

WARFIGHT **HOMELAND** **PARTNERSHIPS**



2016 NATIONAL GUARD BUREAU
POSTURE
STATEMENT

PROVEN IN BATTLE — TRUSTED AT HOME



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General Frank J. Grass
Chief, National Guard Bureau
Joint Chiefs of Staff

EXECUTIVE OVERVIEW



POSTURED FOR FUTURE CHALLENGES

By General Frank J. Grass *Chief, National Guard Bureau*

In this time of uncertainty where national and global security challenges are intertwined with fiscal constraints, the National Guard stands ready to meet these challenges and open a new chapter in its long and proud history. This new chapter begins with a National Guard that is accessible, responsive, and capable.

A strategic transition is underway – a necessary transition driven by constrained resources after over 13 years of sustained combat operations. While we must deal realistically with budget limits and a volatile global landscape, we must always ensure that we are ready to do the three things we do extraordinarily well: fight America’s wars, respond in the homeland, and build partnerships.

Since 9/11, the Army National Guard and Air National Guard have met every deployment requirement assigned to them, with the broadest mission sets possible. From Brigade Combat Teams conducting counterinsurgency operations and Combat Aviation Brigade deployments, to expeditionary Wings operating around the world, as well as non-standard units such as Agribusiness Development Teams, we have worked seamlessly with our active duty counterparts. With nearly 770,000 individual overseas mobilizations, the

National Guard has proven, time and time again, that we are and will remain ready if properly resourced.

Our ability to meet all contingencies at home and abroad while enabling security around the world is no small task. For more than a decade of combat, our Guardsmen have fought alongside our active duty counterparts with distinction and valor. Their capabilities are a testament to the years of training and investment America has put into the National Guard to be a vital part of the on-demand force for the nation. Our Guard has gained the trust of the American people. This trust was earned through hard work and sacrifice of our Soldiers and Airmen.

The National Guard has a special role as the original homeland security and defense force. Using our unique array of authorities, we respond to the needs of the nation and the states. The National Guard is positioned in nearly 3,000 communities to provide an immediate response to local, state, and national emergencies as well as ongoing domestic missions. Close ties with the states and local communities enable the National Guard to play a significant role in domestic emergencies.





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Whether responding to natural disasters such as severe storms, wildfires, and hurricanes or man-made threats to the homeland, the National Guard is the first military force to reach the scene, working hand-in-hand with state and local leaders and emergency personnel when called by the governor.

The National Guard also strengthens and sustains partnerships on a daily basis. One of our greatest strengths is our close cooperation, built on trust, with our local, state, federal, and global partners. Programs such as the State Partnership Program (SPP), pairing individual U.S. states with partner nations has paid huge dividends in establishing long-term security and personal relationships. These enduring partnerships stand as some of the strongest security partnerships in the world. For a small cost to our taxpayers, the SPP delivers strategic benefits by providing training, sharing military and homeland defense expertise, and encouraging partner nations to participate in coalition operations. Beyond budget pressures, SPP has contributed to the U.S. efforts to counter anticipated and unanticipated global threats as they emerge and has fostered personal relationships with defense leaders around the world.

These partnerships and personal relationships in strategic regions around the world have proven invaluable. Whether conducting co-deployments with state

partners on coalition operations or foreign defense leaders reaching out directly to state partners during contingencies or times of crises, the strategic impact of the SPP has been remarkable.

The National Guard will continue to collaborate closely with the Department of Defense, combatant commands, and the Department of State in addressing future challenges, and maintaining the goodwill we have established with our partner nations.

The Department of Defense faces tough decisions in this time of limited budgets and must rethink its strategies and make decisions on how to balance readiness with force capacity. The National Guard is a proven option that allows for rapid, cost-effective and seamless expansion of active duty forces. This scalability preserves capability and capacity rather than forcing the nation to choose between them. As the military draws down, the advantages of the National Guard become obvious. We stand as a hedge during this time of uncertainty and provide reversibility when needed in the future. The National Guard provides this capability while saving the nation significantly on personnel costs – costs that can be reinvested for modernization and readiness.





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I am confident in the National Guard's ability to meet the nation's demands in wartime and peacetime, at home and abroad. However, retaining all of the advantages of today's National Guard into the future requires maintaining the readiness of the National Guard. This is accomplished through operational use, relevant training, and continued investment in modernization and recapitalization. Preserving a fully operational Army and Air National Guard is imperative to meet the future challenges our nation faces.

