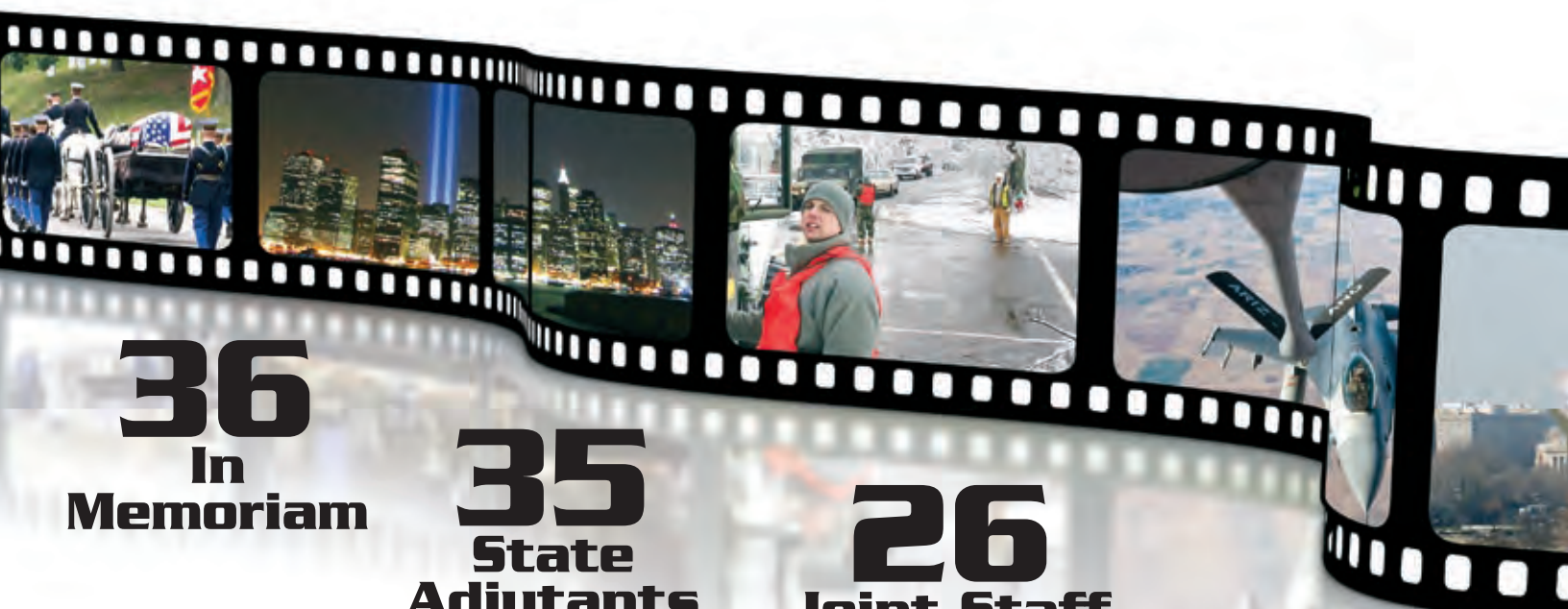




2011 NATIONAL GUARD POSTURE STATEMENT



ADDING VALUE TO AMERICA



36
In
Memoriam

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State
**Adjutants
General**

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The National Guard Bureau acknowledges the following members for their photographic contributions to this publication:

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National Guard Bureau Executive Overview

General Craig R. McKinley

Chief, National Guard Bureau

About 400 years ago, a few hardy souls boarded tall ships from the shores of their comfortable European homeland to travel to a North American wilderness. They risked their lives on the treacherous waters of the North Atlantic for a new land and a better life.

Immediately, homeland security became a concern for these early settlers. In times of need, volunteers from tiny hamlets and towns picked up their muskets to rush to the defense of their homes and families.

Out of this necessity, the first militia was organized in the Massachusetts Bay Colony in 1636. About 140 years later, these Citizen-Soldiers had become a formidable force. At the Battle of Concord in 1775, outnumbered musket-wielding militia defeated an "invincible" British force and the enduring reality of the Minuteman was born.

The Minuteman image was immortalized in the statue that stands today by the North Bridge, which spans the Concord River. The Minuteman was sculpted in traditional militia mufti with one hand on the plow and the other grasping a musket. The Citizen is ready at a moment's notice to become the Soldier.

That ethos continues, ever stronger today, abroad and at home. Our Citizen-

Soldiers and Airmen are adding value to America.

Rapid Evolution

The National Guard Abroad

The depth provided by the National Guard is no longer the "once in a lifetime" use of a strategic reserve as envisioned during the Cold War. The National Guard has become an operational force that is an integral part of the Army and Air Force. It is populated by seasoned veterans with multiple deployments in support of operations in Iraq, Afghanistan, the Balkans, and many other locations around the world.

Our most precious assets flow from our communities. At this time, nearly 60,000 Citizen-Soldiers and Airmen are deployed in support of overseas operations in Iraq, Afghanistan, the Balkans, and the Sinai.

The National Guard has maintained a high

operational tempo for more than eight years in support of the operations in Iraq and Afghanistan. Through the admirable service of thousands of Guardsmen we have provided essential combat, logistics, and other support capabilities to these operations.

Tennessee Army National Guard Soldiers participate in Base Defense Operations training for a scheduled deployment to Iraq.



Most recently, the National Guard provided critical Humanitarian Relief and Disaster Response support following the massive earthquake of January 2010 in Haiti. From providing initial medical evacuation to sustained logistics support and airborne communications, National Guard Soldiers and Airmen quickly delivered the specialized expertise required to support the Haitian people in their hour of need.

The National Guard at Home

In addition to the thousands of National Guard Soldiers and Airmen currently activated for ongoing federal missions overseas, the National Guard provides significant response to unexpected contingencies at home.

On average, on any given day, 17 U.S. Governors call out their National Guard to help citizens in need. We responded in 2009 as we always have – immediately, effectively, appropriately, and in force. There's no reason to believe 2010 will be any different.

Three significant events in 2009 were the record floods in North Dakota, the incredibly devastating ice storms in Kentucky, and the aid Hawaii quickly

delivered to American Samoa after a tsunami smashed into the island.

Rapid and full emergency response is another service that our Citizen-Soldiers and Airmen do well.

At the peak of flood fighting efforts, the North Dakota Guard responded with more than 2,400 Citizen-Soldiers and Airmen aided by Guardsmen from six other states including Minnesota, Wisconsin, South Dakota, Montana, Missouri, and Iowa.



The Guard assisted with levee patrols, evacuating residents, and sandbag operations. Our Soldiers and Airmen also provided traffic control points and presence patrols. They flew aviation support missions, including reconnaissance and ice salting to promote melting. They also delivered and operated water pumps, broke up ice jams, and performed other missions as required.

In Kentucky, the entire Kentucky Army National Guard plus Guardsmen from Florida, Indiana, Ohio, Tennessee, and Wisconsin were called to duty, removing debris and running communications sites in addition to delivering essential supplies.

Restoration of electric power to water plants, communications facilities, home generator support, operation of shelters in 24 armories, and removing downed trees were the top priorities. Troops worked with state and local crews clearing roads and gaining access to damaged power transmission lines. Our National Guard men and women delivered more than 285,000 meals and a half million bottles of water every day to needy communities.



North Dakota Air and Army National Guard members work with civilian flood-fighting volunteers in the Fargo Dome to fill sandbags for flood barriers at Fargo.

An 8.4 magnitude earthquake struck the Samoa Islands region on September 29, which resulted in a destructive tsunami with 15-20 foot waves impacting the east side of American Samoa. Buildings suffered damage; up to 6,000 people were without power; there were 1,912 refugees in 14 shelters; and 32 confirmed fatalities.

Within 24 hours, about 90 National Guard personnel from Hawaii's Civil Support Team and CBRNE Enhanced Response Force Package, a command and control element, and a mortuary affairs team flew to American Samoa to help in the recovery efforts.

The National Guard is located in more than 3,300 communities around the nation providing an indispensable link between the military and the citizens of our great nation. We may be the only military that some of our citizens ever see.

At the same time, more than 4,600 personnel are on duty in our daily ongoing domestic operations – state active duty, and Counterdrug and Air Sovereignty Alert missions. More than 390,000 are available to respond to any situation.

Readiness

Personnel

Despite all the nation has asked of them in the overseas warfight as well as here at home, we are recruiting and retaining National Guard members in impressive numbers and with higher quality marks. Americans join and stay in the National Guard. But as successful as we have been to date, we need continued support for recruiting and retention efforts.

Equipment

The National Guard must have modern equipment if we are to remain successful as defenders of the homeland at home and abroad. Army National Guard (ARNG) units deployed overseas have the most up-to-date equipment available and are second to none.

However, a significant amount of equipment is currently unavailable to the ARNG due to continuing rotational deployments and emerging modernization requirements. Many states have expressed concern about the resulting shortfalls of equipment for training as well as for domestic emergency response operations.


The Army has programmed \$20.9 billion for ARNG equipment for FY09 through FY13 to procure new equipment and modernize equipment currently on hand. We appreciate that support and also the strong interest of Congress and Department of Defense (DoD) in closing the gap between our domestic requirements and the available equipment in our armories and motor pools.

The Air Force is in the midst of modernizing and recapitalizing its major weapons platforms, and the Air National Guard (ANG) must be concurrently and proportionally recapitalized, particularly in order to avoid the near to mid-term "age-out" of the majority of its fighter force.

Our primary concern is that 80 percent of our F-16s, the backbone of our Air Sovereignty Alert force, will begin reaching the end of their service life in seven years.

To that end, we support the Air Force's recapitalization plan, and believe that all roadmaps should be inclusive of the ANG as a hedge against this "age-out."

We shouldn't be relegated to obsolete and incompatible equipment like we were during the Cold War. We have proven that the old way of doing business does not work in today's environment. The National Guard must remain an operational force, indeed a strategic force, and must be resourced as such, so we can assist the Army and Air Force as much as possible.



Thousands of National Guard Citizen-Soldiers and Airmen take part in the annual 'Patriot Exercise,' in which multinational forces from as far away as the Netherlands come for combat training and a homeland defense scenario.

National Guard and Reserve Equipment Appropriation (NGREA)

A significant success story over the past few years is how NGREA funding has helped the Guard fill equipment shortages. This is particularly true for shortages involving Critical Dual-Use (CDU) equipment, which are items that the Guard uses in both federal and state missions. The equipment purchased through NGREA includes CDU, however no equipment is purchased solely for domestic use by the states. The use of NGREA has been instrumental in providing for the quality and quantity of ARNG equipment. It has also enabled the ANG to both support Overseas Contingency Operations (OCO) and to also provide assistance to domestic response.

An important benefit of NGREA funding is transparency in accounting. In fact, *every dollar* can be tracked and accounted for in the process. With NGREA, we are able to show Congress exactly what equipment the Guard received for the money spent and where that equipment is located.

Training

Along with preparations for federal service, the National Guard prepares for possible use in domestic operations. To that end, in FY09 the National Guard conducted four regional Vigilant Guard exercises and three combatant command/national level exercises to facilitate unity of effort. In FY10, the NGB is building local, state, and national level exercise capability to support the 54 states, territories, and the District of Columbia in preparing for larger scale exercises, National Special Security Events (NSSE), and real world events.

Agribusiness Development Teams

Nowhere does today's 21st century Minuteman embody the Citizen-Soldier promise better than in our Agribusiness Development Teams (ADTs) in Afghanistan, where it is so needed after 40 years of constant turmoil and war.

We send Guardsmen, whose skills and livelihood are earned in agribusiness in the United States, to this war-torn country to help better their farming industry.

The first team deployed from Missouri in 2007. Today, eight teams are dispersed throughout Afghanistan, doing incredible work promoting sustainable farming practices and stimulating Afghan agriculture.

For the Guardsmen, that means engaging with local farmers and helping them address many of their challenges, such as water and infrastructure issues.

Eighty percent of Afghans depend on agriculture for their livelihood, so it's incredibly important that if we're going to attack all the challenges and ills that hinder Afghanistan, we help stabilize their agribusiness economy.

The goal is not to teach how to farm but to expand those skills that Afghan farmers already have. They know how to farm. They need someone to help them with the more scientific aspects of agriculture.

