

# ARMY NATIONAL GUARD STRATEGIC IMPERATIVES



# OUR MISSION

The Army National Guard, a community-based operational force that serves as a primary combat reserve of the Army, provides ready units to support global and domestic requirements.

# OUR VISION

A premier, unit-based force comprised of resilient, adaptable, relevant and ready Citizen Soldiers accessible for war and domestic crises.



*Lafayette and the National Guard, New York City, NY, July 14, 1825.*

## ARMY NATIONAL GUARD STRATEGIC IMPERATIVES



Cover Images: Minuteman Statue, Concord, MA; SPC Michael Scarsbrook, 1-133 Infantry, 2nd BCT, IAARNG, looks down on a spot where his unit was attacked by an improvised explosive device, Nuristan Province, Afghanistan.



**Strategic...** *defined*

**Stra-te-gic** (*struh-tee-jik*) adjective; 1) Relating to the identification of long-term or overall aims and interests and the means of achieving them; 2) Carefully designed or planned to serve a particular purpose or advantage; 3) Relating to the gaining of overall or long-term military advantage

**Imperative...** *defined*

**Im-per-a-tive** (*im-per-uh-tiv*) noun; 1) Extremely urgent or important; essential; 2) Something that demands attention or action; 3) An unavoidable obligation or requirement; necessity

## Guiding decisions... channeling actions... charting the way forward

As the nation enters a time of budgetary pressure, the Army National Guard has been aggressively structuring itself to meet 21st century challenges. Diminished funding is a reality,

even in the midst of a dynamic global threat environment. Despite this, the Army National Guard remains resolute and committed to the defense of the nation... a pledge we have honored since 1636.

Following more than a decade of conflict, the Army National Guard is now an operational force; highly trained, experienced and professional. We are flexible, responsive and ready to take on a wide array of missions. It follows that, for the good of



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

the nation, we must preserve the proficiency we have gained over the past decade. With this in mind I have identified five strategic imperatives for our organization. This is our way forward. Pursuing and attaining these essential goals will shape our decisions, channel our actions, determine our future... and ensure our continued operational excellence.

I am honored to serve with the men and women of the Army National Guard. I have never been prouder of their professionalism, their bravery and their sacrifices.

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



# STRATEGIC IMPERATIVE ONE

## Preserve the Operational Army National Guard

The past decade of conflict has forged the Army National Guard (ARNG) into an operational force capable of rapid and effective employment at home or abroad. Retaining these broad capabilities is an absolute, baseline requirement. **The ARNG must be a balanced force** that includes both combat and support formations. While maintaining a presence in nearly 3,000 American communities, the ARNG must be organized to conduct the full spectrum of federal and state missions.

The foundational structure needed to deliver the capability required of the operational ARNG is **8 Division Headquarters, 28 Brigade Combat Teams, 8 Combat Aviation Brigades and 2 Special Forces Groups**. These core formations must be retained to maintain our operational capability as a member of the Total Force; once dismantled they cannot be quickly rebuilt. Furthermore, experience has shown that in major disasters it is the organic command and control of ARNG combat divisions and brigades that organize the



Apaches from the 1-151 Aviation, SCARNG, over Iraq.

life-saving efforts, delivery of needed supplies, protection of property and restoration of order that Americans expect.

In a similar manner, experience has taught us that the structure of **ARNG units must continue to mirror the active Army**. So, an engineer company is an engineer company, is an engineer company across all three components, with leaders in all three components familiar with the capabilities of that unit. The result: an ARNG unit delivers a doctrinally correct capability that is identical and indistinguishable from an active Army unit.

Continued on next page





Continued from previous page

While current plans call for a reduction in ARNG end strength to pre-9/11 levels, increased reliance on the ARNG and the uncertain global environment preclude reducing our force any further. **This requires manning the force with no less than 350,200 programmed end strength, with a corresponding Force Structure Allowance.** Generating readiness in the operational ARNG should be done through a progressive, cyclical model such as Army Force Generation. This would include **predictable deployments that enable us to maintain the proficiency we have gained over the past decade.** Understanding that dwell times at home will be longer for reserve component units, ARNG deployments should be proportionate to those conducted by the active Army. Army National Guard combat and sustainment units should be tasked to perform the same missions as their active Army counterparts.



