air Guard into the Aerospace Expeditionary Forces (AEF).

The ANG is also seeking to remain on the technological cutting edge with its equip-

ment and aircraft. Planners see increased Air Guard roles with ISR and UAV platforms (Intelligence, Surveillance and Reconnaissance and Unmanned Aerial Vehicles).

Like the Army Guard, the Air Guard will have to make these changes without increasing endstrength or getting any significant budget relief.

This will mean doing more missions with

fewer - but more sophisticated - aircraft.

Other force structure changes that can be expected down the road: lighter forces in the Army Guard. Pennsylvania's 56th Brigade, 28th Infantry Division is slated to have the first Stryker brigade in the reserve components.

Overall, the Army Guard will shed thousands of tracked vehicles in the next decade if units like the proposed Multi-Functional Division and Mobile Light Brigade become a reality.

While there will doubtless remain a "legacy force" of heavy tanks and infantry fighting vehicles, the ARNG will not be left behind in the general trend to lighten forces and increase their technological edge over potential enemies.

Most importantly, Guard transformation will achieve Secretary Rumsfeld's desire to mobilize and demobilize Guard units - particularly Army Guard units - more quickly. Guard members will not have to repeat tasks upon mobilization that had been tested to standard during drill weekends.

With units up to strength, trained and ready to go, the Guard will be able to adapt and succeed in this new era, where the national strategy dictates a continuous reliance on reserve forces to meet mission requirements.