



Army National Guard
Vision
2010



The Army National Guard's Vision






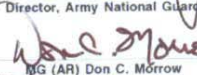
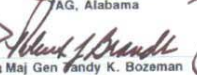

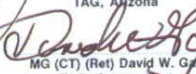
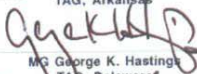
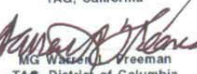
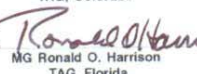


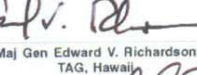




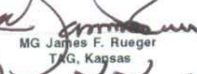
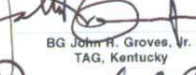



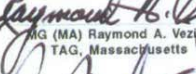
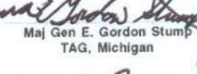



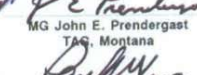
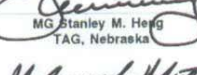
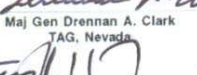
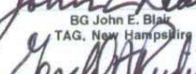
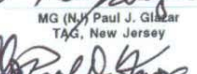
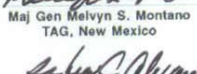
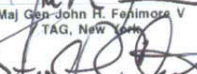
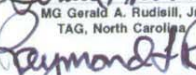

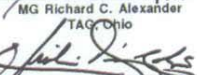
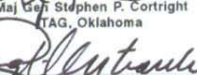
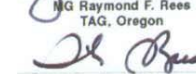
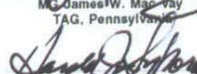
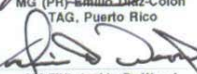

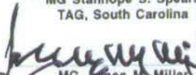



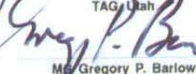
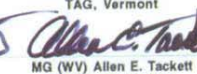
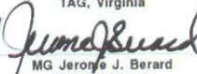
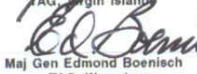
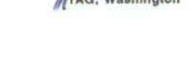
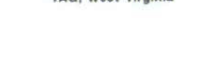


**A relevant force...missioned
across the spectrum of
contingencies...structured and
resourced to accomplish its
missions...capable and
accessible when called...with
trained citizen-soldiers
committed to preserving the
timeless traditions and values of
service to our nation and
communities.**



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National Guard Senior Leadership

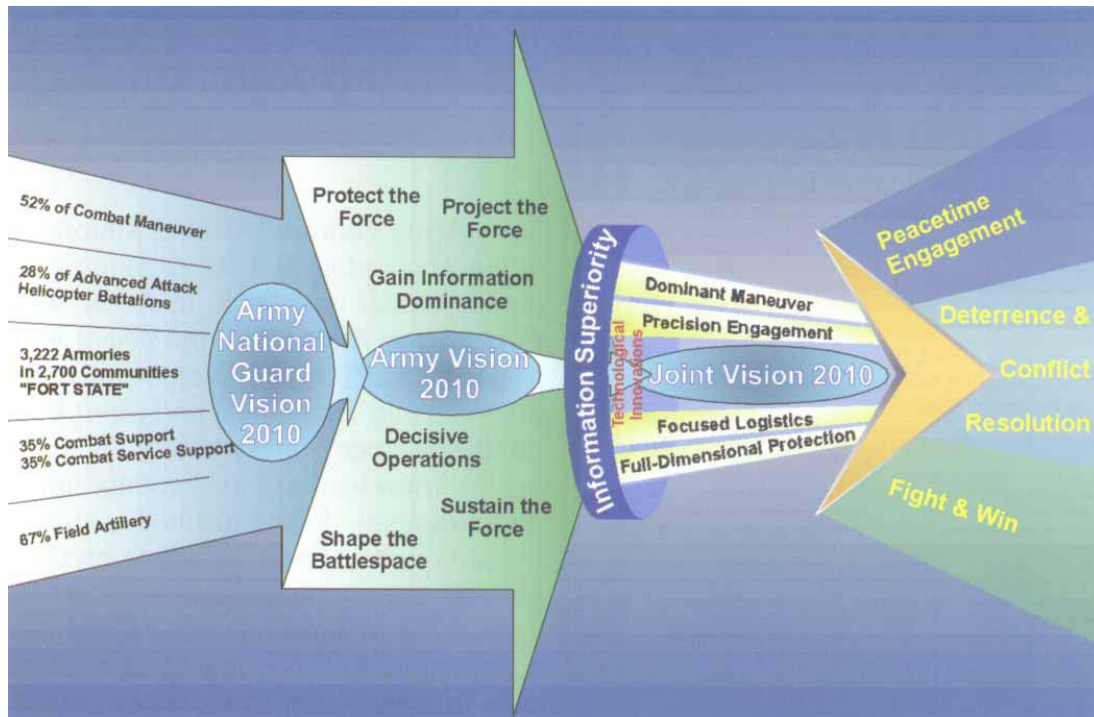
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 Maj Gen Glen W. Van Dyke TAG, Arizona	 MG (AR) Don C. Morrow TAG, Arkansas	 Maj Gen Zandy K. Bozeman TAG, California	 BG (CO) William A. Wester Dahl TAG, Colorado
 MG (CT) (Ret) David W. Gay TAG, Connecticut	 MG George K. Hastings TAG, Delaware	 MG Walter L. Freeman TAG, District of Columbia	 MG Ronald O. Harrison TAG, Florida
 Maj Gen William P. Bland, Jr. TAG, Georgia	 BG (GU) Benny M. Paulino TAG, Guam	 Maj Gen Edward V. Richardson TAG, Hawaii	 MG (ID) John F. Kane TAG, Idaho
 MG (IL) Richard G. Austin TAG, Illinois	 MG Robert J. Mitchell TAG, Indiana	 MG Warren G. Lawson TAG, Iowa	 MG James F. Rueger TAG, Kansas
 BG John R. Groves, Jr. TAG, Kentucky	 MG (Ret) Ansel M. Stoud, Jr. TAG, Louisiana	 MG (ME) Carl L. Adams TAG, Maine	 MG (Ret) James F. Fretterd TAG, Maryland
 MG (MA) Raymond A. Vezina TAG, Massachusetts	 Maj Gen E. Gordon Stump TAG, Michigan	 Maj Gen Eugene R. Andrew TAG, Minnesota	 MG James H. Garner TAG, Mississippi
 MG (MO) Raymond Pendergrass TAG, Missouri	 MG John E. Prendergast TAG, Montana	 MG Stanley M. Heag TAG, Nebraska	 Maj Gen Drennan A. Clark TAG, Nevada
 BG John E. Blair TAG, New Hampshire	 MG (NJ) Paul J. Glazar TAG, New Jersey	 Maj Gen Melvyn S. Montano TAG, New Mexico	 Maj Gen John H. Fehimova V TAG, New York
 MG Gerald A. Rudisill, Jr. TAG, North Carolina	 Maj Gen Keith D. Berke TAG, North Dakota	 MG Richard C. Alexander TAG, Ohio	 Maj Gen Stephen P. Cortright TAG, Oklahoma
 MG Raymond F. Rees TAG, Oregon	 MG James W. May TAG, Pennsylvania	 MG (PR) Emilio Diaz Colon TAG, Puerto Rico	 MG (RI) Reginald A. Centracchio TAG, Rhode Island
 MG Stanhope S. Spears TAG, South Carolina	 MG Harry J. Sikora TAG, South Dakota	 MG (TN) Jackie D. Wood TAG, Tennessee	 BG Gen (TX) Daniel James, III TAG, Texas
 MG James M. Miller TAG, Utah	 MG Donald E. Edwards TAG, Vermont	 MG Carroll Thackston TAG, Virginia	 MG (VI) Jear A. Romney TAG, Virgin Islands
 MG Gregory P. Barlow TAG, Washington	 MG (WV) Allen E. Tackett TAG, West Virginia	 MG Jerome J. Berard TAG, Wisconsin	 Maj Gen Edmond Boenisch TAG, Wyoming