As the combat reserve of the Army, we must ensure that our Army National Guard maintains a balanced force that is organized to conduct the full spectrum of missions and has the level of support to maintain baseline levels of readiness. To maintain these levels of readiness the National Guard must conduct dynamic training, such as Combat Training Center rotations and exercises. We must also employ units to achieve the necessary operational experience and leadership development. This includes predictable, rotational deployments that enable us to maintain the combat tested proficiency we have gained over the past decade.

The Air National Guard, Air Force Reserve, and U.S. Air Force continue to work together to create the Total Air Force capable of meeting our domestic and global security requirements, both today and in the future. The Air National Guard's part of the Total Force plan includes hosting active duty Airmen in active associate organizations to help build the Total Force experience base. It also includes transitioning units to a broader range of high-priority missions in Intelligence, Surveillance, and Reconnaissance (ISR) such as Remotely Piloted Aircraft (RPA) as well as cyber missions.

Choosing to resource the National Guard leverages the tremendous value that the Guard provides America, with a force ready at a moment's notice for domestic missions and proven, capable Soldiers and Airmen for overseas combat operations. When not activated, this immense capacity comes at about one-third the fully burdened and life-cycle costs, per capita on average, of an active component service member.



The foundation of the National Guard is our people – its units, families, communities, and employers. It has been our families and communities that have sustained us over the past decade of multiple deployments and sacrifices. We must continue to keep faith with our force, our families, and our neighbors. We will honor our fallen patriots and wounded warriors by supporting their families and helping them reintegrate into their communities.

The National Guard will strive to continue to foster positive environments that are free from abuse, harassment, and discrimination and develop resilient Guardsmen and families. We must ensure that we are moving in the right direction. The nation's investment in developing healthy Guardsmen and families through a wide array of resourced, accessible, and effective programs is greatly appreciated.

7 Our nation will undoubtedly face significant domestic, global, and fiscal challenges. The National Guard will strive to meet these challenges by providing our nation an accessible, responsive, capable, ready, and affordable force. We will continue to bring needed capabilities to both the nation and to communities through our unique array of state and federal authorities. The National Guard is woven into the fabric of our nation through communities everywhere, ready and willing to transform from civilians to Guardsmen on a moment's notice.





FIGHTING AMERICA'S WARS

- Provides proven forces across the spectrum of missions at all echelons
- Offers capacity and capability at a tremendous value for our nation



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- Since 9/11, the National Guard has filled every request for troops, at home and overseas.
- Nearly half of the force has combat experience.
- Guard Airmen supported 8,800 deployment requirements to 60 countries and every continent last year.
- Army Guardsmen have served or are serving in more than 70 countries around the world, including Iraq, Afghanistan, Estonia, Latvia, Lithuania, Kuwait, Bahrain, Qatar, Kosovo, Cuba, Djibouti, the Philippines, and others.
- Guardsmen train to the same standards as their active Army and Air Force counterparts.
- After more than a decade of proven performance in Iraq and Afghanistan, you cannot distinguish between active duty and National Guard Soldiers and Airmen.
- The National Guard has been participating in peacekeeping missions in the Balkans since the start; the multinational observer force in the Sinai since 2002; and security forces in Djibouti since 2004.
- Guard Airmen supported more than 11,400 Air Force requests for overseas deployments in FY14
- The Air Guard performs 14 percent of the Air Force mission

each day and can be ready to deploy worldwide within 72-hours.

- The Air Guard performs Remotely Piloted Aircraft combat patrols worldwide 365-days-per-year, 24-hours-a-day, totaling nearly 85,000 hours annually.
- Army Guard Special Forces Soldiers deployed to 55 countries. In the Pacific and South America, they will perform more than 30 percent of the DoD's special operations missions.
- More than 850 Army Guard special operators conducted and supported multiple high-risk contingency operations in multiple regions in FY14, including Afghanistan, Iraq and Africa.
- Nearly 1,200 Guard members specializing in engineering, construction and health care provided needed services to communities in Belize, Dominican Republic and Guatemala as part of Beyond the Horizon, a U.S. Southern Command-sponsored, joint foreign military interaction / humanitarian exercises in FY14. Horizon exercises allow Guard Soldiers and Airmen to receive valuable deployment training while building relationships with partner nations.