Before those crops get to market they need to be harvested or processed. Texas and Missouri ADTs developed clean and sanitary meat processing facilities powered by renewable energy sources. Also, mechanical

Army COL Jim D. Moore of the Tennessee Agribusiness Development Team visits with village elders in eastern Afghanistan during a site briefing.





Gen Craig R. McKinley, the Chief of the National Guard Bureau, speaks at the State Partnership Program Conference in Stuttgart, Germany saying the program "has matured well" and has developed solid, long-standing alliances.



Key officers of the Wisconsin National Guard pay a goodwill visit to Nicaragua. The Wisconsin National Guard is paired with Nicaragua in the National Guard State Partnership Program.

engineers in the Guard were able to teach the Afghans how to build wind turbines and help produce power for these facilities. In the end, that's the goal – to find simple solutions to the challenges faced by Afghan farmers.

Because of the ADTs, Afghanistan has entered into a bilateral relationship with Nebraska. There is a large Afghan population in Nebraska, and the University of Nebraska has a cultural center that has built a relationship that has endured for decades.

NGB as a Joint Activity

In 2009, the National Guard made great progress in supporting DoD's efforts to both manage the Reserve Components as an operational force and establish the National Guard Bureau as a joint activity. The NGB, as part of the total operational force, has a greater role and increased responsibility for shaping the discussion and recommendations within DoD for issues related to Homeland Defense and Defense Support to Civilian Authorities.

The National Guard has always recognized its unique role as America's first military responder. In the continued quest for serving our citizens, we have leveraged the concept of the Joint Staff, both at the national and at the state level, to ensure rapid, effective, coordinated responses to domestic emergencies. This capability is modular, scalable, and can maximize effectiveness by employing Army and Air Guard capabilities into a true joint response. This supports the Adjutants General with single procedures for communication, coordination, collaboration, and employment.

State Partnership Program

The National Guard State Partnership Program (SPP) establishes enduring and mutually beneficial partnerships between foreign countries and American states through the National Guard. This program is an important component of the Defense Department's security cooperation strategy, the geographic combatant commanders' theater engagement programs, and U.S. Ambassadors' Mission Strategic Plans.



USSOUTHCOM

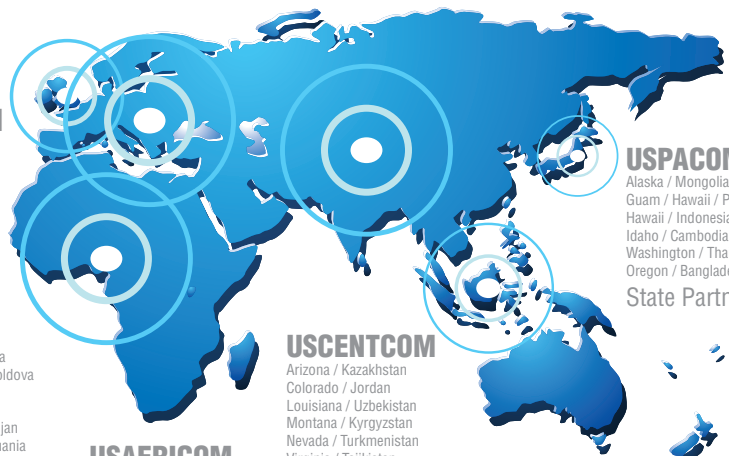
Arkansas / Guatemala
 Connecticut / Uruguay
 Delaware / Trinidad-Tobago
 District of Columbia / Jamaica
 Florida / Venezuela
 Florida / Guyana
 Florida / Regional Security System (E. Caribbean Islands)
 Kentucky / Ecuador
 Louisiana / Belize
 Massachusetts / Paraguay
 Mississippi / Bolivia
 Missouri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

State Partnerships: 21

USEUCOM

Alabama / Romania
 California / Ukraine
 Colorado / Slovenia
 Georgia / Georgia
 Illinois / Poland
 Indiana / Slovakia
 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/Nebr / Czech Republic
 Vermont / Macedonia

State Partnerships: 21



USPACOM

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

State Partnerships: 6

USCENTCOM

Arizona / Kazakhstan
 Colorado / Jordan
 Louisiana / Uzbekistan
 Montana / Kyrgyzstan
 Nevada / Turkmenistan
 Virginia / Tajikistan

State Partnerships: 6

USAFRICOM

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

State Partnerships: 8

**Total
 State Partnerships: 62**

A primary aim is to promote partnership among the many nations working with us to advance security, stability, and prosperity around the globe.

Today, American states are partnered with more than 60 foreign nations to focus on military-to-military, military-to-civilian, and civil security activities.

Created in 1993, the SPP has helped the U.S., European, African, Southern, Pacific, and Central Commands engage the defense and military establishments of countries in every region of the globe.

This valuable mutual security cooperation program will continue to expand in size and strategic importance.



Interagency and Intergovernmental Coordination and Cooperation

The National Guard's dual mission requires a disciplined balance between persistent readiness to defeat threats to our nation and its vital interests, and constant availability to help our communities and states.

To improve efficiency for all involved in domestic operations, the NGB is orchestrating an effort to maximize collaboration with partner organizations like the U.S. Coast Guard, U.S. Army Corps of Engineers, and the Federal Emergency Management Agency (FEMA). By working together with our partners, we will provide a more coordinated response for all catastrophes, natural or manmade.

Future Plans – Our Vision

The Guard must remain a community-based organization with a clear understanding of its dual role: to serve abroad in support of our national defense; and to serve the Governors and people of the states, territories, and the District of Columbia to which they belong. Recognizing the principles of states' rights and the tiered approach to domestic support to civil authorities, the Adjutants General (TAGs) will continue to provide a wide range of capabilities to their Governors and play a significant role in determining National Guard priorities and in shaping the future of the Guard.

In an era of persistent conflict, we need a predictable rotational model and we must maintain proficiency and interoperability with the rest of the force. We must modernize at a proportional rate to the Active Component.

At a steady state, we are going to have persistent requirements. There are tough resourcing decisions ahead, but I am optimistic we will continue our relevancy both on the domestic front and abroad while continuing to take the very best care of our Airmen, Soldiers, and their families.

What the future holds for the National Guard Bureau is to cement its cross-functional relationships with other government and military agencies to answer any call, anywhere with the utmost collaboration and effectiveness. This is how we will continue adding value to America long into the future.

The following pages show how the Army and Air National Guard and the Joint Staff are doing their part to build a balanced, flexible, and cohesive force for the future.



A U.S. Soldier secures a combat outpost in Kandahar Province, Afghanistan.



Army National Guard

Major General Raymond W. Carpenter

Acting Director, Army National Guard



FACTS

316,000

Army National Guard Soldiers who have been mobilized for federal (Title 10) duty to support Overseas Contingency Operations around the world since 9/11.

60,000

Army and Air National Guard personnel who are supporting expeditionary operations around the world, including Operations Enduring Freedom and Iraqi Freedom.

10,000

National Guard Soldiers who supported federal and state agencies during the 2009 Presidential Inauguration.

MESSAGE FROM THE DIRECTOR

Unique events, leadership transitions, and a change in vision defined another challenging and rewarding year for the Army National Guard (ARNG). The ARNG shifted its focus from quantity of assigned strength to quality of the force, a new vision for an experienced and accessible force. As a result, we have significantly increased the readiness of the Army National Guard. Our Soldiers are better trained and equipped to support overseas contingency operations and provide domestic support to our civilian authorities.

The ARNG made notable progress with our Modular Force Conversion and Rebalance efforts. We have also implemented a number of innovative initiatives such as the:

- ★ Agribusiness Development Team
- ★ Domestic All-Hazards Response Team (DART)
- ★ Muscatatuck Urban Training Center
- ★ Battle Command Training Capability Program
- ★ eXportable Combat Training Capability (XCTC)
- ★ Patriot Academy
- ★ General Equivalency Diploma (GED) Plus
- ★ Yellow Ribbon Reintegration Program
- ★ Community-Based Warrior Transition Program



Soldiers from the Florida National Guard use the eXportable Combat Training Capability or XCTC, which gives them a more realistic feel to their training.

Through these efforts, our Soldiers are educated, trained, equipped, and supported unlike any other time in our history. Our efforts to balance the lives of our operational units and individuals have given us the flexibility and effectiveness needed to keep America strong.

Operations

Balancing domestic and overseas operations brings out the best in Army National Guard integrated missions. The concepts of "critical dual-use equipment" and "Citizen-Soldier" merge together to meet our international and domestic challenges. Building on our two pillars of strength – personnel readiness and equipment versatility – we conduct our integrated missions and accomplish our Soldier-centric goals.

Command and Control (C2)

(property, pay, finance, and maintenance) **Logistics**

Aviation

Security

Engineering

DART

Domestic All-Hazards
Response Team
Essential 10

Transportation

Medical (each DART has a medical detachment)

CBRNE (with access to one or more CSTs)

Maintenance

Communications

Overseas Contingency Operations (OCO)

Overseas Contingency Operations have significantly increased the operating and deployment tempo within the Army National Guard. Nearly 60,000 Army and Air National Guard personnel are supporting expeditionary operations around the world, including Operations Enduring Freedom and Iraqi Freedom. Since 9/11, more than 316,000 Army National Guard Soldiers have been mobilized for federal (Title 10) duty as of December 31, 2009, to support OCO around the world.

Domestic Operations

The Army National Guard coordinates and integrates policies, procedures, and capabilities to ensure critical operations continue in the event of an emergency, or threat of an emergency, anywhere in the U.S. and its territories.

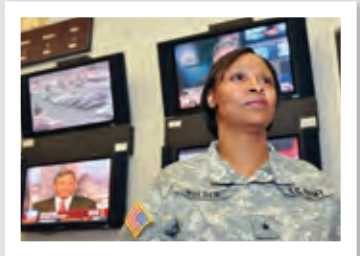
In January 2009, the ARNG supported federal and state agencies during the most attended Presidential Inauguration

in U.S. history by providing over 10,000 National Guard Soldiers from 14 states. The Soldiers supported civil authorities by providing traffic control points, reaction forces, and aviation support.

The ARNG answered calls to their respective Governors for search and rescue, power generation, logistical support, debris clearing, sandbagging, security, law enforcement support, food distribution, and shelter construction during recovery efforts. Most notably, in March 2009 six states sent more than 5,500 Soldiers to support North Dakota during the Red River flooding. During this event, the ARNG provided 13 helicopters with crews to fill a mission assignment from the Federal Emergency Management Agency (FEMA).

Domestic All-Hazards Response Team

Initiated in FY09, the Domestic All-Hazards Response Team (DART) formalizes the National Guard use of the ARNG Division Headquarters in response to all



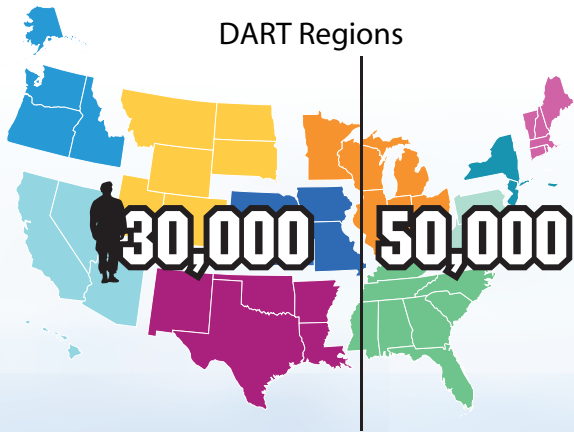
Brig Gen Barbaranette Bolden, commander, Joint Task Force-District of Columbia, led 10,000 National Guard troops from 14 states in supporting the 2009 Presidential Inauguration.



About 300 members of the Minnesota National Guard deployed to eastern North Dakota in April 2009 to support civil authorities in flood fighting operations.



More than 1,000 Iowa Guard Soldiers and Airmen supported local, state, and federal law enforcement agencies during the 2009 Presidential Inauguration.

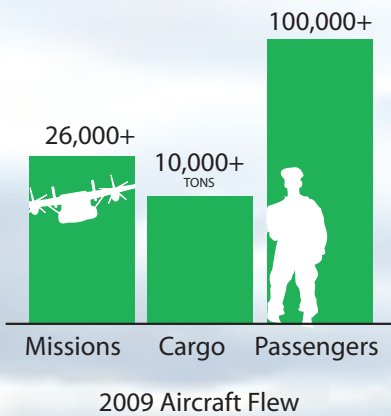


catastrophic events. When requested by the Adjutant General of an affected state, the DART response is coordinated through the Chief, National Guard Bureau. The Army National Guard has eight division headquarters. Three division headquarters serve as the DART Headquarters on an annual rotation – two divisions serving in the East and West and one reinforcing both regions.