Introduction

Army National Guard Vision 2010 is the conceptual link for America's community-based land force to Army Vision 2010, Army After Next (the active Army's projections of the geostrategic environment 30 years into the future), and Joint Vision 2010 (the operationally-based template to achieve new levels of joint capabilities and effectiveness). It also aligns the Army National Guard's vision, priorities and goals as collectively developed by the senior leadership in building a 21st Century full spectrum joint military team that is *persuasive in peace, decisive in war and preeminent in any form of conflict*.

Today's citizen-soldiers are fully engaged in joint operational support, nation-building, military-to-military contact with emerging democracies, preventive deterrence to hedge against aggression as well as domestic support operations and community assistance missions. In the future, as in the past, these citizen-soldiers will remain committed, if called upon, to provide the decisive, expansible warfighting land force to demonstrate the national will as the *community-based, globally projected* component of America's Army and America's joint warfighting team.

...aligns the Army National Guard's vision, priorities and goals toward building a 21st Century full-spectrum joint team.



Army National Guard Vision 2010 conceptually links to the operationally-based templates of Army Vision 2010 and Joint Vision 2010 with the goal of full spectrum dominance.

A Full Spectrum Land Force

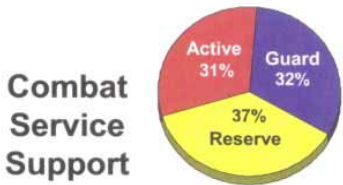
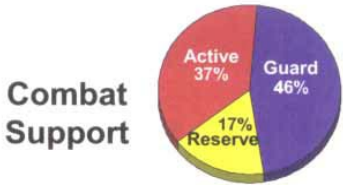
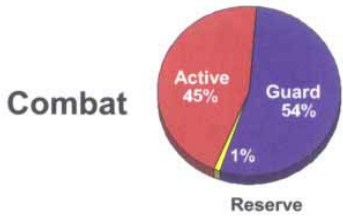
The Army National Guard is fully committed to implementing the joint operational concepts of *dominant maneuver*, *precision engagement*, *focused logistics* and *full-dimensional protection*. With 34 percent of the Army's strength, more than half of the combat power, nearly 70 percent of field artillery, and more than a third of its combat support and combat service support capabilities, the Army National Guard is a full partner in rapid strategic mobility, tailor-to-task organizational flexibility, and, ultimately, a key component in a seamless joint force that can be committed cross-dimensionally along the entire spectrum of contingencies.

The Guard's traditional role as the expansible combat base of the Army will continue to be relevant in the future. This will not change.

The requirement for troops on the ground serves as an undeniable commitment in the use of military power. America's Army must have the capabilities to conduct sustained, high tempo warfare to compel or deter any potential adversary as well as reassure allies and support domestic authorities in times of emergency, natural disaster or civil disturbance. These unique capabilities of land forces in operations ranging from peacetime engagement to deterrence and conflict resolution to fighting and winning our nation's wars are essentially embedded in America's Army.

