



Army National Guard

2012
Strategic Planning
Guidance

The Army Guard—Present and Future

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The Army National Guard, a community-based operational force and the primary Combat Reserve of the Army, provides ready units to support global and domestic requirements.

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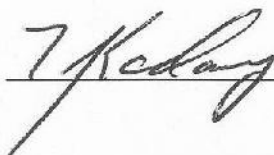
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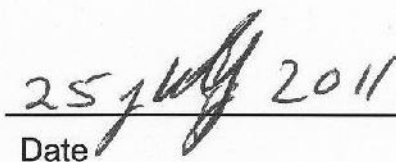
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Overview

The DOD's recent *Report on the Comprehensive Review of the Future Role of the Reserve Components* recommends, "When rebalancing the force to meet future national security challenges, the Guard and Reserve should be a "force of first choice" for those tasks for which they are particularly well-suited, owing to their overall cost effectiveness and the skill sets that they can provide. Missions that follow a predictable, operational schedule fall clearly into this category." It also recommends, "Service force-generation processes should consider predictability, consistency, continuity, and the desirability of establishing enduring relationships or exploiting regional expertise when determining whether Guard or Reserve units are appropriate to support particular Global Force Management Process requirements."

The Army National Guard Strategic Planning Guidance considers all sources of the ARNG's status, roles and missions, from its Constitutional basis, to National Strategy, to Army Service component guidance as a lens through which to focus and develop the strategic direction for ARNG. It provides emphasis on manning, training, and equipping the ARNG to maintain ready forces for federal and state missions. This guidance serves as an azimuth for the ARNG Directorate in its mission to provide policy resources and policy to the 50 States, 3 Territories and the District of Columbia (hereafter referred to as "the States"). Fully expected to be an adaptive, flexible and changing document, the ARNGSPG will serve as a roadmap to focus the force on where the ARNG wants to be for the future.

The ARNG Mission. The Army National Guard: a community-based, dual-missioned, operational force providing the Army with ready units in a revolving, predictable cycle that respond in support of Combatant Commanders (CCDR) on a global level and domestic missions on behalf of the governors.

To be successful, the ARNG must man, prepare, equip, RESET and transform its organizations to meet the challenges of the coming decade. While many of those challenges are unpredictable given the current and evolving global environment, it has identified four core functions that the ARNG Directorate must perform well, regardless of its environment, in order to be successful:

Resourcing: Seek, manage, equitably prioritize and distribute resources to the States to enhance the readiness of the ARNG.

Policy: Set forth an effective policy to strengthen the Guard, and enhance overall readiness for its dual mission.

Operational Integration: Continue the enduring operational readiness mission to manage, synchronize, resource, and coordinate pre-mobilization training, equipping, and manning for ARNG units as part of the Army's Operational Force.

Strategic Communication: Improve senior civilian leadership & public knowledge of ARNG capabilities and accomplishments.

Readiness and Accessibility. Readiness and accessibility are the keys to keeping this nation strong. The nation will be at greater risk if the ARNG is not both prepared

and accessible. The ARNG will continue to ensure policy and guidance solutions are implemented to guarantee these key requirements are met. As contingency plans are updated, the ARNG must be resourced and ready to bear an increased share of the Nation's security requirements to ensure the Department of the Army's continued ability to field an operational force to meet Combatant Commander (CCDR) requirements.

Manning the ARNG formations with ready, available, and deployable Soldiers (Enlisted, NCOs and Officers) is the core of its mission. Everything starts with the readiness, availability, and the ability to mobilize and deploy ready units. The individual Soldier comprises the formations that, when trained and equipped, are able to be the force multiplier for CCDRs and civil authorities. Soldiers are the most critical and valuable resource.

As the future unfolds, the ARNG must ensure force structure is right-sized geographically across the States for both state and federal missions. The ARNG's commitment to meet strict Army Force Generation (ARFORGEN) Aim Points requires the ARNG to ensure units are stationed in the right locations to achieve both manning and training objectives. These actions will be made corporately, through such forums as the Chief National Guard Bureau (CNGB) Board of 54.