RESPONDING IN THE HOMELAND

- The military force of choice for domestic response
- Combat organization and training enables unsurpassed domestic capability

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- Living and working in nearly 3,000 communities, the National Guard is often the face of the military across the nation. It connects the U.S. military to America.
- Army and Air National Guardsmen were called-up (in state active duty and Title 32 status) by their governors 200 times and logged 281,263 man days responding to homeland incidents in FY14. Part of those responses included 63 natural disasters; including 17 fires, 14 winter storms, 12 tornadoes, 12 floods and 3 hurricanes.
- The Air Guard protects America's skies by providing command and control, fighter and tanker response; logging 63,500 air sorties since 9/11 and currently averaging 1,200 sorties per month.
- The 57 National Guard Civil Support Teams can respond within 90-minutes. CSTs were called upon nearly 2,400 times in FY14.
- The National Guard possesses more than 60 percent of the Defense Department's chemical, biological, radiological, nuclear (CBRN) response capability, to include 17 CBRN Emergency Response Teams and 10 regionally aligned Homeland Response Forces
- Air Guard C-130 crews, equipped with Modular Airborne Firefighting Systems, flew a total of 88 sorties and dropped more than 246,000 gallons of fire retardant on wildfires.
- National Guard counterdrug analysts contributed to disrupting and dismantling over 1,879 drug trafficking organizations and supported over 36,000 cases nationwide in FY14.
- Counterdrug aviators flew 16,475 reconnaissance hours in support of law enforcement, assisting with the seizure of more than \$6.2 billion in illicit drugs, weapons and currency.
- Guardsmen live and serve in nearly every ZIP code. In a domestic emergency response, the equation is simple: Less time and distance = more lives saved.
- Air Guard search and rescue units in Alaska, California, and New York have completed more than 6,000 search and rescue missions and have been credited with saving more than 3,000 lives. These rescue Airmen provide 24-hour, 7-day-a-week rescue coverage at home and overseas.
- Putting their military skills to use in underserved American communities, more than 1,300 Guard members performed engineering, medical and construction missions as part of Innovative Readiness Training in FY14. IRT provides Guard members real-world training opportunities and prepares units for their wartime missions.
- After a fire broke out at the Chicago Air Route Traffic Control Center last year, experienced air traffic controllers at the Air Guard's Combat Readiness Training Center at Volk Field, Wis., assumed control of parts of the Center's airspace, averting potential serious consequences to the National Airspace System.



Uniquely Guard

- The Alaska Army Guard's 49th Ground Missile Defense Battalion provides defense against incoming ballistic missile threats.
- Equipped with LC-130s with skis, New York Air Guard's 109th Airlift Wing crews provide transportation support to the National Science Foundation in Antarctica and Greenland.
- National Guard Critical Infrastructure Protection–Mission Assurance Assessment teams conduct comprehensive risk assessments of critical infrastructure that identify interdependencies, redundancies, and single points of mission failure. Their goal is to protect infrastructure and restore critical capabilities in the event of loss or degradation.
- Joint Task Force Empire Shield employs New York National Guard members to augment security forces protecting NYC rail and air hubs.
- New York's 174th Attack Wing conducts MQ-9 Reaper missions daily in support of contingency operations. The 174th is one of four Air Force MQ-1/9 training locations for maintenance personnel, pilots and sensor operators.
- As part of the Cyber Mission Force the National Guard is uniquely postured to provide cyber capabilities through its Cyber Protection Teams, Network Warfare Squadrons and Cyberspace Operations Squadrons.
- Missouri's 131st Bomb Wing is the only Air National Guard wing qualified to deliver nuclear weapons. It is certified to fly and maintain the B-2 Spirit, or Stealth, strategic bomber.
- The Joint Air Defense Operations Center, staffed around-the-clock by Army and Air National Guard personnel, is the heart of a sophisticated defense capability that incorporates jet fighters and air-defense artillery units to defend National Capital region airspace.