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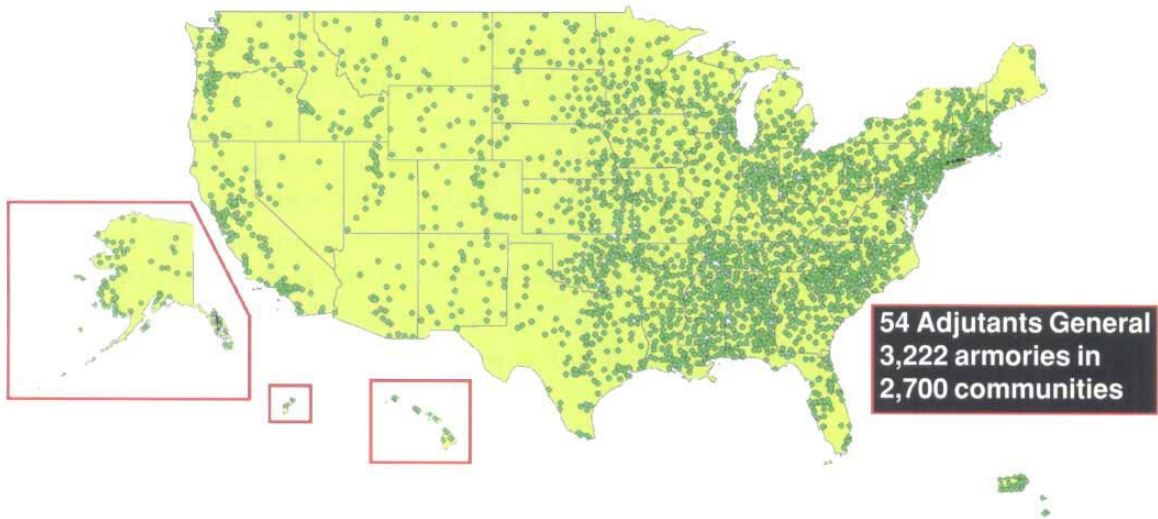
America's Total Army



This will not change. Through the alignment of warfighting missions/capabilities, and the integration of Active, Guard and Army Reserve units, America's Army will provide a force of trained leaders and quality soldiers to achieve our common goal of shaping a joint force to accomplish our primary task: to deter conflict -- but, should deterrence fail, *to fight and win our nation's wars.*

Our equally vital role of providing assistance and support to our States/Territories will not change. State Adjutants General and their respective Governors, who serve as peacetime commanders in chief, rely heavily on the embedded capabilities and training of Army Guard units. The accessible, flexible and effective response of the Guard during domestic and community support missions provide leveraged resources and capabilities.

With 3,222 armories in 2,700 communities across America, the Army Guard provides community visibility and presence that is increasingly crucial in an age when general military experience and familiarity have steadily declined following the end of mandatory military service in 1974. This community-based force also provides power projection platforms with multi-service information, focused logistics, transportation technologies and family assistance services for the entire joint team. This "Fort State" Concept will enable greater versatility and enhance the projection of military power from highly dispersed stateside locations previously hindered by inadequate logistics, transportation and information infrastructures.





The Guard is building on success by preserving the traditions of civilian-soldier service while simultaneously integrating into a seamless force. The historic tri-component MFO Sinai task force was a definitive starting point on the Army's road to integration of reserve component soldiers.

Continuity and Change

Militia Nation.

The role of the Army National Guard is based on the enduring American principle of having able-bodied citizens bear arms for the common defense of the nation and come to the aid of their neighbors in times of need. This principle will not change. It will serve as the continuum that bonds the patriotic spirit and commitment of the Colonial militia's 17th Century minuteman to the information-age warrior of the 21st Century.

The missions of Army National Guard units have undergone exponential change and expansion to meet the diverse security needs of the nation. This, too, will not change. *The Federal mission of the National Guard is to maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed. The National Guard's State mission is to provide trained and disciplined forces for domestic emergencies or as otherwise required by State laws.*

Early deploying National Guard combat, combat support and combat service support units require the highest training and readiness levels for America's power projection land force. Later deploying strategic reserve divisions/brigades are also an integral part of this equation to deter against further aggression and are the first-line responders for domestic and humanitarian support missions. State requirements continue to increase and are enhanced by Federal requirements, training, equipment and other resources. State matching funds result in about \$500 million in Federal cost avoidance for the Guard.

The Army National Guard is building the force of tomorrow by retaining the traditional elements of citizen-soldier service that have contributed to past successes while simultaneously adapting to emerging National Military Strategy requirements. This has resulted in a bold departure from the past. The Army Guard of 2010 will be a *requirements-driven* and *capabilities-based* force for Federal and State roles/missions.