The ARNG will work with the States to identify efficiencies while eliminating unnecessary redundancies and avoid wasting resources. In these lean times the ARNG will be forced to prioritize resource allocations, make many tough decisions, to include reviewing whether the return on investment in non-core competencies justifies continued execution of certain programs.

Manning the All-Volunteer Force. The ARNG uses precision recruiting and retention approach to man the force. The various national, state and local incentive programs must be synchronized as a single brand in order to maintain the ARNG as the service component of choice and to attract and retain educated and resilient Soldiers and civilians. The recruiting and retention systems must support this priority. The ARNG will recruit and retain traditionally hard to fill and critical Military Occupational Specialties that exist in its current formations as vacancies.

Key focus areas for manning the force are:

- Soldiers and Family Readiness
- Soldiers and Family Resilience
- Community Support
- Employer Support

The ARNG is committed to providing a medically ready force for both its federal and state missions. Continuous leader emphasis must be maintained on assessing the medical and dental readiness of the force. Soldiers with medical conditions that limit their ability to perform their missions will be afforded all opportunities for rehabilitation through proactive case management. In the event medical conditions cannot be resolved, expeditious out-processing of its Soldiers through the Disability Evaluation System (DES) will allow the ARNG to continue to provide ready and available units.

Future utilization and mission sets of the ARNG. The ARNG will remain proportional in its force structure, stationing comparable to the existing footprint and operational employment in keeping with its status as the primary combat reserve of the U.S. Army. The ARNG will further develop its leadership role in Defense Support of Civil Authorities (DSCA) and Homeland Defense (HLD) missions, and look for ways to expand participation in CCDR Theater Campaign Plans and Humanitarian Assistance operations. The goal of utilization and mission sets for the ARNG is to achieve balanced, proportional utilization in support of priority non-contingency missions, while maintaining its focus on wartime readiness and proportional participation in ongoing combat rotations.

ARNG Force Structure Goals. The ARNG will remain balanced and flexible. Ensuring that the "Essential 10" (Command and Control, Medical, Communications, Logistics, Transportation, Engineer, Civil Support Teams, Maintenance, Security, and Aviation) as well as Cyber capabilities are accessible to all of the States is an imperative. The States will be right-sized for readiness success, and force structure requirements will be reviewed on an annual basis. The ARNG will strive to maintain a one-to-one force structure to end strength ratio, positioned to fulfill any force structure opportunities that may present themselves over the coming decade. The full time manning of the ARNG will be focused to support the core missions of the ARNG and sized accordingly.

Title-10 and Title 5 Force Size and Array. The mission of the Title 10 AGR and Title 5 Department of the Army (DA) Civilian force is to fulfill the Title 10 functions of the ARNG Directorate by providing policy, programs, and resources to assist the States in maintaining readiness. A secondary focus is to establish and maintain an ARNG presence in key organizations and agencies to provide liaison and develop ARNG equities. The Directorate will work to expand opportunities for Guard Soldiers to move between Mobilization Day (M-Day), Title 32 AGR, Title 10 AGR, and Title 5 DA civilian experiences. This initiative complements the CNGB's Senior Leader Development Program, to include joint qualification.

SECTION I – Introduction

1-1. ARNG Strategic Planning Guidance.

The Army National Guard Strategic Planning Guidance (ARNGSPG) is Section I of the Army National Guard Plan (ARNGP). It describes the goals the organization will strive to achieve to remain a premier community-based force comprised of resilient, adaptable, equipped, relevant, and ready Citizen-Soldiers accessible for war and domestic crises.

Section II of the ARNGP is the ARNG Planning Priorities Guidance (ARNGPPG). The ARNGPPG describes the ways the organization will organize efforts to achieve its goals by linking requirements to strategy and guiding the development of resource priorities for operational tasks.

Section III of the ARNGP is the ARNG Program Guidance Memorandum (ARNGPGM). The ARNGPGM describes the means which the organization will apply resources toward its objectives by linking operational tasks to their associated resourcing tasks and Title 10 functions.

Section IV of the ARNGP is the ARNG Campaign Plan (ARNGCP). Utilizing the framework and resources provided by the previous three sections of the ARNGP, the ARNGCP identifies specific campaign objectives and directs planning and execution of ARNG operations toward the achievement of ARNG near, medium, and long-term objectives. The ARNGCP is specific, measurable, and accountable.