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...!!! BUILDING PARTNERSHIPS

- Missions evolve into enduring global relationships with strategic impact
- Collaborating at the national, state and local levels

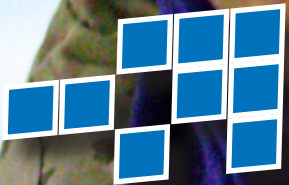
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- The State Partnership Program (SPP) has created 68 enduring, cost-effective partnerships with 74 nations, one-third of the world's countries.
- In the last 10 years, 28 SPP partner countries have deployed forces to Iraq and/or Afghanistan. Fifteen of those nations co-deployed with state National Guard forces 79 times to those conflicts.
- The National Guard is working with the DoD, combatant commanders, and the State Department to increase SPP partnerships, especially within the U.S. Africa Command and U.S. Pacific Command.
- Army and Air Guard Soldiers and Airmen engaged in more than 700 SPP events in 2014.
- The SPP provides an opportunity for National Guard forces to meet joint and Service training requirements, and to promote cultural awareness.
- Nearly 700 students from 8 allied countries and the Air Force received the latest in mobility air crew, intelligence, and weapons training at the Guard-run Advanced Airlift Tactics Training Center in St. Joseph, Mo. The international partnership program pairs allied and US aircrews and intelligence personnel to teach advanced techniques in planning and employment of mobility aircraft.
- The Air Guard offers allied aircrews training in the flying and operating of the F-16 (the 162nd Fighter Wing in Tucson, Ariz.); the C-17 (the 172nd Airlift Wing in Jackson, Miss.); the C-130J (the 143rd Airlift Wing, R.I.); and the C-130H (189th AW at Little Rock AFB, Ark.).