Approximately 50,000 troops are available east of the Mississippi and 30,000 west of the Mississippi for activation into Title 32 Status. The DART works within the existing Emergency Management Assistance Compact framework. The DART is also divided along FEMA Region boundaries and is well positioned for interagency response. The DART maximizes the modular structure of the 21st century Army and positions the nation to respond to any manmade or natural disaster (or to mobilize in preparation for such an occurrence).



For more details on DART, please see the information paper at: www.ng.mil/features/ngs



ARNG Aviation

Operational Support Airlift Agency (OSAA)

The Operational Support Airlift Agency is a Department of the Army field operating agency under the National Guard Bureau that supports 114 aircraft worldwide and over 700 personnel. OSAA's fleet of 80 fixed-wing aircraft represents the single largest fixed-wing organization in the Army today. Both at home and abroad in 2009, these aircraft:

- ★ Flew more than 56,000 hours
- ★ Completed over 26,000 missions
- ★ Transported nearly 20 million pounds of cargo
- ★ Carried more than 100,000 passengers
- ★ Supported the U.S. Southern Command in Colombia, the Criminal Investigation Task Force, Office of Military Commissions, and United States Army South at Guantanamo Bay, Cuba



U.S. Army medics and Virginia National Guard firefighters perform a simulated aerial medical evacuation with a UH-60 Blackhawk helicopter in Virginia.



Combat Aviation Brigade (CAB)

By virtue of its basing locations throughout the homeland, ARNG Aviation provides immediate responsiveness to the Governors. Additionally, with certain unique design and equipment differences, the aviation force is a critical component of Defense Support to Civil Authorities.

Six of the ARNG's eight CABs have a unique security and support (S&S) Aviation Battalion whose primary mission is homeland support. Each S&S battalion is equipped with the new UH-72 light utility helicopter with communications and mission equipment packages that are optimized for coordination and interoperability with civilian police, fire, and emergency responders. In addition, the ARNG aviation force provides the Army with a NORTHCOM-dedicated Theater Aviation Brigade for the vital National Guard Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) Consequence Management Force that will respond to any natural or man-made disaster in the homeland. The ARNG provides the total Army with 43 percent of its aviation force.



For more details about the [Combat Aviation Brigade](http://www.ng.mil/features/ngps), please see the information paper at: www.ng.mil/features/ngps

Light Utility Helicopter (LUH) Update

The UH-72A "Lakota" Light Utility Helicopter is a state-of-the-art aircraft with twin engine reliability, a 21st century navigation/communication system, and a proven record of commercial aviation service.

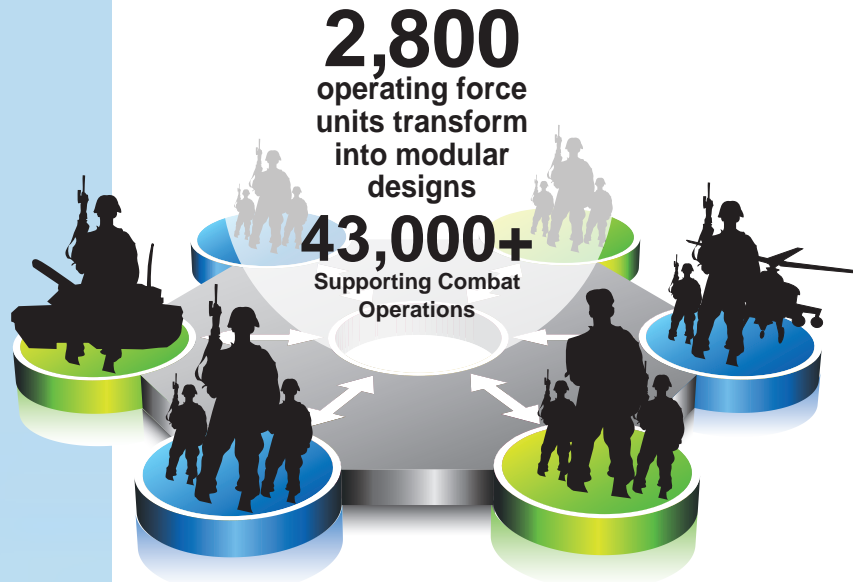
The Army developed the UH-72 Lakota to meet immediate and future light utility aviation needs. The ARNG now has 36 UH-72A aircraft and eight UH-72A MEDEVAC aircraft for a total of 44 Lakotas. The Army plans to field 12 UH-72As to the Army National Guard over the next several years with a total of 200 new UH-72s to be fielded to the National Guard by FY17.



For more details about the [Light Utility Helicopter](http://www.ng.mil/features/ngps), please see the information paper at: www.ng.mil/features/ngps



Soldiers with the 121st Medical Company (Air Ambulance) fly their UH-72A Lakota Light Utility Helicopters during an orientation flight throughout the Washington, D.C. area.



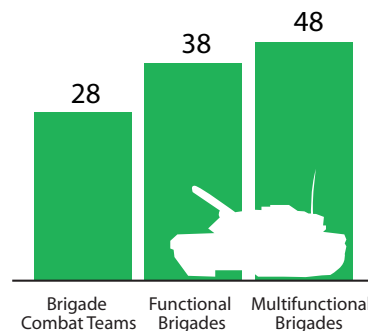
Present and Future Value

Modular Force Conversion and Rebalance

By the end of FY09, the ARNG completed the most comprehensive force structure change in its history. This five-year effort saw more than 2,800 operating force units transform into modular designs while deploying 43,225 Soldiers to combat and support operations in Iraq, Afghanistan, and Kuwait. With this transformation, ARNG brigade combat teams are identical to Active Component Army brigades so they are compatible regardless of the mission. The ARNG continues to grow and adapt to fulfill all levels of the federal and state missions in support of Homeland Security and Homeland Defense (HD), which includes supporting the warfighter.

The historic fill rate for equipment for the ARNG has been about 70 percent. Fill rates declined to approximately 40 percent of equipment available to the Governors in 2006 due to cross-leveling equipment to support immediate deployment requirements. Seventy-seven percent of the ARNG's Modified Table of Organization and Equipment (MTOE) requirement is currently on hand (as of the end of FY09).

Increasing our investment in several key areas is essential to maintaining our forward progress.



Modular Force Conversion and Rebalance
114 Total Brigades

Personnel Strength and Quality Programs

The overriding theme of the Army National Guard's recruiting and retention mission is to sustain a high quality force and continue to improve the quality of life for our Soldiers and their families.

The ARNG recalibrated the FY09 endstrength mission from 371,000 to 358,200 resulting in a reduction of the recruiting accession mission to a target of 56,000. The endstrength goals focused on achieving historical quality marks in the military entrance exam (the Armed Forces Qualification Test) for high school graduates and an overall retention rate of 106 percent of the ARNG goal. Our sustained recruiting and retention successes are a testament to the outstanding work of our recruiting team and the inherent value of our organization.

The ARNG is improving the quality of recruits through the Patriot Academy and the GED Plus programs.

Patriot Academy

The basic concept for this program came from research that indicated 500,000 students dropped out of high school in 2006. Launched in June 2009, the Patriot Academy enables Soldiers to complete basic training and then perform Title 10 Active Duty for Operational Support while obtaining their high school diplomas, additional military training, and life

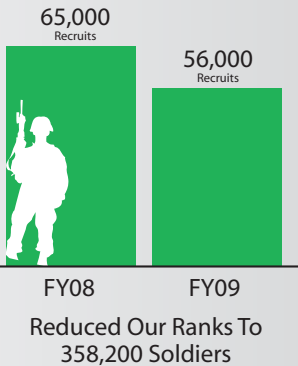


Members of the Missouri Army National Guard's Agribusiness Development Team visit local farmers in eastern Afghanistan to assist them with crop production.

Agribusiness Development Teams

An Agribusiness Development Team (ADT) is a self-contained volunteer unit composed of 58 National Guard Soldiers with backgrounds and expertise in various sectors of the agribusiness field. They provide training and advice to Afghan universities, provincial ministries, and local farmers to increase stability and improve opportunities for Afghanistan's reemerging agribusiness sector. Since 2007, Agribusiness Development Teams from the following states have deployed to Afghanistan:

- ★ Missouri
- ★ Indiana
- ★ Tennessee
- ★ Kansas
- ★ Nebraska
- ★ Texas
- ★ California
- ★ Kentucky
- ★ Oklahoma
- ★ South Carolina



PVT Ismael Ramirez will receive a high school diploma from the nine-month program at the National Guard Patriot Academy at the Muscatatuck Urban Training Center, Indiana.

U.S. Army SPC William Suncire and SGT Richard Milliron of the Arizona National Guard work security in Afghanistan during a provincial reconstruction team quality assurance mission.

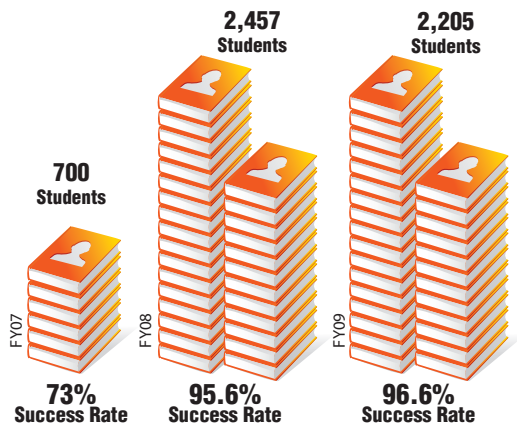


For more details about ADTs, please see the information paper at: www.ng.mil/features/ngps

skills training. The ARNG plans to graduate 500 Soldiers annually.



For more details about the Patriot Academy, please see the information paper at: www.ng.mil/features/ngps



GED Plus

The GED Plus program provides high school dropouts, 18 and older, basic training and a structured academic environment to earn their GED. To enroll, students must be fully qualified for enlistment and achieve the minimum Armed Forces Qualification Test score. In FY07, some 700 Soldiers passed for a 73 percent success rate. In FY08, our success rate jumped to 95.6 percent with 2,457 students passing. The GED Testing team tested 2,283 GED Plus Soldiers in FY09 with a passing rate of 96.6 percent. The team was noted as the best test site in the nation by Dantes staff. Also in FY09, the National Guard began construction on an \$18 million GED Plus educational complex which will increase training capacity to more than 7,500 students per year.

As of May 31, 2009, the success rate continues to hover around 95 percent, which is significantly higher than the 69 percent national average achieved by civilian GED programs. The improvement is due in part to grouping students by ability, sharing best practices, and implementing an instructional lab for specific student weaknesses.



For more details on the GED Plus program, please see the information paper at: www.ng.mil/features/ngps

Full-time Support

The ARNG Full Time Support (FTS) program consists of both Active Guard and Reserve (AGR) Soldiers and Military Technicians and has a direct link to unit readiness. In this continuing era of persistent conflict, FTS personnel are major contributors across the full spectrum of ARNG missions, home and abroad, providing vital strategic depth and continuity of operations.

The ARNG is now an Operational Force and its FTS is even more critical to unit readiness. Currently, there is no programmed growth for AGRs while Military Technicians are programmed to increase by 1,170 authorizations by FY13.

Ongoing manpower studies are determining changes in FTS requirements. Results will be submitted for validation and coordinated with the appropriate organizations for submission in the Program Objective Memorandum process as completed.



For more details on FTS, please see the information paper at: www.ng.mil/features/ngps

Medical Readiness

With the Army National Guard's transition to an operational force, the Office of the Chief Surgeon team led medical readiness improvements in FY09 by addressing its three primary goals:

- ★ Support deployment of a healthy force
- ★ Support deployment of the medical force-units
- ★ Facilitate warriors in transition and family care-beneficiaries



SPC Guy Antoine reviews a patient's chart with 1LT Amanda Hunt-Queen (left). SPC Antoine is a medic and 1LT Hunt-Queen is a health services officer with the Oklahoma Army National Guard.

Medical readiness increased 13 percent between FY08 and FY09. This was a direct result of increased targeted funding and stronger liaison efforts between NGB and Army medical commands to meet funding, manning, and equipment requirements.