Soldiers of the 1-141 Field Artillery, 256th IBCT, LAARNG, at Camp Adder, Iraq.

In parallel actions, resourcing must **provide the level of full-time support and military construction critical to maintaining the baseline levels of readiness** across the force. The full-time support force is vital to providing the daily administrative, training and logistical support functions that are so critical to building a readiness foundation. With half of ARNG Readiness Centers over 50 years old, we are hampered by armories that no longer accommodate our troops or equipment and are expensive to maintain.

Much of the funding that elevated the ARNG to an operational force over the last decade came from Overseas Contingency Operations funds — wartime funding used to support deploying ARNG forces. If we are to maintain the operational force we've built at such great cost, we now must **resource it in the Army's base budget** as OCO funds disappear.

America's return on its investment in the ARNG is significant and enduring. For about 13 percent of the Army budget, the ARNG provides nearly a third of the Army's total personnel and 39 percent of its operating forces. Our drive toward greater efficiencies will be undeterred, even as the overall defense budget shrinks. After all, America's Citizen Soldiers have been successfully completing missions and doing more with less for nearly four centuries.



# STRATEGIC IMPERATIVE TWO

## Generate ready units and Soldiers

Readiness, both at the unit and individual Soldier level, is the coin of the realm for the ARNG.

Readiness begins with **recruiting and retaining quality Soldiers** to fill our ranks and energize our organization. The quality of our Soldiers has never been higher. The Army National Guard takes pride in that over 90 percent of our Soldiers have high school diplomas, 19 percent have earned some college credit and another 16 percent hold a college degree or higher at the time they enlist.

To guide the ARNG of tomorrow, we must continue to **develop transformational, adaptive leaders**. Our leaders have been tested in combat, they are innovative and they are resourceful in their ability to cope with a changing, asymmetric environment. As the environment continues to adapt, so must our leader development programs and policies to ensure we remain current with changes in doctrine and emerging technologies. The development of adaptive leaders will continue to provide a competitive

advantage against emerging threats. With people as the bedrock of our formations, **we must re-commit to the basics of personnel readiness**. A laser-like focus on improving Unit Status Report metrics and Unit Manning Roster management at the lowest levels is critical to ensuring we deliver the readiness the nation is asking of us. This is Company Commander and First Sergeant business — and it has my full attention.

Continued on next page



SSG Michael Kaman, 1-102 Infantry, 86th IBCT, CTARNG, Kunar Province, Afghanistan.





Continued from previous page

The operational force will only remain that way if it is exercised and employed. **Resourcing realistic and relevant training** that enables units to meet challenging training standards is critical to generating readiness. This includes regular cycling through live and constructive Combat Training Center rotations that not only produce increased levels of collective training, but also provide leadership development opportunities that can only be replicated by the world-class training environments offered at our CTCs.

As a complement to this effort we must **continue to field, sustain and train on modernized equipment**. Future procurement and sustainment programs must be robust to keep ARNG units trained, ready and modernized concurrent with the active Army. Equipping and modernizing the ARNG on par with the active Army will ensure readiness, support an operational force and promote interoperability.



PFC Ashante Short of HHT, 278th HBCT, TNARNG, training at Camp Shelby, MS, for deployment to Iraq.



# STRATEGIC IMPERATIVE THREE

## Partner with Combatant Commanders to provide relevant, ready forces capable of performing unified land operations worldwide

In an uncertain world, Combatant Commanders seek forces that are **proficient in executing the full range of decisive action missions**. ARNG units are manned, trained and equipped to execute combat operations, and are additionally **capable of building partnership capacity in support of Combatant Commanders'** campaign plans aimed at regional and global stability. We are **capable, accessible, innovative and agile**. **These qualities support commanders in joint, interagency or multinational environments**. In peacetime, this is principally achieved through participation in Joint Chiefs of Staff, Combatant Command and Army Service Component Command exercises. The enduring relationships developed with more than 60 countries through the National Guard State Partnership Program provide skilled and experienced Soldiers serving Combatant Commanders in an advise and assist capacity.