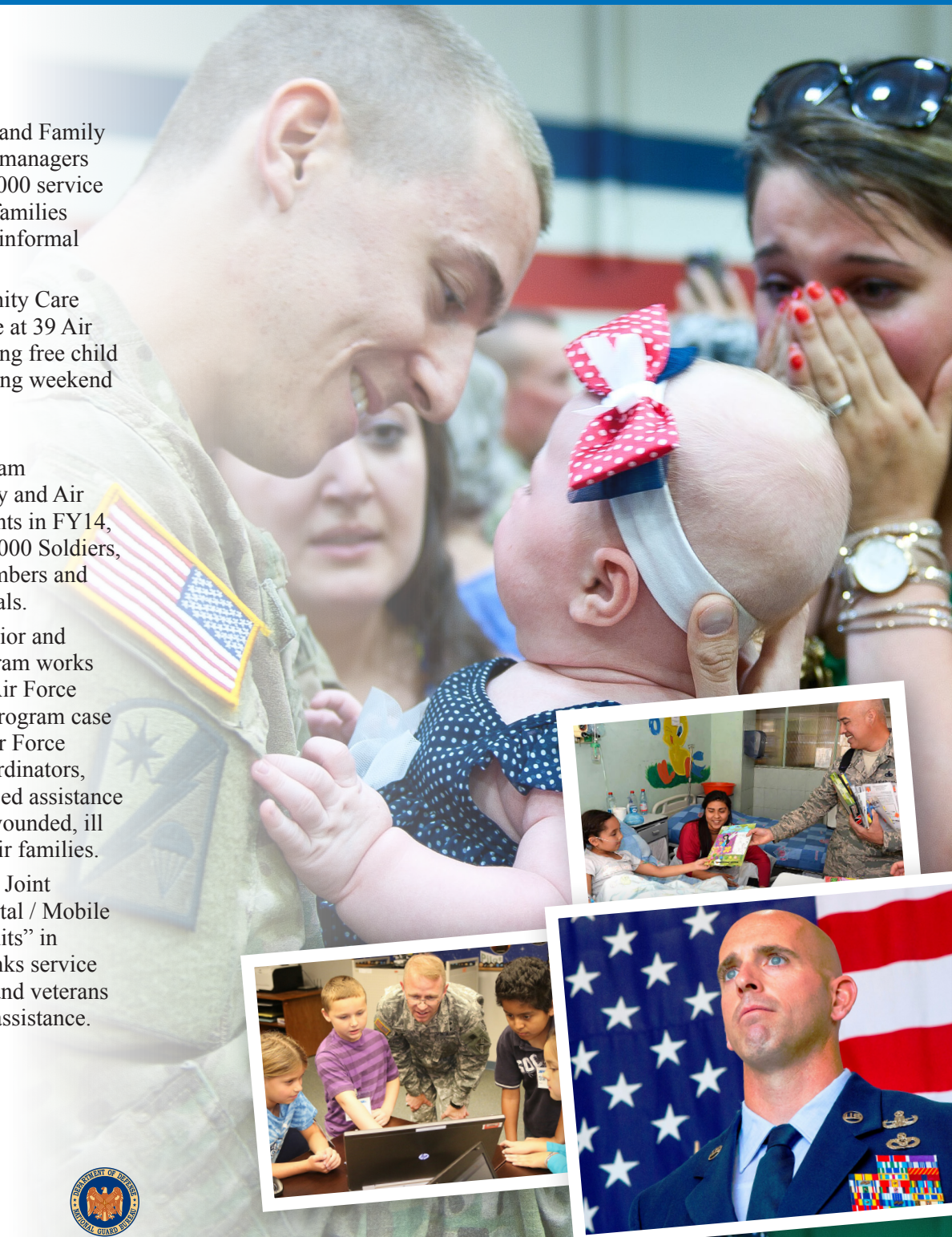
SOLDIERS, AIRMEN AND FAMILIES



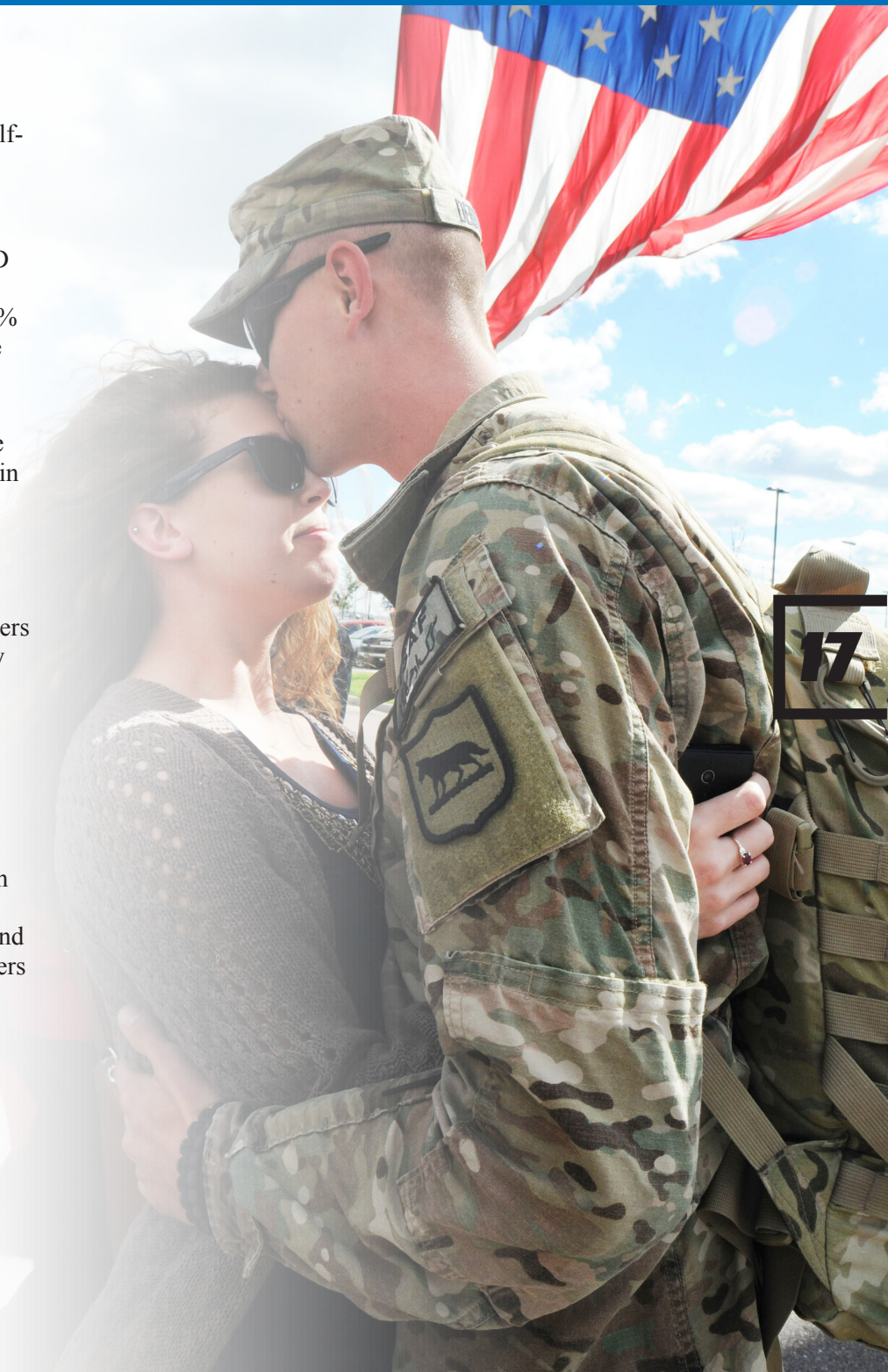
- A competent, capable, diverse, and healthy workforce
- Outreach to state, county, and local communities through targeted programs