Industrial Hygiene Base funding served to both identify and mitigate preventable health conditions prior to impacting the medical readiness of ARNG units by using three programs – Decade of Health, Hooah4Health (H4H), and blood pressure kiosks. These programs have yielded the following results:

- ★ Dental readiness increased 34 percent in FY08 and FY09
- ★ An estimated 1 million Soldiers checked their blood pressure at kiosks nationwide
- ★ Over the past five years, more than 5,400 Soldier-students have completed the Army's first interactive, web-based correspondence course on the H4H site with a 97 percent pass rate



Soldier Family Support (SFS)

The increased operating and deployment tempo of the Army National Guard has placed additional strain on Soldiers and their Families. In October 2007, the Army initiated the Army Family Covenant program and pledged to provide Soldiers and Families with a quality of life commensurate with their dedicated service and sacrifice to the nation. In FY10, the ARNG received an additional \$10 million to support and ensure long-term sustainability of SFS functions in support of mission requirements and our role as an operational force. The following SFS programs are currently well underway:

The *Personnel Blast and Contaminant Tracker* system records data for all service members involved in blast incidents, even when immediate physical symptoms are absent. If the exposure to a blast or contaminant has long-term impacts to the service member, data will be used for line-of-duty benefit evaluation. The "blast tracker" can be expanded to all Army components as well as to the other services.

The *Resiliency Training Center*, opened in Kansas in 2009, builds resilience in our Soldiers and their families. The center focuses on preventing high stress through proactive marriage workshops and stress relief training before, during, and after deployments.

The *Community-Based Warrior Transition Units* program provides high-quality health care, administrative processing, and transition assistance for recuperating Reserve Component Soldiers while living at home with their families. These Soldiers work at a reserve center within their capabilities.



For details about more medical programs, please see the information paper at: www.ng.mil/features/ngps

Facilities and Military Construction

Army National Guard facilities are critical to the readiness and capability of the National Guard. These are the locations where our Soldiers perform administration, conduct training, and store and maintain equipment. Additionally, many National Guard facilities are critical rallying points for communities when disaster strikes. Now a combat-proven operational force, the Army National Guard needs adequate facilities to fulfill its crucial role in defending America at home and abroad. The ARNG has over 3,000 readiness centers nationwide. Approximately 1,408 readiness centers are more than 50 years old and are located on five acres or less. Recognized as the hometown "Armory," these essential facilities may be "the only military installation for hundreds of miles." For FY10, appropriations for Army National Guard military construction are \$582 million.

The Army National Guard received over \$1.4 billion in military construction funds for FY09 which included:

- ★ \$736 million for 54 projects for the Military Construction Army National Guard program
- ★ \$147 million for three emerging requirements projects
- ★ \$470 million to construct 14 projects for the base realignment and closure (BRAC) program (ARNG executed 100 percent of these BRAC projects)
- ★ \$50 million for six construction projects as part of the American Recovery and Reinvestment Act
- ★ \$25 million of FY08 funds to assist Mississippi and Indiana with storm damage to their facilities



ARNG Military Construction funding for FY10 includes \$30 million from the National Guard and Reserve Initiative. These funds are intended to address critical unfunded requirements of the ARNG.

Environmental Program

Recent success in the ARNG's environmental program underscores its mission to excel in environmental stewardship which balances community needs with sustaining military readiness.

Since the Army Compatible Use Buffer (ACUB) program began in 2003, military funding (\$17.5 million) has combined with private funding (\$90 million) to protect 40,000 military-acres from encroachment at eight ARNG training centers.



For more details about environmental programs, please see the information paper at: www.ng.mil/features/ngps



Equipment Readiness

Equipment On-Hand (EOH) and Equipment Availability

At the end of FY09, the Army National Guard had 76 percent of its equipment on-hand. Subtracting equipment that is mobilized and deployed to support federal missions, the current equipment-on-hand percentage falls to 63 percent of requirements available to the Governors. EOH levels remained fairly flat in FY09 as overall requirements increased by 2 percent and equipment inventories rose 3 percent. In many cases, particularly with vehicles, new trucks replaced older legacy vehicles. This kept the EOH relatively constant although capabilities increased due to modernization and an overall decrease in the age of the fleet.

Equipment Modernization and Readiness

Beginning in FY06, the Army significantly increased its investment in ARNG equipment, allocating approximately \$25.1 billion for new procurement and recapitalization between FY06 and FY09. As a result of this investment, the Army National Guard received approximately 296,000 new items in FY08 and another 433,000 in FY09 at a combined value of \$10.2 billion. Additionally, \$16.9 billion is currently programmed for Army National Guard equipment between FY10 and FY15.

Despite these successes, the Guard needs to procure and field leading-edge battle command equipment, and improve fill levels for a number of Combat Service Support items such as water purification systems, generators, material handling equipment, field feeding systems, tactical ambulances, and aviation ground equipment. In addition, modernization of the Guard's truck and helicopter fleets, while absolutely critical to long-term success, will continue to be a challenge well beyond FY15.

Ground and Air Operating Tempo

Ground Operating Tempo

The ground operating tempo (OPTEMPO) program is one of the keys to equipment readiness. The program consists of two parts: direct and indirect. Direct ground OPTEMPO pays for petroleum, repair parts, and depot-level repairables. Indirect OPTEMPO pays for expenses such as administrative and housekeeping supplies, organizational clothing and equipment, medical supplies,





SPC Soledad Siordia of the California Army National Guard conducts maintenance on a vehicle in Iraq.

nuclear, biological and chemical supplies and equipment, and inactive duty training (IDT) travel which includes Command Inspection, staff travel, and cost of commercial transportation.

Air Operating Tempo

The air OPTEMPO program supports the ARNG flying hour program, which includes petroleum-oil-lubricants, repair parts, and depot-level repairables for the rotary wing helicopter fleet.

In FY09, air OPTEMPO funding for the Army National Guard totaled \$271 million in base appropriation plus \$40 million in supplemental for a total of \$311 million. This funding provides for fuel and other necessities so that 5,722 ARNG aviators can remain current and proficient in their go-to-war aircraft. Achieving and maintaining desired readiness levels will ensure aircrew proficiency and risk mitigation, which helps to conserve resources. ARNG aviators must attain platoon level proficiency to ensure that they are adequately trained to restore readiness and depth for future operations.

Reset Process

The Department of the Army programmed the ARNG for \$202 million to fund repair parts and the personnel required to repair equipment used in Overseas Contingency Operations during FY10. The ARNG is planning to Reset 21 brigade-sized elements as well as many units below brigade level. The Reset process also provides additional training for National Guard Soldiers as they repair this equipment. As in previous years, having the ARNG perform its own

Field Reset allows for equipment to be returned to the states' control much faster and repaired in a much more expeditious manner.

Logistics-Depot Maintenance

The Depot Maintenance Program is an integral part of ARNG sustainment activities. This program is based on a "repair and return to user" system as opposed to the direct exchange system used by the active Army component. In FY10, depot surface maintenance program requirements increased by 14 percent. Funding for the ARNG's surface depot maintenance requirement was increased by 19 percent because of new requirements. In FY10 the ARNG plans to overhaul 2,883 pieces of combat and tactical equipment.



2LT Tate Atkinson, calls in medical support for a Soldier hit by an improvised explosive device during training for military police companies in Michigan.

Training and Technology

During FY09, the ARNG information technology (IT) resources supported the implementation of network security projects, mobilization support, wide area network modernization and redundancy, and emergency response projects. This allowed continued support to each United States Property and Fiscal Office, Joint Forces Headquarters - State and Army National Guard Headquarters primarily in the National Capital Region.



For more details about IT programs, please see the information paper at www.ng.mil/features/ngps

eXportable Combat Training Capability

Soldiers and units are better prepared for mobilization due to the advent of the eXportable Combat Training Capability (XCTC) program. XCTC is an innovative training program that reduces training overhead without sacrificing training quality, standards, or outcomes. This pre-mobilization training program provides tough, realistic training to achieve company level certification and battalion battle staff proficiency. XCTC builds on fundamental tactics, techniques, and procedures by using advanced live, virtual, and constructive training technologies.



For more details about the XCTC, please see the information paper at: www.ng.mil/features/ngps

Muscatatuck Training Center

The 974-acre Muscatatuck Training Center in Indiana provides a realistic training environment for urban warfare, civil support operations, and emergency response. Trainees include Army National Guard troops, firefighters, police officers, and other first responders. The center's concentrated urban infrastructure consists of 68 major buildings including a school, hospital, dormitories, light industrial structures, single-family dwellings, a dining facility, and administrative buildings totaling about 850,000 square feet.



Soldiers in XCTC training prepare for an upcoming deployment to Iraq by using GPS-enabled gear that allows leaders to see what's going on in the battlefield as it is happening.





Air National Guard

Lieutenant General Harry M. Wyatt III

Director, Air National Guard

MESSAGE FROM THE DIRECTOR

America's Exceptional Force, Home and Away

The Air National Guard (ANG), the U.S. Air Force Reserve, and the Regular U.S. Air Force (RegAF) comprise our Total Air Force. The ANG anchors this Total Force team, providing trained and equipped units and personnel to protect domestic life and property; preserving peace, order, and public safety; and providing interoperable capabilities required for Overseas Contingency Operations. The ANG, therefore, is unique by virtue of serving as both a reserve component of the Total Air Force and as the air component of the National Guard.

Upon its founding in 1947, the ANG served primarily as a strategic reserve for the U.S. Air Force. Increasingly and dramatically, the ANG has become more of

FACTS

146,000

Air National Guard members who have deployed overseas since 9/11 – many on their second or third rotations to combat zones overseas.

7,000

Air National Guard members who are actively deployed in Iran, Afghanistan, and other overseas regions.

33%

Total Air Force capabilities provided by ANG for less than 7 percent of the Total Force Budget.



Maintenance personnel perform about 12 inspections each year on KC-135 tankers.

an operational force, fulfilling U.S. Air Force routine and contingency commitments daily. Since 9/11, over 146,000 ANG members have deployed overseas.

A snapshot of U.S. forces at any time shows Air Guard members in all corners of the globe supporting joint and coalition forces in mission areas such as:

- ★ Security
- ★ Medical support
- ★ Civil engineering
- ★ Air refueling
- ★ Strike
- ★ Airlift
- ★ Intelligence, Surveillance, and Reconnaissance (ISR)

Currently, over 7,000 ANG members are deployed in Iraq, Afghanistan, and other overseas regions. At 16 alert sites, three air defense sectors, and Northern Command, 1,200 ANG members vigilantly stand watch over America's skies. Amazingly, 75 percent of our deployed individuals are volunteers, and 60 percent are on their second or third rotations to combat zones. Percentages like these speak volumes about the quality and sense of duty of America's ANG force!

The ANG supports state and local civil authorities with airlift, search and rescue, aerial firefighting, and aerial reconnaissance. In addition, we provide critical capabilities in medical triage and aerial evacuation, civil engineering, infrastructure protection, and hazardous materials response with our Civil Support Teams and our Chemical, Biological,

Radiological, Nuclear, and High-yield Explosive (CBRNE) Enhanced Response Force Packages (CERFPs).

In the past year, Air Guard members helped their fellow citizens battle floods, fight wildfires, mitigate the aftermath of ice storms, and provide relief from the devastating effects of a tsunami. Here are just a few examples of how the ANG provides exceptional expertise, experience, and capabilities to mitigate disasters and their consequences.