Balanced Land Force

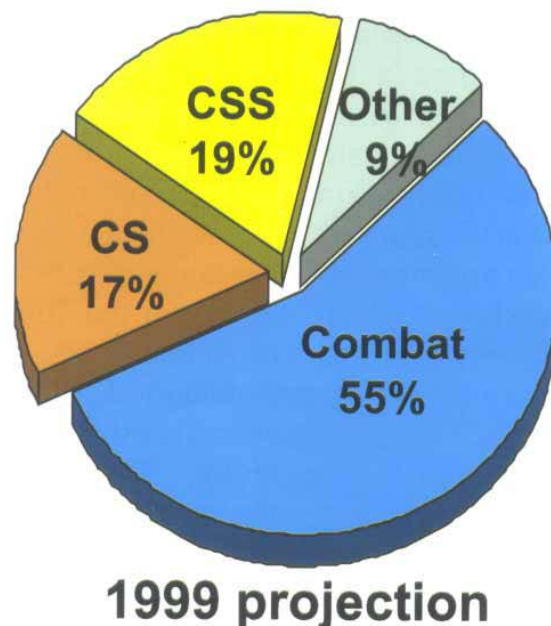
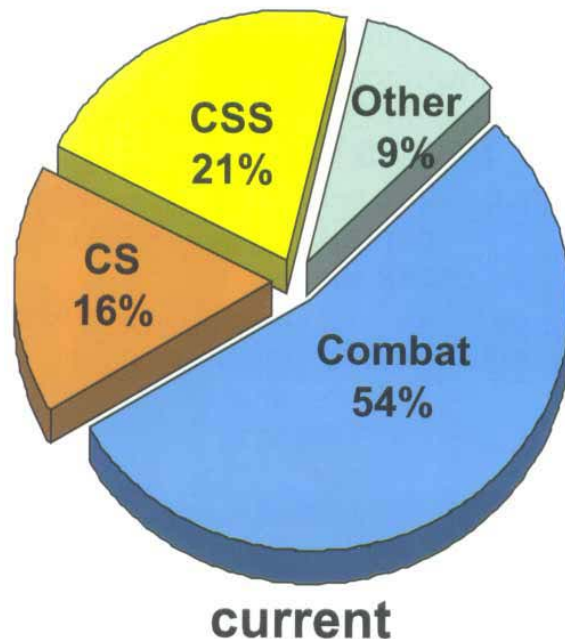
The key to both deterrence and force projection centers on the ability of America's Army to rapidly expand to meet the uncertain geostrategic security challenges of the future. The Army National Guard is that readily accessible and expansible force, comprising 34 percent of the Army with more than half of its combat and more than one-third of its combat support and combat service support capabilities.

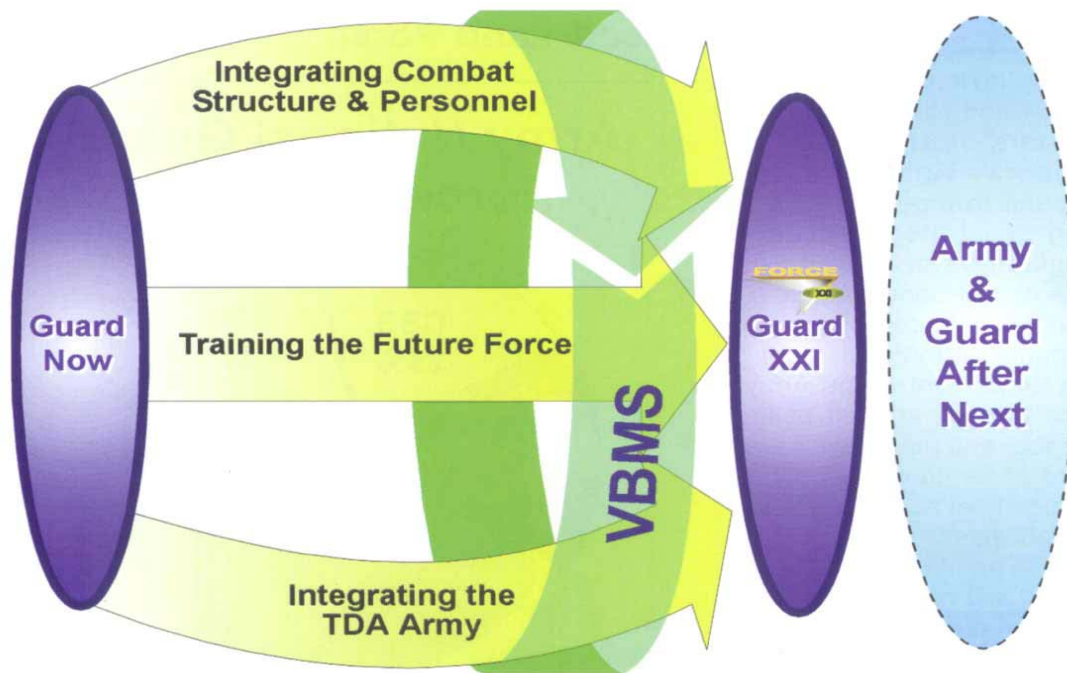
The Army National Guard will maintain its balance of combat to support ratio (commonly referred to as tooth-to-tail ratio). This balance will provide an expansible base for the Guard's Federal mission and will enable States to leverage the embedded capabilities of these units for domestic support missions and emergencies.

Early deploying force support package units will be resourced and ready for immediate deployment for contingencies. Strategic reserve combat forces will ensure our nation retains a flexible, expansible and credible power projection land force with combat maneuver capabilities for full-spectrum dominance.

The Army National Guard's Campaign Plan is the conceptual template for our journey to shaping the Army National Guard After Next.

Army National Guard Force Structure





The Army National Guard's Campaign Plan is the conceptual template for our journey to shaping the Army National Guard After Next.

Army National Guard Campaign Plan

To realize our vision and manage change for the 21st Century, the Army Guard has designed a campaign plan or operational template. This template will serve as a roadmap for Guard XXI and enable us to shape the Guard After Next. We plan to advance to this objective along three primary axes.

The first axis will integrate our combat structure and personnel in the Total Army. We will ensure the mission relevance of our contingency support units and strategic reserve forces, namely, the Army Guard's combat divisions and strategic reserve brigades. If these later deploying combat units would better serve the Total Army in other capacities, they will be redesigned, equipped and resourced for new missions. This would assure the entire force structure of the Army Guard is relevant to the warfight.