The Army National Guard will continue to **play a pivotal role in emerging mission sets — such as cyber efforts — to assist with future global demand**. Meeting this responsibility is driving us to develop innovative methods of satisfying Combatant Commanders' daily operational requirements, including intelligence personnel working at home station in support of real time collection and

Continued on page 13



CSM Ralph Rosemore, 1-128 Infantry, 32nd IBCT, WIARNG, discusses tactics with Soldiers at a Nicaraguan NCO academy.







Soldiers from 1-82 Cavalry, 41st IBCT, ORARNG, train with Soldiers of the Royal Army of Oman.

Continued from page 11

rapidly providing analysis to the field. By leveraging secure networks while training at home station, our formations will sustain their technical proficiency and deploy with greater situational awareness.

Likewise, we enable Combatant Commanders by **identifying and advancing civilian expertise and skill sets as a key multiplier** that ARNG Citizen Soldiers bring to bear. Our Soldiers possess an immense reservoir of civilian expertise that makes them far more flexible in solving the complex civil-military problems Combatant Commanders face daily. Army National Guard members apply their specialized knowledge and training from a variety of civilian industries, such as agriculture, cyber security, government, education and heavy industry, to provide creative solutions to commanders.



# STRATEGIC IMPERATIVE FOUR

## Provide the nation's force of choice for domestic operations

For centuries, the National Guard has taken pride in the service it has rendered to America's hometowns— *our* hometowns—when property and lives are on the line. To uphold that tradition, we must continue to **produce rapidly employable forces for Governors and Northern Command in support of homeland missions.** In responding to a hurricane, tornado, flood or wildfire, distance travelled equates to time lost. Time lost often equates to American lives and property lost. With the advantage of geographical dispersion across nearly 3,000 communities, the National Guard has been the face of military assistance during nearly every disaster our nation has endured. It is incumbent upon us to **maintain a geographically distributed, community-based presence in each state, territory and the District of Columbia.** The unique ties of the National Guard to state, territorial, tribal and local governments make it a force that is optimized for the interagency and intergovernmental environment.

Continued on page 16



SGT Joseph Elmorel, 1-131 Aviation, NCARNG, assists in battling a wildfire near Myrtle Beach, SC.





Continued from page 14

The men and women of the National Guard have a stake in the safety, security and economic well-being of their communities: from halting illegal trafficking in people, drugs and weapons; to instituting counter-terrorism measures that keep us a step ahead of our adversaries; to preventing cyber attacks that can be just as devastating as a natural disaster. By providing critical ground and air capabilities during state and national emergencies, the ARNG demonstrates its responsiveness to potential domestic terrorist attacks. In addition, consequence management units are deployed in all 50 states, 3 territories and the District of Columbia. They include 57 Civil Support Teams, 17 Chemical, Biological, Radiological, Nuclear and High Yield Explosive (CBRNE) Enhanced Response Force Packages (CERFPs) and 10 Homeland Response Forces (HRFs).

To ensure we can carry out our domestic responsibilities, we must focus on **sustaining our critical dual-use equipment at a minimum of 80 percent on-hand and ready**. This best practice takes advantage of economies of scale as well as generating cost efficiencies — whether ARNG units are serving abroad or at home.



Members of a Chemical, Biological, Radiological, Nuclear and High Yield Explosive Enhanced Response Force Package from Puerto Rico rescue a “victim” as part of an exercise in Salem, OR.



# STRATEGIC IMPERATIVE FIVE

## Enhance the ARNG's core strengths, character and culture

There is a common thread uniting us all. It stems from our heritage as the militia of small towns and colonies, pre-dating the founding of the United States or the U.S. Army. For our entire existence, we have been devoted to serving the communities where we live, work, play and worship.

The Army National Guard is a unified, supportive family. We must recognize that our strength is generated and **sustained through the trust of our Soldiers, families, employers and communities by living and emulating the Army Values** of Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. The ARNG culture **fosters positive environments that are free from abuse, harassment and discrimination.**

Going forward we will continue to **develop resilient Soldiers and families through a wide array of resourced, accessible and effective programs built upon the five pillars of Comprehensive Soldier Fitness** — Emotional, Family,



SPC Nicholas Geraghty, 2-162 Infantry, 41st IBCT, ORARNG, returns home from Iraq after a 400-day deployment.