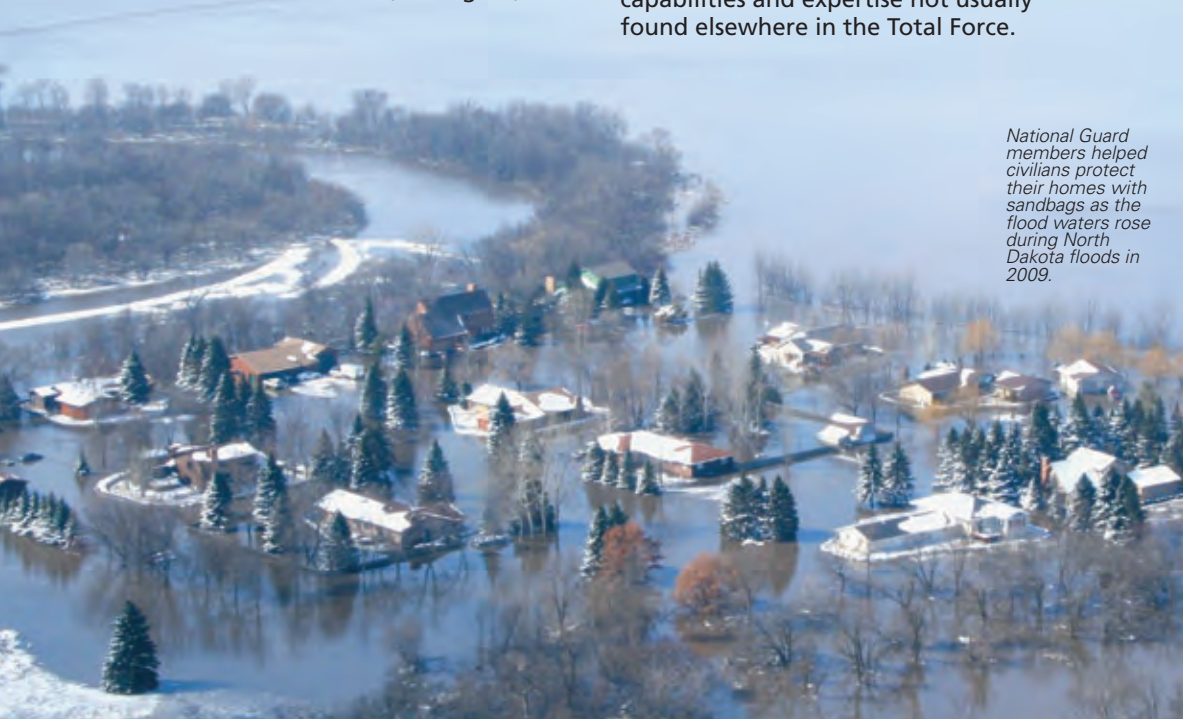
- ★ Kentucky, Arizona, and Missouri Guard members responded to debilitating ice storms, which resulted in the largest National Guard call-up in Kentucky's history.
- ★ North Dakota, South Dakota, and Minnesota ANG members provided rescue relief and manpower in response to Midwest flooding.
- ★ The Hawaii ANG sent personnel from their CERFP, a command and control element, and a mortuary affairs team to American Samoa in response to an 8.4 magnitude earthquake-generated tsunami.

Within the Total Force, the ANG provides extraordinary value in terms of meeting our national defense needs with cost efficiency and immediate availability. In our domestic role, the ANG provides capabilities to support local emergency responders with life and property saving capabilities and expertise not usually found elsewhere in the Total Force.



Combat training missions like Red Flag provide advanced aerial exercises that train U.S. and allied Air Force pilots for real combat situations.

National Guard members helped civilians protect their homes with sandbags as the flood waters rose during North Dakota floods in 2009.





Maryland's 135th Airlift Group is one of the first units to convert to the C-27B Joint Cargo Aircraft.

Best Value for America

Building Adaptable Airmen and Priorities for the Future

The outstanding men and women of the ANG continue to defend American interests around the world. Throughout 2009, the ANG projected global presence in a variety of missions in regions ranging from the Balkans to Southwest Asia, and from Eastern Europe to Latin America. We have provided much more than airpower, contributing our exceptional capabilities in security, medical, logistics, communications, civil support, and engineering, in order to support our nation's national security.

Our unique community-based heritage has been the foundation of our strength since colonial times. While the strategic environment has continually changed throughout history, the ANG has proven itself an adaptive force, able to meet any new challenges. One reason for our success is that our members normally live in the same communities in which they serve during times of natural disasters or when called upon to respond to national emergencies. Our Guard members know the

folks they support very well because they work together, their children attend the same schools, and they shop at the same businesses. Our fellow citizens know the local Guard members and their contributions, and their appreciation has been illustrated through countless welcome home parades and outpouring of support over the years.

Throughout history, many of the issues our forebears faced are essentially the same issues we face today: aging capabilities and declining budgetary resources. The ANG has consistently provided the answer in an efficient, cost-effective, community-based force that is ready and responsive to domestic and national security needs.

Our traditional, predominantly part-time force continually adapts and evolves toward new missions and capabilities. As a nation, we must ensure America's ANG continues to be completely interoperable with the RegAF to meet operational and strategic reserve surge requirements. To continue as America's best value and to meet our national security objectives, the ANG focuses priorities in three areas:

- ★ Developing adaptable Airmen for future senior leadership roles and responsibilities
- ★ Modernizing and recapitalizing our warfighting



Members of a National Guard extraction team look for victims of a mock terrorist attack during a Chemical Explosive Radiation Force Protection exercise.

capabilities to ensure we remain completely interoperable with RegAF

- ★ Evolving and shaping our force to maintain our value to the Air Force mission

Best Value in Personnel, Operations, and Infrastructure

During the past year, the ANG has deployed 18,366 service members to 62 countries and every continent, including Antarctica. The ANG provides a trained, equipped, and ready force for a fraction of the cost. We provide a third of Total Air Force capabilities for less than seven percent of the Total Force budget. In all three areas – personnel, operations, and facilities – the ANG provides the “Best Value for America.”

A key to ANG efficiency is our part-time/full-time force structure mix. Our predominantly part-time (traditional) force can mobilize quickly when needed for state disaster response missions, homeland defense, or when we need to take the fight overseas.

We have the ability to maintain a stable force with considerably fewer personnel moves than the RegAF, which is a critical factor in our cost-effectiveness. Traditional National Guard members cost nothing, unless on paid-duty status. ANG efficiencies compared to regular military components include:

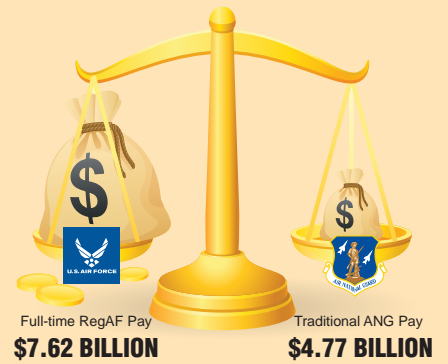
- ★ Fewer “pay days” per year
- ★ Lower medical costs
- ★ Significantly lower training costs beyond initial qualification training
- ★ Virtually no costs for moving families and household goods to new

duty assignments every three or four years

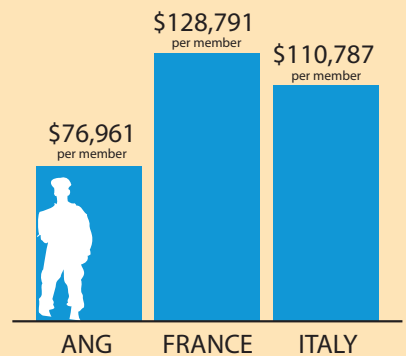
- ★ Fewer entitlements, such as basic allowance for housing
- ★ Lower base support costs in terms of services and facilities including commissaries, base housing, base exchanges, and child care facilities

The ANG is an operational reserve with surge potential of 2,200 mobilized and 5,700 volunteering per day. If this force were full-time active duty (as is the RegAF), the military personnel budget would be \$7.62 billion. ANG military personnel pay in FY09, including military technician pay, was \$4.77 billion for a yearly cost savings of \$2.85 billion, or a daily cost savings of \$7.8 million.

Whether compared to another major command (MAJCOM), the RegAF, or even to the militaries of other countries, the ANG is an extraordinary value. In direct comparison with the militaries of France and Italy, for example, our ANG members cost \$76,961 per member, while the bills of those countries respectively run to \$128,791 and \$110,787 per member. Further, cost per ANG member is less than a fifth of that of the RegAF. Comparisons such as these illustrate well the cost savings realized with an operational reserve possessing surge potential.



**Yearly cost savings of
\$2.85 billion, or \$7.8 million daily**



**ANG Per Member Costs –
an Extraordinary Value**



Maryland National Guard Soldiers and Airmen from the 29th Combat Aviation Brigade participate in a 'Patriot Exercise' in Wisconsin.

Operational savings are due to the ANG's experienced force and lean operating methods. An examination of the ANG's F-16 maintenance by Rand Corporation last year highlighted the ability of our maintenance personnel to generate double the amount of flying hours in a one-to-one comparison of full-time equivalents.

Savings from ANG infrastructure start with basing at civilian facilities. With some ANG base leases costing as little as one dollar annually, the ANG is able to realize even more cost savings for the Total Force through our supporting infrastructure. Three-fourths of ANG bases are located at civilian airports. In fact, our Joint Use Agreements with civilian airports provide access to approximately \$12 billion in infrastructure for less than \$5 million annually.



The Modular Airborne Firefighting System (MAFFS) is an important and effective tool used to fight wildfires nationwide and is placed onboard C-130 Hercules aircraft as shown here.

Significantly, the ANG is a dual-use force of people and equipment. As indispensable as the ANG is to the Air Force, it is equally indispensable to the National Guard's domestic response capability. The ANG leverages the vast majority of its equipment in this dual role, from the movement of time-sensitive cargo and passengers during a domestic crisis to providing critical capabilities needed to support Total Force requirements overseas.

Recruiting and Retention

Our ability to conduct missions important to our states and nation rely on our people, which requires successfully recruiting and retaining our members. We are fortunate that our retention numbers have remained strong throughout 2009, at 90.8 percent, which beat our goal of 90 percent. This is a testament to the outstanding work of our recruiting and the inherent value of our organization.

We focus our efforts in areas where we face challenges. Officer recruiting and other critical areas include health care, engineers, intelligence, mobility pilots, and chaplains. During 2009, we began linking recruiting and retention efforts to our strategic planning functions. This allowed the ANG to better position our force for new missions and align more effectively with shifts in the Air Force capabilities portfolio. Those new ANG members with prior service are particularly valuable for the ANG and constitute more than 50 percent of our recruits.

Developing Future Leadership in the Total Force

In developing adaptable Airmen, we are focusing on initiatives to prepare our Airmen for future Total Force leadership. Developing this leadership capability requires both increased in-residence opportunities at all Developmental Education schools and increased opportunities for joint service. Additionally, command opportunities must be afforded in theater, commensurate with the presence of all forces deployed to the warfight.

One of our recent initiatives involved redesigning our statutory tour program to provide more opportunities for developing critical command and staff experiences for personnel at the National Guard Bureau and in the field. Through this two-way flow, we improve insights and perspectives that will help develop adaptable Airmen.



A C-17 Globemaster III aircraft from McChord Air Force Base, Washington, parks next to a Wyoming Air National Guard C-130 at the Wyoming National Guard's Guernsey Army Airfield.

Protecting America's Future

Modernization and Recapitalization

The age of the ANG fleet continues to be of grave concern. Meeting future challenges at home and abroad will require modernization and recapitalization of both aircraft and equipment in the RegAF and the ANG. Concurrent and proportional equipping of the ANG within the Total Force ensures continued interoperability with the RegAF. America cannot afford to fall behind in air supremacy. Continued dominance depends on modernizing and recapitalizing planes and equipment, and adapting to the strategic environment while maintaining our technological advantages.



An F-16 Fighting Falcon gets into position to receive fuel from a KC-135 Stratotanker over the Southwestern United States.

Without concurrent recapitalization, the U.S. Air Force stands to lose 80 percent of its current Air Sovereignty Alert force for homeland defense in seven years. Similarly, even as older KC-135 air refueling tankers retire, we nearly double the annual flight hours for the newer KC-135RT, which hastens the aging process. Without suitable replacements, the current Combat and Mobility Air Forces face increasing maintenance and safety issues over the coming years, which will undoubtedly affect mission execution and accomplishment.

It is essential to concurrently and proportionally maintain qualified pilots in the ANG who can provide operational surge capability to the Total Force in times of war, and lessen the burden of high operations tempo faced by the RegAF.

Dual-Use Capabilities

The ANG provides the balance at home and abroad through fielding of "dual-use" capabilities, a cornerstone of the ANG's cost effective contribution to the Total Force. We assist the RegAF as they respond to the needs of the Combatant Commanders. Comparable capabilities also protect the homeland and defend America's skies. As part of the Total Force mission, the ANG requires capabilities to defend against today's threats, and to assist our states, territories, and the District of Columbia in domestic missions, such as disaster response. We also continue to develop ways to take advantage of the cost effectiveness inherent in the ANG, such as maximizing associations and community basing.

Total Force Integration (TFI)

Total Force Integration is the method and process by which Air Force components leverage the inherent strengths of their respective forces and blend their equipment and capabilities to achieve maximum effectiveness across the full spectrum of air operations. The ANG provides the best value by applying its component-specific efficiencies to Total Force operations and by taking on missions that are appropriate to its cultural and operational composition.