The second axis involves using emerging technologies to reduce the traditional National Guard challenge to training: time and distance. We will harness the technology of the information age to increase our readiness through innovative and creative training programs. We will leverage distributive training, distance learning, electronic classrooms, information networks, the Reserve Component Automation System, and other systems to realize greater training efficiencies.

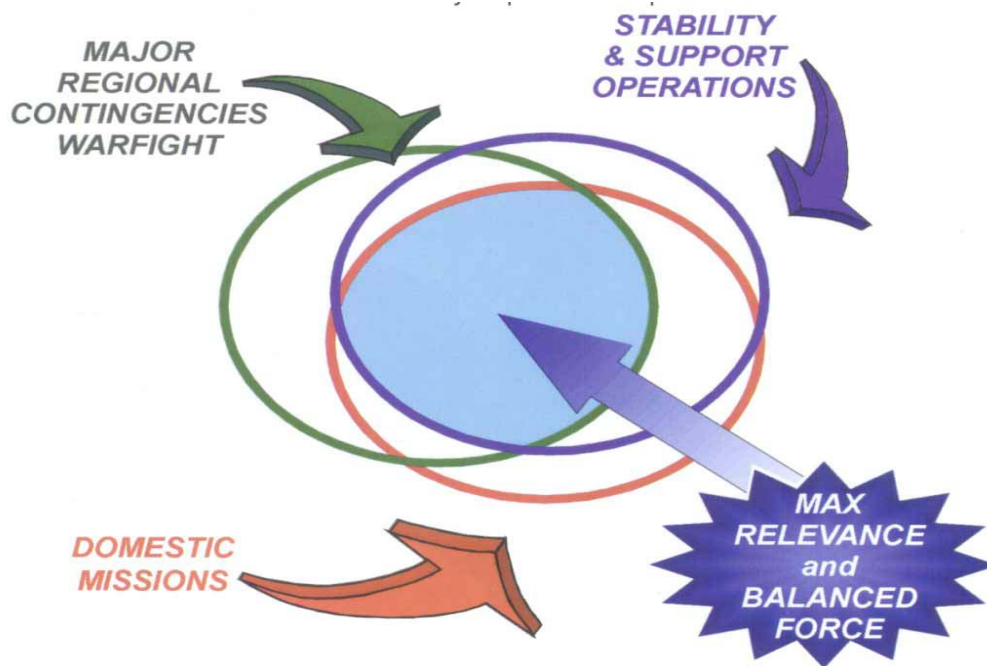
On the third axis we will seek innovative ways of using existing resources to enable us to do more missions in an environment of declining defense budgets. These

resources include the Operational Support Airlift Command, RETROEUR, equipment rebuild sites, the Reinvention Lab, the "Fort State" Concept, State Area Command redesign, and efficient use of armories throughout the Army Guard system. This will ensure we leverage existing resources and facilities to better serve the Army and other government agencies.

The Army National Guard's goal, by decade's end, is to have the maximum number of units that are trained, ready and missioned for Federal and State missions. The Army Guard of 2010 will be requirements-driven and capabilities-based.

To ensure we achieve measurable progress, we have developed the Vision-Based Management System or VBMS. VBMS is an information-based management tool designed to give leaders instant access to updated information on all aspects of Army National Guard operations in a format that is readable and understandable.

The Army National Guard of the 21st Century will be fully capable of supporting operations and missions for major regional contingencies (MRCs), stability and support operations (SSOs), and domestic missions. The level that the entire force structure is able to support all three requirements is what we refer to as Maximum Relevance. Our goal, by decade's end, is to have the maximum number of units that are manned, trained, equipped, resourced and missioned for Federal as well as State and/or domestic requirements.

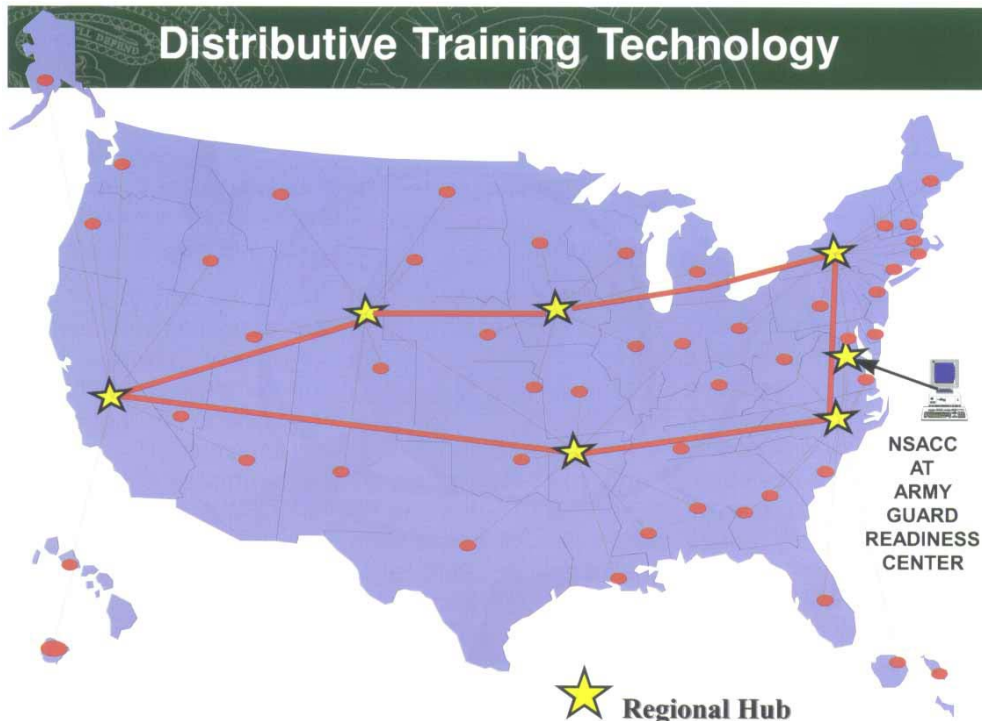


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Implementing Army National Guard Vision 2010