Physical, Social and Spiritual Fitness. Resilience skills and traits are simply another facet of effective leadership skills and must be encouraged, developed and mastered to effectively complete missions. Family members should have an enduring expectation of high performance for our programs.

Our focus on Soldiers in need will be expressed through programs that deliver services to wounded Soldiers and mitigate high-risk behaviors to reduce suicidal thoughts and actions.

Continued on next page





Continued from previous page

Even in budget-constrained times, we must continue programs like Yellow Ribbon Reintegration that have proven successful at easing family and personal problems associated with the stresses of deployment.

We will continue to point to our diversity as an organizational strength. Like our nation, **our Soldiers are a reflection of the fabric of communities across our states, territories and the District of Columbia.** As it has been in the past, our future will be defined by **our strong and historical reputation for being good stewards of resources, good neighbors and trusted leaders within our communities.** The core strengths, character and culture of the ARNG are a constant. They have served Citizen Soldiers, communities and the nation well... for more than 375 years.



Arkansas Guardsmen participate with wounded warriors in the Wounded Warrior Project Soldier Ride, Camp Robinson, AR.

*“...by keeping up in peace a well regulated, and disciplined Militia we shall take the fairest and best method to preserve, for a long time to come, the happiness, dignity, and independence of this country.”*

—George Washington



Martyrs' Market, Mahmudiya, Iraq, September 27, 2005.



## OUR STRATEGIC IMPERATIVES

### 1. Preserve the Operational Army National Guard

- Maintain a balanced force structure across the ARNG with 8 Division Headquarters, 8 Combat Aviation Brigades, 28 Brigade Combat Teams and 2 Special Forces Groups as the core formations
- Ensure ARNG force structure mirrors that of the active Army
- Man the force with no less than 350,200 programmed end strength, with a corresponding Force Structure Allowance
- Continue predictable rotational deployments that enable us to maintain the proficiency we have gained over the past decade
- Provide the level of full-time support and military construction critical to maintaining the baseline levels of readiness
- Resource the operational ARNG in the Army's base budget as the most cost-effective force

### 2. Generate Ready Units and Soldiers

- Recruit and retain quality Soldiers
- Develop transformational, adaptive leaders
- Recommit to the basics of personnel readiness through focusing on improvement of Unit Status Report metrics and Unit Manning Roster management
- Resource ARNG training to meet readiness goals, to include regular, live and constructive Combat Training Center rotations
- Continue to field, sustain and train on modernized equipment

### 3. Partner with Combatant Commanders to provide relevant, ready forces capable of performing unified land operations worldwide

- Maintain proficiency across the spectrum of decisive action missions
- Provide forces capable of building partnership capacity supporting

Combatant Commander campaign plans for regional and global stability

- Remain capable, accessible, innovative and agile to support joint, interagency or multinational environments
- Expand the ARNG's role in emerging missions — such as cyber efforts — to assist with future global demand
- Identify and advance civilian expertise as a key multiplier that the ARNG provides Combatant Commanders

### 4. Provide the nation's force of choice for domestic operations

- Produce rapidly employable forces for Governors and Northern Command in support of homeland missions
- Maintain a geographically distributed, community-based presence in each state, territory and the District of Columbia
- Sustain our critical dual-use equipment at a minimum of 80 percent on-hand and ready

### 5. Enhance the ARNG's core strengths, character and culture

- Sustain the trust of our Soldiers, families, employers and communities by living and emulating the Army Values
- Foster positive environments that are free from abuse, harassment and discrimination
- Develop resilient Soldiers and families through a wide array of resourced, accessible and effective programs built upon the five pillars of Comprehensive Soldier Fitness
- Embrace the diversity of our Soldiers and organization as a reflection of the fabric of communities across our states, territories and the District of Columbia
- Sustain our strong and historical reputation of being good stewards of resources, good neighbors and trusted leaders within our communities





Always Ready, Always There



[www.arng.army.mil](http://www.arng.army.mil)