The cost savings offered by the ANG are not derived solely from its part-time force construct. Significant cost-effectiveness is realized in the streamlined operations and limited infrastructure costs unique to the ANG, as well as initiatives that combine RegAF and ANG personnel, equipment, and aircraft at associate units. The associate unit constructs increase Total Force responsiveness to national needs by integrating RegAF and ANG-specific mission capabilities, and by combining the facilities, training, combat support, and logistical infrastructures that maximize combat capability. Three prime examples of this construct are the most recently created associate wings, all of which perform aerial refueling missions in KC-135 Stratotankers:

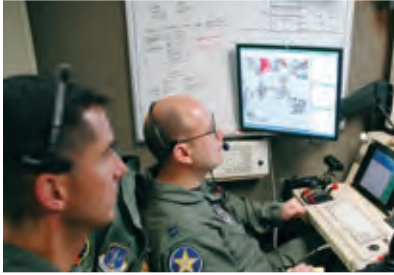
- ★ 126th Air Refueling Wing (ARW) at Scott Air Force Base, Illinois
- ★ 157 ARW at Pease Air National Guard Base (ANGB), New Hampshire
- ★ 117 ARW at Birmingham ANGB, Alabama



The Air Force Reserve Command tanker and fighter fleets fly regular training patrols as vital components to Operation Noble Eagle, along with Air National Guard and active-duty aircraft and people.

Planning for Future Missions

The ANG is working with the Adjutants General to update and refine recapitalization and modernization plans through the *ANG Flight Plan*, a field-driven process in coordination with our Strategic Planning System (SPS) that will help position ANG units for future missions. The SPS enables the ANG to systematically develop plans that make sense for our states and the nation and position the ANG to support the Total Force in the future.



Capt Howard Gorberg, from Texas ANG monitors an MQ-1 Predator unmanned aerial vehicle at an ANG flying schoolhouse. Predator Pilot and Instructor Maj Matthew Dutkiewicz observes and instructs Capt Gorberg.

Intelligence, Surveillance, and Reconnaissance (ISR)

The ANG sees opportunities to contribute further to the Total Force in mission areas such as ISR. Our military's increasing focus on special operations and analysis are two areas in which the ANG can help meet increasing demand.

One such area is addressed by the RC-26, the ANG's only dedicated, light-manned ISR aircraft that supports Special Operations Forces. Within the domestic mission, the RC-26 is the ANG's premier aircraft for Incident Awareness and Assessment for National Special Security Events, counter narcotics, homeland security, and response to natural or manmade disasters. The ANG continues to seek Air Force recognition and assignment of a Major Command for this aircraft.

The ANG also operates Remotely Piloted Aircraft (RPA) and has been involved in this rapidly emerging mission area since 2004. Today, five states operate nine RPAs in combat air patrols in theater, and we anticipate even greater involvement in the

future. One of these units, the New York ANG's 174th Fighter Wing at Hancock Field ANGB in Syracuse, now operates the MQ-9 Reaper in support of operations in Afghanistan, sending commands to the RPA through satellite networks. This wing, which formerly had an F-16 flying mission, is the first Air Guard unit to operate MQ-9s and to open the Air Force's only MQ-9 maintenance schoolhouse this year.

Space and Cyberspace

As we look to the future, the ANG is well positioned to assist Air Force missions by virtue of the continuity and civilian skills we provide. For example, our Air Guard members' civilian skills are well suited to help the Air Force meet various mission requirements in areas such as cyber security, where the ANG already has eight operational units dedicated to deterring attacks on our nation's cyber networks.

In space operations, Air Force Space Command looks to the ANG to provide support in areas such as missile operations, Distributed Command and Control Missions, and space launch/range operations. ANG efficiencies and initiatives such as TFI help the Total Force mission requirements in areas such as missile warning associate squadrons.

Building Partnership Capacity

In the emerging mission areas of Irregular Warfare/Building Partners/Building Partnership Capacity, the ANG seeks to enhance its ability to meet domestic needs, as well as sufficient force structure to meet the demands of steady state deployments.



Maj Tammy Barlette of the Arizona Air National Guard is the first Air National Guard unmanned aircraft pilot to graduate from the Air Force's Weapons Instructor Course.



We are engaged in Light Attack and Armed Reconnaissance (LAAR) testing and numerous Agile Combat Support mission areas. We plan to increase tactical and direct support airlift capacity, such as light mobility aircraft and rotary wing aircraft, as well as increase our ISR capacity and LAAR capabilities.

Continuing Missions

The ANG will retain some conventional mission sets, particularly those associated with Global Persistent Attack. For example, the ANG is well suited for missions requiring surge aircraft in the early stages of a large conflict because of our cost-effectiveness continuity-of-experience. The ANG must also continue to participate in missions such as Rapid Global Mobility, which includes:

- ★ Strategic airlift (C-5, C-17)
- ★ Intra-theater or tactical airlift (C-130, C-27)
- ★ Air refueling (KC-135, KC-10, and future platforms)

ANG combat aircraft (A-10, F-15, and F-16) make up a third of the combat capability of our nation's Air Force. Additionally, the ANG defends America's air space by conducting the Air Sovereignty Alert (ASA) mission at 14 of 16 sites throughout the country. The F-16s used in this critical mission will reach their service life expectancy in seven years. While our maintainers continue to keep our fleet mission ready and capable, these "legacy" systems should be replaced as soon as practical for the Air Force to remain relevant and reliable.

The ANG will continue to retain existing missions that provide surge capability, such as those involved in Global Persistent Attack. Our nation's Air Force Reserve Components are particularly well suited in this role, providing unmatched cost effectiveness. Many of our tactical airlift missions, as well as Agile Combat Support missions, such as medical support, services, security forces, civil engineers, transportation, and logistics support, provide dual-use capabilities that are an extraordinary value provided only by the ANG.

Rebalancing the force and training for new missions will directly impact thousands of Air Guard members nationwide. With the continued support of Congress, the ANG will continue to develop and field the most capable, cost-efficient force for FY11 and well into the future. The members of America's ANG will continue to serve with pride and distinction at home and abroad.

The ANG is an exceptional force, both in terms of the cost-effectiveness and in the quality and flexibility of our force. We continually strive to improve our capabilities and support the Total Force effort. We look forward to the future with great anticipation, secure in the knowledge that our nation's Air National Guard provides unsurpassed value for America.



SSgt Terry Ellison, a loadmaster from the Texas Air National Guard, directs the loading of a C-130.



Joint Staff National Guard

Major General Michael H. Sumrall

Acting Director, Joint Staff, National Guard Bureau

FACTS

160,000

Youths reached by the National Guard's anti-drug program "Stay-On-Track" since 2006.

90,000

Youths who graduated from National Guard Youth Challenge since 1993.

2,600

National Guard personnel who provided counterdrug support to law enforcement agencies in seizing drugs, weapons, and other contraband.

MESSAGE FROM THE DIRECTOR

Today's prolonged worldwide irregular campaign against the forces of violent extremism requires global engagement across the spectrum of conflict. The challenge for the National Guard, as well as for the military as a whole, is to maintain the skills necessary to help struggling nations fight extremism while addressing the conditions that allow extremist groups to exist. The real challenge lies at the heart of what it means to be a successful, thriving democracy – the relationship among the populace, elected officials and government, and the military.

Fortunately, the competitive advantage of the National Guard is its ability to build the bridges between civil and military authorities. We do this on a daily basis at home, and we are increasingly able to translate this capability to our Title 10 responsibilities abroad.

In 2009, we made great strides in domestic planning efforts between U.S. Northern Command and National Guard Bureau (NGB). The National Guard has long been well prepared for commonly occurring natural disasters such as hurricanes, wildfires, winter storms, and flooding. Preparing for less likely but catastrophic events requires an even more inclusive approach to planning.

In recent years, the National Guard has developed innovative capabilities such as the Weapons of Mass Destruction Civil Support Teams (WMD-CST) and Chemical, Biological, Radiological, Nuclear and High-yield Explosive (CBRNE) Enhanced Response Force Package (CERFP) to respond to CBRNE events.



An Ohio National Guard Chemical, Biological, Radiological, Nuclear Enhanced Response Force Package (CERFP) team practices extracting victims from a collapsed building during Vigilant Guard training at Muscatatuk Urban Training Center.

Domestic Operations

Here are some examples of how the National Guard adds value to America:

Weapons of Mass Destruction Civil Support Teams (WMD-CST)

The National Guard will add two new WMD-CST units, bringing the total to 57 units. Each unit consists of 22 full-time Army and Air Guard personnel. WMD-CSTs help each state's civil authorities in identifying CBRNE agents, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support.

Chemical, Biological, Radiological, Nuclear and High-yield Explosive Enhanced Response Force Package (CERFP)

Seventeen CERFPs became fully operation capable in March 2009. This achievement helped to bridge the gap of a needed capability for a CBRNE response. These professionals train with federal, state, and local agencies, and include the Marine Corps Chemical Biological Incident Response Forces (CBIRF) and FEMA Urban Search and Rescue. In addition, a number of teams deployed to support national special security events such as the State of Union Address, Presidential Inauguration, and Republican/Democratic National Conventions, and will deploy to many others as the knowledge of this capability grows within the domestic operations community.

Homeland Response Force (HRF)

The National Guard has been directed by DoD to create 10 HRFs: two in FY11 and eight in FY12. The HRF will be made up of those early, life-saving capabilities including Search and Rescue, Decontamination, Emergency Medical, Security, and Command and Control (C2), with approximately 566

personnel per HRF. The 10 HRFs, 17 CERFPs and 57 CSTs will provide the initial military response to a CBRNE incident.



Army MSG Paul Mouilleseaux from the NGB briefs visitors at the NGB Public Affairs Rapid Response Team (PARRT) operations center tent that was set up for Vigilant Guard Iowa. The PARRT supports state public affairs efforts in a homeland disaster.

CBRNE Consequence Management Response Force (CCMRF)

Whether deliberate or inadvertent, CBRNE incidents are one of the greatest challenges facing our nation today. Accordingly, DoD developed the CCMRF concept: a task force of approximately 5,200 service members who operate under the authority of Title 10 of the U.S. Code. The CCMRF is designed to augment the consequence management efforts of state and local first responders, conventional National Guard forces, and federal agencies by providing complementary and unique capabilities when the effects of a CBRNE incident exceed state capabilities.

Restructured CCMRF 1 capabilities include CBRNE assessment, search/rescue, decontamination, emergency medical security, logistic support, and C2. CCMRF 2 and 3 each consist of a 1,200 personnel C2 element to provide additional command and control capability if required during a major incident.



Approximately 500 Kentucky National Guardsmen responded to a damaging ice storm to assist in clearing roadways, transporting supplies, and securing shelters throughout the state of Kentucky in early 2009.

West Virginia National Guard Quick Reaction Forces train in Washington, D.C., prior to the 2009 Presidential Inauguration.



Critical Infrastructure Program (CIP)

National Guard Critical Infrastructure Protection (CIP) assessment teams conduct all-hazard vulnerability assessments of prioritized Defense Industrial Base (DIB) and Department of Homeland Security (DHS) Tier II sites in support of the Departments of Defense and Homeland Security.

DIB CIP Teams are manned by a joint team consisting of nine traditional Air and Army National Guard members. The team consists of a team leader, mission analyst, electrical specialist, transportation specialist, water, heating, ventilating and air conditioning specialist, communications specialist, a petroleum, oil, and lubrication specialist, and security operations and emergency management. These teams conduct mission assurance assessments of prioritized Defense Industrial Base assets. DHS CIP Teams are manned by a joint team consisting of three traditional Air and Army National Guard members. These teams conduct assessments based on Department of Homeland Security criteria of DHS-selected critical assets.

In FY09, NGB CIP teams assessed over 200 industrial sites and critical U.S. Government infrastructure for

vulnerabilities to attack. The teams anticipate assessing 200 more in FY10.



For more details on CIP, please see the information paper at: www.ng.mil/features/ngps

National Guard Reaction Force (NGRF)

A critical element in the first line of counter-terrorism defense, the NGRF is designed to respond to an incident ahead of federal assets with the capability to be logistically self-sustaining for up to 72 hours. Reaction Forces provide every state with a ready combat arms force capable of delivering, at the request of the Governor or President, an initial force package of 75-125 personnel who can respond within eight hours. A follow-on force of up to 375 personnel can arrive within 24 hours. In FY09, states and territories used their NGRFs to support the Presidential Inauguration and numerous other events and emergencies.