Leveraging Technology. The increased use of simulations-based training will continue to be a priority for the Army National Guard. Training Aids, Devices, Simulations and Simulators (TADSS) at each echelon will provide commanders with the appropriate mix of live and virtual training to maintain readiness. This initiative will also result in substantial efficiencies by decreasing resources required for traditional field training as well as enable units to preserve the quality of the environment. The use of distributive learning technologies will provide the Total Army with an effective method of training individual soldiers and simultaneously cutting travel time, family separations and use of increasingly scarce training funds for specific military occupational specialties.

The Army Guard is establishing a fiber optics communication backbone to support distance learning. This project will form a major part of the solution to the long-standing challenge posed by the training of dispersed units. The use of simulation training sites will increase the amount of time soldiers spend on training and reduce the time and expense associated with travel to and from field training areas. These sites can provide interactive training with both Army Training and Doctrine Command (TRADOC) and Army Guard sponsored schools. Distance Learning Facilities will also support continuing education programs for soldiers and local residents in the community.



Army National Guard fiber optics communication architecture has the goal of providing a distance learning classroom within 60 minutes travel time of every soldier by the turn of the century.

With weapons systems becoming more complex and costly to operate, environmental concerns of the nation, and OPTEMPO resources on the decline, it has become a greater challenge to maintain an acceptable level of proficiency. Robust simulations are becoming the heart of warfighting training. Because simulation technology is evolving rapidly, the Guard is devoting resources to more fully develop this capability. Our goal is to be able to maximize training effectiveness through linking simulations and simulators to support a common Synthetic Theater Of War (STOW), with the simulations actually "coaching" the soldier and leader through each of the training scenarios.

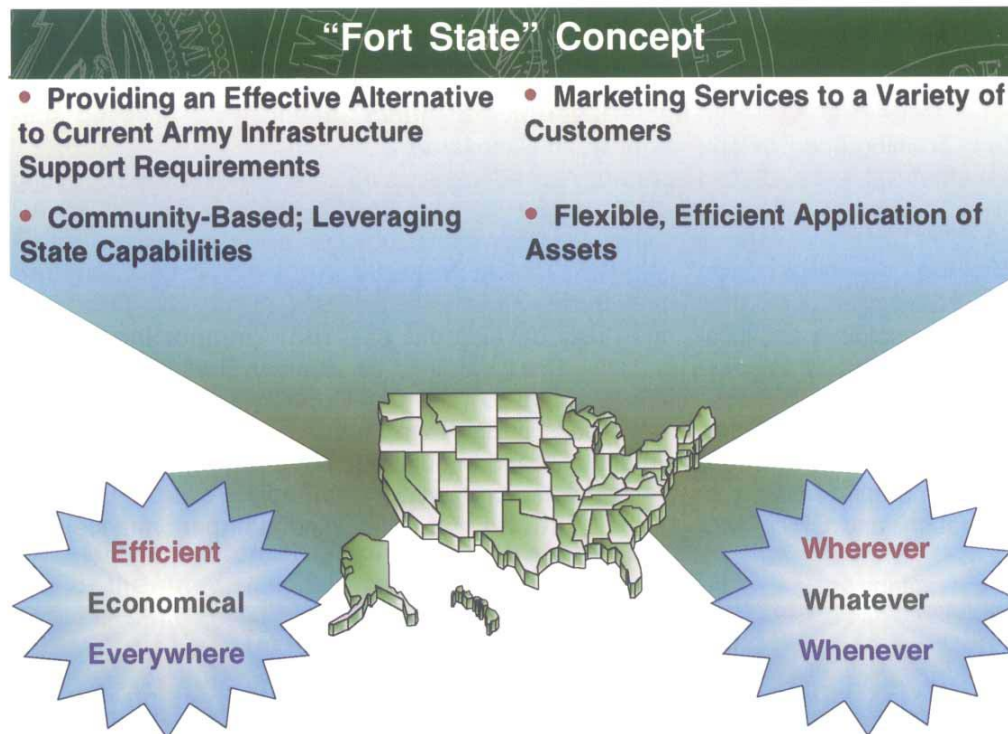
Army Guard training to leverage technology will occur in four areas: Virtual and Distance Learning (supporting individuals); Virtual (supporting crews/teams), Constructive (supporting leader/staff training), and Live simulation (validating the unit through individual, crew/team, leader and staff performance).

Simulations in Training for Advanced Readiness (SIMITAR) Project

Soldiers from the 116th Armored Brigade with units in Idaho, Oregon, Montana and Wyoming train on a SIMITAR system during their weekend drill.