- Through the Joining Community Forces initiative, the National Guard integrates a web of support for the 63% of service members and their families that live outside the gates of active duty installations. JCF links service members, families and veterans to federal, state and community-based resources through a framework of assistance centers in communities and through their web site: <http://www.joiningcommunityforces.org>
- The Army Guard Strong Bonds program seeks to strengthen relationships among our families and single soldiers. There were 503 Strong Bonds events conducted in FY14 serving 13,735 service and family members.
- 155 Army Guard Survivor Outreach Service coordinators, in geographically dispersed areas, provided numerous services to 39,000 surviving family members in FY14.
- Family Assistance Centers addressed more than 2.4 million inquiries, including cases, outreach calls, and information and referral requests in FY14 at 406 National Guard locations.
- Ninety-one Airmen and Family Readiness Program managers reached nearly 719,000 service members and their families through formal and informal contacts in FY14.
- The Home Community Care Program is available at 39 Air Guard Wings, offering free child care to families during weekend training.
- The Yellow Ribbon Reintegration Program conducted 773 Army and Air National Guard events in FY14, servicing nearly 75,000 Soldiers, Airmen, family members and designated individuals.
- The Air Guard Warrior and Survivor Care Program works in concert with 25 Air Force Wounded Warrior Program case managers and 43 Air Force Recovery Care Coordinators, providing needs-based assistance for 543 Air Guard wounded, ill and injured, and their families.
- The National Guard Joint Service Support Portal / Mobile received 480,497 “hits” in FY14. The portal links service members, families and veterans to information and assistance.

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- State Transition Assistance Advisors assisted over 144,000 service members in FY14 by addressing employment, relocation, health care, mental health care, health and life insurance, financial assistance, career change, education and training, VA benefits and disabled veteran benefits.
- The National Guard Bureau's Office of Complex Investigations provides professionals with appropriate background, training and experience to states to investigate and assess complex administrative matters and sexual assault.
- In support of the Veterans Opportunity to Work Act, nine VOW coordinators tracked over 12,000 Army Guard Soldiers and liaised with the Department of Labor and state Army Guard personnel to host 311 employment workshop events that supported 2,824 attendees in FY14.
- Employment Program Support specialists helped reduce unemployment by assisting over 289,000 National Guardsmen and 106,000 family members in FY14.
- Army Guard Military Funeral Honors were rendered at 125,000 funerals for fallen comrades in FY14. They are projected to render burial honors for 127,242 veteran funerals in FY15.
- Since its inception in 1993, 131,268 student cadets have graduated from the National Guard Youth ChalleNGe program. Through a 5-1/2 month, in-residence course, at-risk 16- to 18-year-olds are taught skills, education and the self-discipline needed to succeed.
- On average, nearly 64% of the ChalleNGe graduates earn their high school credits, diploma, GED or college credits; 41% attend additional schooling or college; 9% enter the military; the rest join the work force.
- Cost per ChalleNGe student averages \$17,300 compared to the \$40,000 per year cost for a youth in juvenile custody.
- The Army Guard trained 1,701 Master Resilience Trainers, 4,225 Resilience Trainer Assistants and resourced two MRT Training centers with a 1,440 seat training capacity in FY14.
- The National Guard assisted in 1,871 suicide interventions in the last two years.
- Air Guard Directors of Psychological Health and the Army Guard Psychological Health Coordinators provided early intervention, crisis intervention, and clinical referrals to service members and their families approximately 120,000 times in 2014.
- Committed to "one suicide is one too many," the Army Guard is converting their psychological health coordinator positions from contractors to dual-status technicians.





To the men and women of the National Guard, their families, employers, and those who continue to support our efforts to fight America's wars, respond in the homeland and build partnerships ...

THANK YOU

*GEN Frank J. Grass,
Chief, National Guard Bureau*