For more details about the National Guard Reaction Force, please see the information paper at: www.ng.mil/features/ngps

Joint Enabling Team

The National Guard Bureau Joint Enabling Team (JET) provides critical NGB Joint Staff, Army, and Air National Guard expertise to support the state or territory during a crisis event. In essence, when a disaster strikes, NGB will assist with reporting and coordination of NGB support. JETs will be on site within 24 hours of decision to execute. JETs have satellite phones, laptops and printers, cell phones, communications gear, and any other equipment needed to ensure a successful mission. The Team arrives self-sufficient and sustaining. NGB can field up to four JETs simultaneously.

Joint Incident Awareness and Assessment Team (JIT)

Incident Awareness and Assessment (IAA) is a key enabler that leverages traditional DoD and other governmental intelligence, surveillance, and reconnaissance (ISR) capabilities to support domestic operations while strictly adhering to all applicable legal frameworks. The JIT, a select, highly trained, fly-away team, assists the state Joint Force Headquarters (JFHQ-State) in crisis response with expertise in IAA planning, tasking,



National Guard personnel provide counterdrug support to law enforcement agencies as well as reach out to students through anti-drug programs.



acquisition, processing, assessment, and dissemination to appropriate responders during an incident.

Counterdrug Programs

The National Guard Counterdrug Program conducts a full spectrum campaign that bridges the gap between the Department of Defense and non-DoD institutions in the effort against illicit drugs and transnational threats to the homeland. The Counterdrug Program supports all levels of government, including DoD, law enforcement and community-based counterdrug operations to anticipate, prevent, deter and defeat those threats in order to enhance national security and protect our society.

The National Guard Bureau Counterdrug Program is part of the national drug control strategy. Initially authorized by the President and Congress in 1989, DoD provides funds on a yearly basis to state Governors who submit plans specifying the usage of each state's National Guard to support drug interdiction and counterdrug activities.

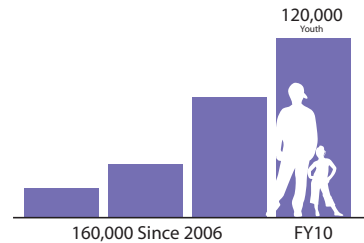
The National Guard brings three unique qualities to the Counterdrug problem:

- ★ Trained Citizen-Soldiers and Airmen with unique military skills and equipment
- ★ Legal status as a state militia (exempt from posse comitatus)
- ★ Ties to the more than 3,200 local communities where National Guardsmen and women live and serve

In FY09, approximately 2,600 National Guard personnel provided counterdrug support to law enforcement agencies in seizing drugs, weapons, and other contraband. During FY09, counterdrug academies in Iowa, Florida, Mississippi, and Pennsylvania trained a total of 97,092 students which included:

- ★ 4,278 military personnel
- ★ 23,918 community coalition members
- ★ 68,896 law enforcement students

The National Guard's anti-drug program "Stay-On-Track" (SOT) has reached over 160,000 youth since 2006. We expect to expand SOT and reach out to 120,000 students in FY10.



The National Guard's Anti-drug Program "Stay-on-Track" (SOT)



For more details about the National Guard's Counterdrug program, please see the information paper at: www.ng.mil/features/ngps

National Guard Prioritized Capability Gaps

Section 351 of the National Defense Authorization Act (NDAA) for FY08 directs DoD to provide an assessment of the extent to which the National Guard possesses the equipment required to perform its responsibilities in response to an emergency or major disaster. The assessment is to:



This Geographical Information System has the capabilities to zero into any area of a mission site to follow troop movement and generate points of contacts and other information.



- ★ Identify any equipment shortfall that is likely to affect the ability of the National Guard to perform such responsibilities
- ★ Evaluate the effect of any shortfall on the capacity of the National Guard to perform such responsibilities in response to an emergency or major disaster
- ★ Identify the requirements and investment strategies for equipment provided to the National Guard by the Department of Defense that are necessary to plan for a reduction or elimination of any such shortfall

- ★ Improving National Guard Chemical, Biological, Radiological, Nuclear, and High-yield Explosive (CBRNE) disaster response capabilities
- ★ Increasing joint and interagency training and readiness

The National Guard Bureau is working through appropriate plans, programs, and budgetary processes in order to obtain the necessary resources to mitigate identified National Guard capability gaps and improve National Guard capabilities for Homeland Defense and Civil Support.

In response to this requirement, NGB developed its own Capability Assessment and Development Process (CADP), which is modeled after Chairman, Joint Chiefs of Staff processes for analyzing mission functions and capabilities, and determining gaps/shortfalls and solutions. The CADP supports NGB's ability to assess current and future capability needs to respond to domestic events, and to articulate those needs in appropriate planning, programming, and budgeting forums.



Joint and Interagency Training

The NGB is leading the total force in a "Race to the Top" that postures the National Guard as the most effective joint force for domestic military operations. This endeavor started with a training transformation (T2) in NGB's Joint Interagency Training Capability (JITC) programs. NGB advanced T2 from a vision to reality in FY09 by investing in new joint training and education, and by integrating joint exercises and training capabilities with interagency partners. T2 will emphasize JITC programs in FY10 and beyond that produce experienced leaders and staff officers who are joint-minded, innovative, and who can adapt to the operational contexts of an event. The final objective of T2 is a fully joint force of motivated people who are well-trained, well-educated, and exercised to accomplish their joint mission essential tasks (JMETS).

The National Guard Bureau conducted regional scenario-based exercises in 2008 that provided data for the National Guard CADP. Subsequent analyses enabled the National Guard Bureau to identify and prioritize several capability gaps and develop recommendations for:

- ★ Improving command and control (C2), communications, interagency information sharing, and capacity to conduct domestic operations

Joint Interagency Training Capability (JITC) programs

Since its inception, JITC has prepared the National Guard by providing more than 30,000 man-days of individual, staff, and collective training in over 800 events. NGB plans to conduct over 200 events in FY11. Vital JITC programs include:

Defense Support of Civil Authorities (DSCA) Training

DSCA training uses simulations and linked Live-Virtual-Constructive environments to enhance training for homeland defense and emergency response missions.

Joint Task Force (JTF) Commander Training Course

This five-day course provides current and future JTF commanders with an understanding of directives, current policies, guidance, and lessons learned regarding the complexities of commanding a JTF.

Joint Staff Training Course

This six-month course blends distance learning with face-to-face sessions to train joint force staff personnel in all

aspects of joint operations, planning, and execution to prepare them to act in concert with other joint, interagency, and intergovernmental organizations.

Standardized CBRNE Collective Training

This program trains CERFP, WMD-CST, and NGRF teams to provide an immediate response capability to support civil and military authorities following a CBRNE incident by forensically identifying the contamination; locating, extracting, decontaminating, and medically treating victims; and providing responders with security.

Vigilant Guard

Each year, the National Guard conducts four regional Vigilant Guard (VG) exercises to help military first-responders unify their efforts to support civilian authorities. In 2009, regional VG exercises were hosted by Iowa, Montana, New York, and Puerto Rico, with many other



The Connecticut National Guard deployed 12 personnel to supply a full spectrum of communication services to Joint Task Force District of Columbia during the 2009 Presidential Inauguration.



The Joint Incident Site Communication Capability (JISCC) can rapidly provide global communications to on-scene commanders including satellite communications, video teleconferencing, secure voice transmissions, and internet capabilities.



CBRNE Training Program



New York Army National Guard CERFP members and a CBRNE team rescue a mock casualty from a rubble heap during Operation Vigilant Guard in 2009.

states contributing. The NGB is also building a special Vigilant Guard exercise to support the 54 states and territories in preparing for larger scale or real-world events. Implementation will begin in FY11.



Websites:
<http://www.militaryhomefront.dod.mil/>
<http://www.myarmyonesource.com>
<http://www.jointservicesupport.org/>

Emergency Response and Training

The National Guard's Joint Incident Site Communications Capability (JISCC) provides communications capabilities for the National Guard while conducting domestic operations and providing military support to civil authorities. With 85 deployed systems, JISCC is available for utilization anytime and anywhere. It provides interoperable communications and emergency satellite links to command and control centers to share information and tools needed to support collaboration with other federal, state, and local responders including FEMA, the Department of Homeland Security (DHS), and state emergency management agencies.

The success of JISCC's anytime and anywhere communications capability in supporting domestic operations has received recognition and support from the military departments. The NGB and Army and Air Force are assessing it for future development as a programmed and funded defense communications system. The JISCC system, in conjunction with a web-based application (Joint Information Exchange Environment), and a Command and Control Coordination Center (C4) are known collectively as the Joint CONUS Communications Support Environment (JCCSE).

Together, JCCSE's three elements offer the states and territories, Combatant Commanders, and domestic operations partners a complete communications package for emergency management/response:

- ★ Deployable communication equipment
- ★ Situational awareness and common operating picture capability
- ★ A center for coordinating emergency operations

Partial funding for sustainment of the three JCCSE elements has been recognized in the FY10-15 defense budget.



The National Guard Bureau has put the finishing touches on a new Joint Services Support (JSS) portal, located at www.jointservicesupport.org. The portal helps Guard members and their families obtain information on an abundance of assistance and support programs.



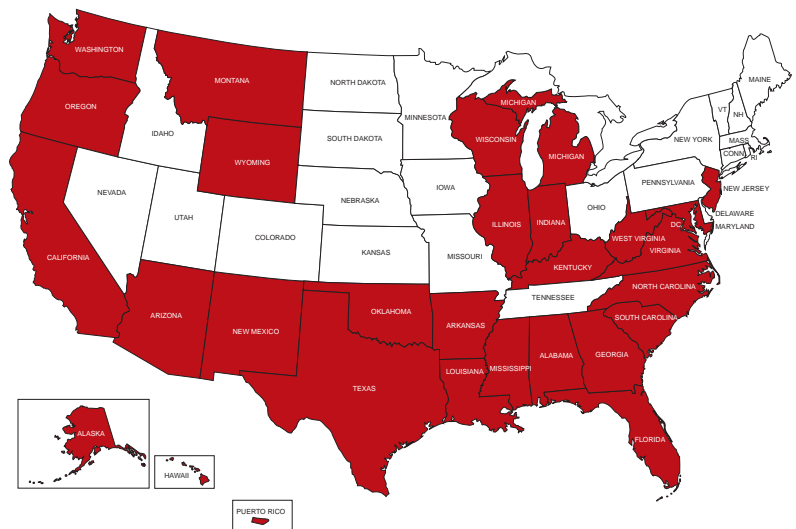
The *Yellow Ribbon Reintegration Program* (YRRP) provides information, services, referrals, and proactive outreach to Service members, families, and employers throughout pre-deployment, deployment, and post-deployment. Through May 2009, the National Guard has already conducted 619 events involving 47,182 service members and 58,350 family members.

Supporting the Warfighter and Family

Financial Management Awareness Program

In 2009, the National Guard Bureau established the Consumer Education and Financial Services Program. Working with defense, government, and civilian agencies, the program educates members of the National Guard and their families on financial responsibility and provides them with the necessary resources available to help them make sound financial decisions. Financial health is essential to the National Guard's preparedness and is an important quality-of-life issue. Continued collaboration among all agencies will ensure that every National Guard member and each family can understand and access the myriad of available financial resources.

Youth Challenge Programs





Army National Guard SPC Michael Anderson Jr. receives information about full-time employment opportunities during a Yellow Ribbon Reintegration Program meeting.

Youth Development

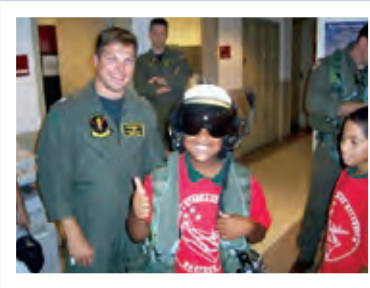
Our Citizen-Soldiers who, in their civilian lives, are influential across the spectrum of business, education, and government make up the backbone of the National Guard Youth Challenge program. The award-winning community-based program leads, trains, and mentors at-risk youth to become productive citizens in America's future. Challenge has 32 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, crime-free high school dropouts, ages 16-18.