Simulations in Training for Advanced Readiness (SIMITAR) Project



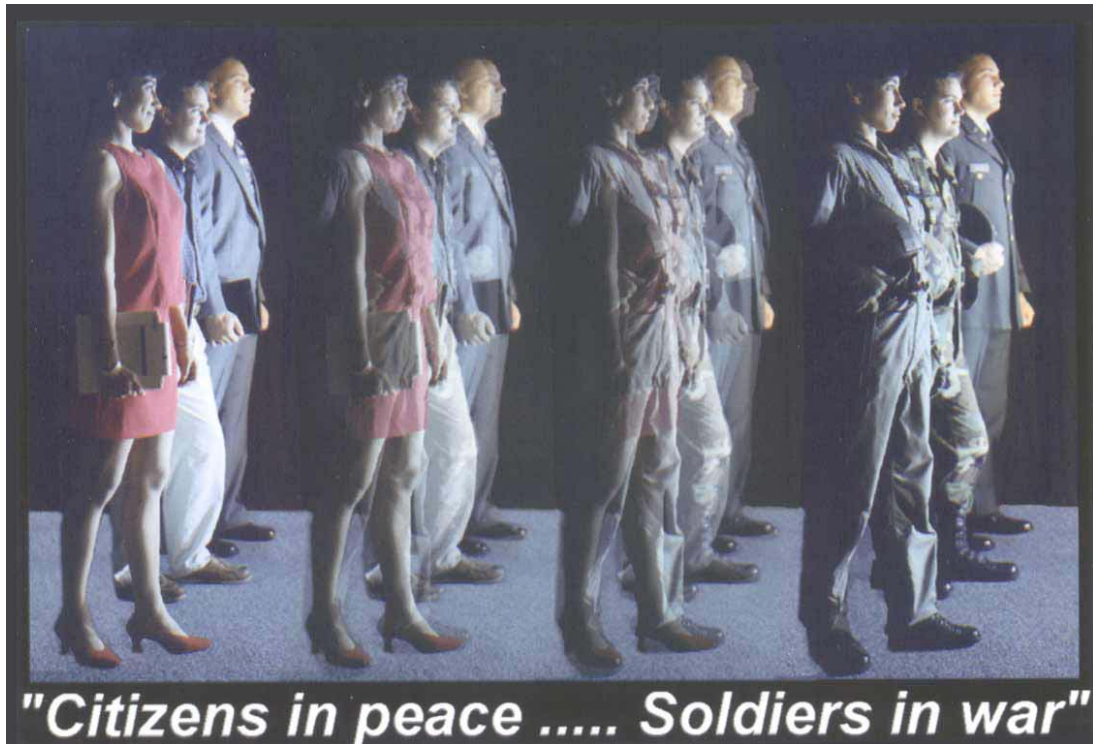
Leveraging Infrastructure.

The National Guard is a cost-effective provider for Base Operations Support (BASOPS). Under the Army National Guard's "Fort State" Concept, 43 of the 54 States and Territories currently provide support through Inter-Service Support Agreements with the active Army, Army Reserve, Marine Corps, Coast Guard, Air Force, and other Federal agencies.

The Army Guard is the largest Major Area Command (MACOM) with 3,222 armories and over 16,000 maintenance, training and aviation facilities. Many of the Guard's installations are partially or wholly supported by the States, resulting in a substantial cost-avoidance to the Federal government. The Army Guard also effectively leverages limited personnel resources by using Active Guard/Reserve (AGR), Federal Technician, reimbursable State civilian, and traditional drill-status Guard personnel. Many of the duties performed by Active Component soldiers at remote installations and detachments are resource-intensive for the Army. Out-sourcing may be the only cost-effective solution unless a viable alternative can be found. Many of these detachments are within reasonable distance of Army Guard installations and the Guard is capable of performing the administrative missions of many of these units.

Services provided under the Army Guard's "Fort State" Concept include: legal, purchasing and contracting, transportation, audio-visual, equal employment opportunity, finance and accounting, communications, administrative, safety, facilities maintenance and repair, storage and warehouse processing, aviation maintenance, retired personnel services, Inspector General, and public affairs services. Improved methods of providing

this support will be facilitated by an information system that will pinpoint sources of supply, have World-Wide Web connectivity, use activity and service-based costing, provide financial management through inter-service support agreements, military interagency purchase requests, and payment by credit card.



Leveraging Civilian-Based Skills. Rapidly changing technologies make it prudent to leverage skills being advanced in the private sector and concurrently apply these capabilities for use in the military. Information technologies, electronic warfare and other highly specialized skills will be more readily accessible within the context of a citizen-soldier force. The tangible technical information-age skills required in the competitive private domain will outpace and outdistance comparable training in the uniformed services. As these individual skills become increasingly critical to military applications, the need to access and retain soldiers with these types of training will be more readily assigned to a community-based, citizen-soldier force.



Core Enabler: Citizen-Soldiers

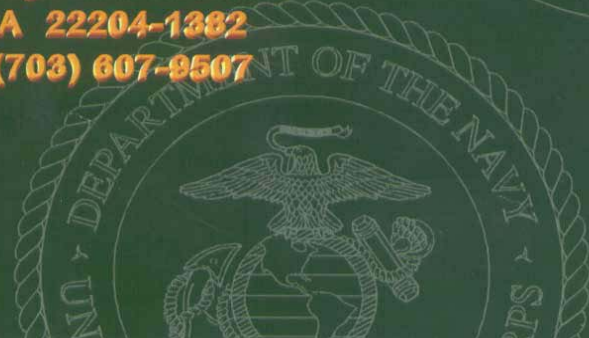
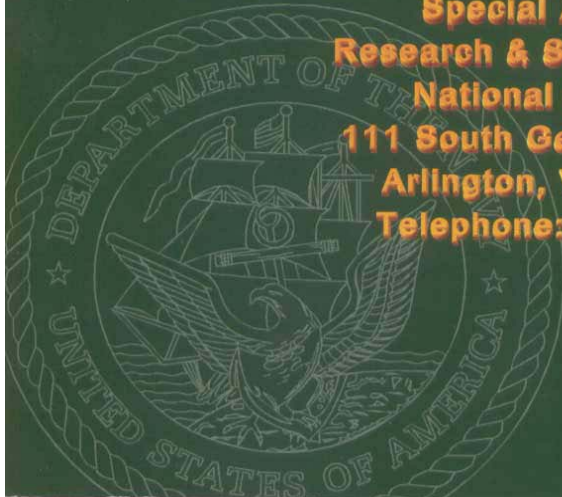
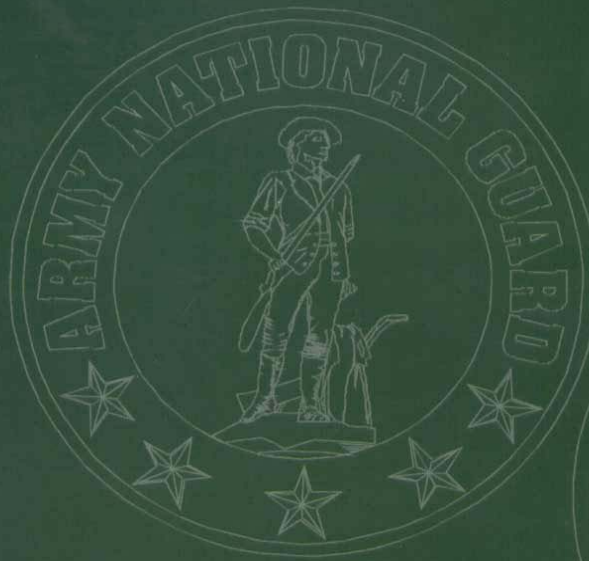
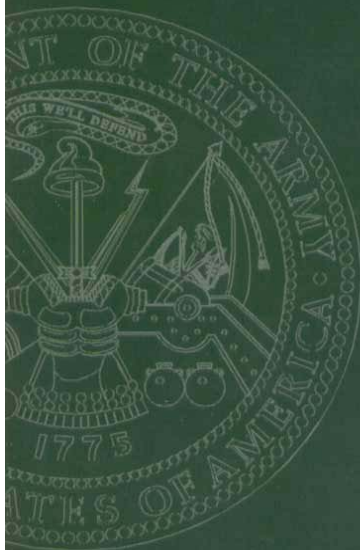
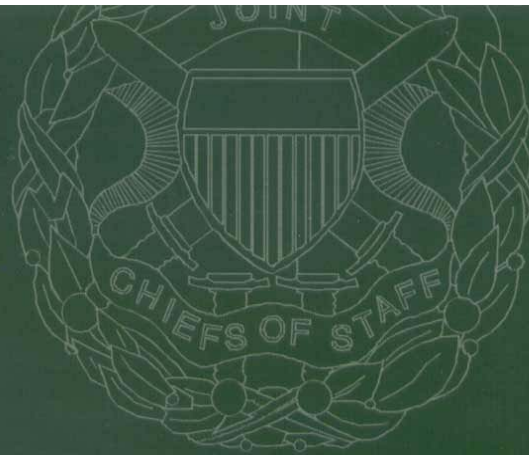
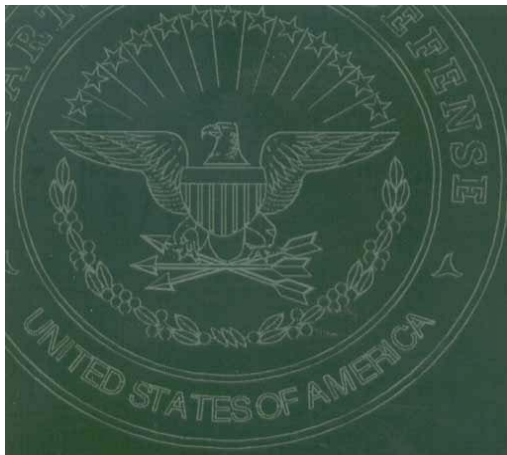
The Army's principle of "Soldiers are our Credentials" is universally applicable. In the case of the Army National Guard, trained leaders and quality Citizen-Soldiers will underwrite the future of the Army National Guard. People are our core enabler to ensure we retain the vital link between the Army and the American people.

The Army Guard's community presence provides a highly visible and far-reaching measure of our commitment to national defense. The deployment of America's citizen-soldiers into harm's way will continue to be the undeniable symbol of our resolve to compel or deter potential adversaries, reassure our allies, support our international and domestic populations in times of crisis or natural disaster and, ultimately, to be capable of fighting and winning our nation's wars. To that end, the timeless traditions of volunteer citizen-soldiers bearing arms to defend our nation's ideals of freedom, engage potential enemies through demonstrated military strength, and to come to the aid of their neighbors in time of need will remain at the core of Army National Guard service in the next century and beyond. It will be the guiding principle that will embolden our motto, "Citizens in PeaceSoldiers in War."



Conclusion

The increased use of the Army National Guard along the full spectrum of contingencies, from peacetime domestic operations to early deployment during contingencies to protracted engagements, is the fundamental basis of our national military strategy and has been fully tested throughout our history. As we face both the promise and uncertainty of the new millennium, the realization of Army National Guard Vision 2010, along with Army Vision 2010 and Joint Vision 2010, will provide a joint force that is flexible, accessible, affordable, trained and ready to uphold global peace, stability and freedom. The Army National Guard will be a full partner in that joint military team. The embedded command and control, training and equipment capabilities of Army National Guard units will also continue to be available to our States and Territories in times of need.



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