Since 1993, Challenge has graduated over 90,000 students. Over 67 percent have earned a GED or high school diploma and 12 percent enter the military. The program pays for itself by savings realized from keeping young people out of jail and off public assistance rolls. Based on a formula from a 1998 Vanderbilt University study, Challenge saves approximately \$175 million annually in juvenile corrections costs, while keeping youth off of federal assistance.

National Guard Youth Leader Camps teach high school-aged kids leadership skills and help them develop self-confidence through a series of physical and mental challenges.



For more details on the National Guard Youth Challenge program, please see the information paper at: www.ng.mil/features/ngps



DoD STARBASE Program Atlantis Norfolk



DoD STARBASE Program Maxwell Alabama

DoD STARBASE Program

Thirty-four National Guard sites host the DoD STARBASE Program which reaches out to at-risk 5th grade students to improve their knowledge and interest in the science, technology, engineering, and math fields. The U.S. faces a workforce and educational crisis in these fields as American 15-year-olds rank near the bottom of 30 countries in combined science and math test scores. The program exposes the students to advanced technology and positive role models found on military bases and installations.



For more details on the DoD STARBASE program, please see the information paper at: www.ng.mil/features/ngps

A Leader in Equal Opportunity

The NGB Office of Equal Opportunity (NGB-EO) provides direction, administration, management, and policy implementation of National Guard (NG) military Equal Opportunity (EO) and technician Equal Employment Opportunity (EEO) and Civil Rights programs to both Army and Air Force. NGB-EO ensures the effective management of NG Affirmative Action Programs to achieve a military and civilian workforce structure that is reflective of the diversification of the 54 states, territories, and the District of Columbia.

NGB-EO also oversees the implementation of programs that focus on the special needs of employees with disabilities. People with disabilities can be hired through the traditional competitive hiring process or if they qualify, noncompetitively through the use of accepted service appointing authorities. NGB-EO is responsible for providing educational awareness about Wounded Warriors, reasonable accommodations, and employment opportunities through various programs. As an employer, the National Guard recognizes that all employees with disabilities and wounded service members are essential to our workforce and have demonstrated excellence in executive, administrative, managerial, and technical fields.

A security forces member of the provincial reconstruction team in Afghanistan scans the area during a mission to drop humanitarian aid in 2009.



Alabama
Major General
Abner C. Blalock Jr.

Alaska
Brigadier General
Thomas H. Katkus

Arizona
Major General (AZ)
Hugo E. Salazar

Arkansas
Major General
William D. Wofford

California
Brigadier General
Mary J. Kight

Colorado
Major General
H. Michael Edwards

Connecticut
Major General
Thaddeus J. Martin

Delaware
Major General
Francis D. Vavala

District of Columbia
Major General
Errol R. Schwartz,
Commanding General

Florida
Major General
Douglas Burnett

Georgia
Major General
William T. Nesbitt

Guam
Major General
Donald J. Goldhorn

Hawaii
Major General
Robert G. F. Lee

Idaho
Major General (ID)
Gary L. Saylor

Illinois
Major General
William L. Enyart

Indiana
Major General
R. Martin Umbarger

Iowa
Brigadier General
Timothy E. Orr

Kansas
Major General
Tod M. Bunting

Kentucky
Major General
Edward W. Tonini

Louisiana
Major General
Bennett C. Landreneau

Maine
Major General (Ret)
John W. Libby

Maryland
Brigadier General (MD)
James A. Adkins

Massachusetts
Major General (MA)
Joseph C. Carter

Michigan
Major General
Thomas G. Cutler

Minnesota
Major General
Larry W. Shellito

Mississippi
Major General (MS)
William L. Freeman, Jr.

Missouri
Brigadier General (MO)
Stephen L. Danner

Montana
Brigadier General (MT)
John E. Walsh

Nebraska
Brigadier General (NE)
Judd H. Lyons

Nevada
Brigadier General
William R. Burks

New Hampshire
Major General (NH)
William N. Reddel III

New Jersey
Major General
Glenn K. Rieth

New Mexico
Major General (NM)
Kenny C. Montoya

New York
Brigadier General
Patrick A. Murphy

North Carolina
Major General
William E. Ingram, Jr.

North Dakota
Major General
David A. Sprynczynatyk

Ohio
Major General
Gregory L. Wayt

Oklahoma
Major General
Myles L. Deering

Oregon
Major General
Raymond F. Rees

Pennsylvania
Major General
Jessica L. Wright

Puerto Rico
Major General (PR)
Antonio J.
Vicens-Gonzalez

Rhode Island
Major General
Robert T. Bray

South Carolina
Major General (Ret)
Stanhope S. Spears

South Dakota
Major General
Steven R. Doohen

Tennessee
Major General (TN)
Terry M. Haston

Texas
Major General
Jose S. Mayorga Jr.

Utah
Major General
Brian L. Tarbet

Vermont
Major General
Michael D. Dubie

Virginia
Major General
Robert B. Newman Jr.

Virgin Islands
Brigadier General (VI)
Renaldo Rivera

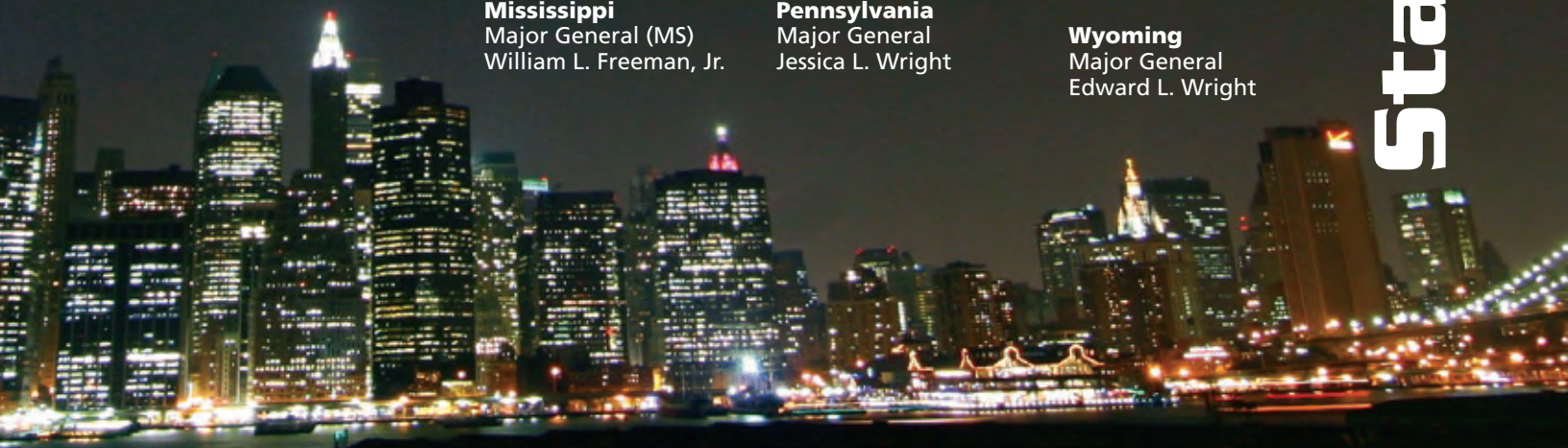
Washington
Major General
Timothy J. Lowenberg

West Virginia
Major General
Allen E. Tackett

Wisconsin
Brigadier General (WI)
Donald P. Dunbar

Wyoming
Major General
Edward L. Wright

State Adjutants General



CPL Darrell L. Smith, IN
SGT Gerrick D. Smith, IL
SGT Michael A. Smith, AR
SSG Paul G. Smith, IL
SPC Norman K. Snyder, IN
SGT Mike T. Sonoda Jr., CA
Lt Col Kevin H. Sonnenberg, OH
SGT Matthew R. Soper, MI
SGT Kampha B. Sourivong, IA
1LT Jared W. Southworth, IL
SFC Theodore A. Spatol, WY
SFC William C. Spillers, MS
SSG Chris N. Staats, TX
SPC David S. Stelmat, NH
SGT Patrick D. Stewart, NV
SGT Jonnie L. Stiles, CO
SGT Michael J. Stokely, GA
Maj Gregory Stone, ID
SPC Samuel D. Stone, WA
MSG John T. Stone, VT
SPC Brandon L. Stout, MI
SPC Chrystal G. Stout, SC
2LT Matthew R. Stoval, MS
SGT Francis J. Straub Jr., PA
SGT Matthew F. Straughter, MO
SGT Scott Stream, IL
SGT Thomas J. Strickland, GA
WO1 Adrian B. Stump, OR
CW4 Milton E. Suggs, LA
SFC Severin W. Summers III, MS
SSG Daniel A. Suplee, FL
SSG Michael Sutter, IL

SGT Robert W. Sweeney III, LA
SPC Christopher M. Talbert, IL
SGT DeForest L. Talbert, WV
SFC Linda A. Tarango-Griess, NE
SPC Christopher M. Taylor, AL
SPC Deon L. Taylor, NY
CPT Michael V. Taylor, AR
SGT Shannon D. Taylor, TN
SGT Joshua A. Terando, IL
MSG Thomas R. Thigpen Sr., GA
SGT John F. Thomas, GA
MSG Sean M. Thomas, PA
SGT Paul W. Thomason III, TN
CPL Michael E. Thompson, OK
1LT Jason G. Timmerman, MN
SGT Humberto F. Timoteo, NJ
SPC Eric L. Toth, KY
SSG Robin L. Towns Sr., MD
SPC Seth R. Trahan, LA
SPC Quoc Binh Tran, CA
SSG Philip L. Travis, GA
CW4 Chester W. Troxel, AK
SGT Robert W. Tucker, TN
SGT Gregory L. Tull, IA
SPC Nicholas D. Turcotte, MN
1LT Andre D. Tyson, CA
SPC Daniel P. Unger, CA
PFC Wilfredo F. Urbina, NY
SGT Michael A. Uvanni, NY

1LT Robert Vallejo II, TX
SGT Gene Vance Jr, WV
SGT Travis A. Vanzoest, ND
SGT Daniel R. Varnado, MS
SSG Jason A. Vazquez, IL
1LT Michael W. Vega, CA
SSG David M. Veverka, PA
SPC Anthony M. K. Vinnedge, OH
SPC Chad J. Vollmer, MI
PFC Kenneth Gri Vonronn, NY
SPC Jason E. von Zerneck, NY
SSG Michael S. Voss, NC
PFC Brandon J. Wadman, FL
SSG Gregory A. Wagner, SD
SGT Andrew P. Wallace, WI
SGT Daniel W. Wallace, KY
PFC Cwislyn K. Walter, HI
SFC Charles H. Warren, GA
1SG William T. Warren, AR
SFC Mark C. Warren, OR
SPC Glenn J. Watkins, CA
MSG Davy N. Weaver, GA
SGT Matthew A. Webber, MI
SFC Kyle B. Wehry, IL
SGT Robert M. Weinger, IL
SSG David J. Weisenburg, OR
SPC Michael J. Wendling, WI
SPC Cody Lee L. Wentz, ND
SGT Earl D. Werner, WI
SPC Jeffrey M. Wershow, FL

SPC James D. Wertish, MN
SGT Marshall A. Westbrook, NM
SPC Lee A. Wiegand, PA
SPC Carlos E. Wilcox IV, MN
LTC James L. Wiley, OR
1LT Charles L. Wilkins III, OH
SGT David B. Williams, NC
2LT Derwin I. Williams, IL
SPC Michael L. Williams, NY
SFC Christopher R. Willoughby, AL
SSG Clinton L. Wisdom, KS
SPC Robert A. Wise, FL
SPC Michelle M. Witmer, WI
SSG Delmar White, KY
SGT Elijah Tai Wah Wong, AZ
SPC John E. Wood, KS
SFC Ronald T. Wood, UT
SGT Roy A. Wood, FL
SFC William B. Woods Jr., VA
SSG James Wosika, MN
SPC Brian A. Wright, IL
SGT Thomas G. Wright, MI
SGT Joshua V. Youmans, MI
SPC Christopher D. Young, CA
*American Samoa

In Memoriam

A special dedication to the men and women of the Army and the Air National Guard who made the ultimate sacrifice while serving the United States of America

National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Noble Eagle, Operation Enduring Freedom, and Operation Iraqi Freedom as of January 1, 2010.



NATIONAL GUARD POSTURE STATEMENT

ADDING VALUE TO AMERICA

National Guard Bureau
1411 Jefferson Davis Highway,
Arlington, Virginia 22202-3231
www.ngb.army.mil