This ARNGSPG articulates how the ARNG Directorate supports current operational requirements over the near and mid-term, and prepares the Directorate for the wide variety of actions to improve the readiness of the ARNG in the long-term. The ARNGSPG is the ARNG institutional strategy for fulfilling its Title 10 and Title 32 requirements to provide organized, trained, equipped, and ready land forces are available for the defense of the Homeland and to the CCDRs in executing the national defense and national military strategies.

*Director's Vision
2012*

The Army National 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 defense support of 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 Army National Guard priorities and in shaping the future of the Guard.

1-2. Strategic Environment and Context.

After 10 years of war, more than 75 percent of today's ARNG have deployed in support of operations in the Middle East and Afghanistan. Almost 25 percent of its force has deployed more than once. The strategic depth provided by the ARNG is no longer the once-in-a-lifetime use of a strategic reserve as envisioned during the Cold War. The first decade of this new century has seen the term "once-in-a-lifetime" replaced with "persistent."

Today's ARNG is a full partner in America's defense, an integral part of the Army's operational force, capable of operating on today's battlefields with the versatility and effectiveness of their active duty counterparts. Army National Guard units deploying since 9/11 have been the best-trained, best-led, and best-equipped ARNG force in American history. In this era of persistent conflict, the commitment of Citizen- Soldiers to go whenever and wherever duty calls remains undiminished.

The ARNG's proven depth in responding to multiple historic missions in the last 10 years show it is an indispensable force. While uncertainties remain in the security environment, it's certain the ARNG will continue to play a vital role in defending freedom at home and abroad.

The past quarter century has brought unprecedented, rapid, and sometimes violent change across the strategic environment. There is reason to believe that the next 25 years will bring changes just as dramatic, drastic and disruptive. Rapid changes in commercial technology are fueling globalization; creating instability in some regions and feeding progress in others. Changes will continue to occur throughout the energy, economic, political, informational, operational, and technological domains. The magnitude and disruptiveness of these changes cannot be predicted at this time, and in some cases, their full impact will not be known until they occur.

The compounding impacts of globalization will require fundamental changes in the way the U.S. relates to and interacts with the rest of the world. The global balance of power will continue to shift away from the diplomatic and military elements, instead beginning to favor economic and informational elements. In the near term, this environment will produce a diminished ability for the U.S. to set agendas and act unilaterally. The ARNG's capabilities and experience in developing international partnerships can help ease this transition. The Guard will expand participation in programs such as the State Partnership Program, bi-lateral and multi-lateral exercises, Building Partner Capacity (BPC), and other engagements.

The ARNG's extensive experience in DSCA will be leveraged to support international relief efforts.

The Army National Guard will continue to be the nation's military first responder to incidents involving HLD and DSCA operations in the event of catastrophic Chemical, Biological, Radiological, Nuclear (CBRN) events or consequence management missions. Army National Guard HLD activities will increase as the U.S. responds to increased influence of narco-traffickers and growing instability along the nation's southern border.

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Persistent global instability and conflict will continue to characterize the strategic environment over the Program Objective Memorandum (POM) period. The ARNG will continue to prepare for Full Spectrum Operations (FSO) in conflicts against a range of hybrid threats in unpredictable locations.

Additional emphasis will be placed on preventing conflict in unstable regions. The ARNG will mobilize and deploy in support of Theater Security Cooperation (TSC), BPC, and security assistance missions worldwide, as part of the operational force.

The increasingly interconnected global environment now includes space and cyber space as part of the global commons. The ARNG's increased stake in overall national security effort as part of the operational force will require development and implementation of innovative capabilities to defend these domains.

Equipment will continue to be procured in support of ARFORGEN Aim Points, equipment modernization efforts, Modified Table of Organization Equipment (MTOE), and Table of Distribution and Allowances (TDA) equipment shortages will continue to be funded and executed by Headquarters Department of the Army (HQDA) and Army Materiel Command (AMC).

The force structure and end strength will remain approximately the same in relationship to the numbers of combat, combat service and combat service support units assigned. The ARNG anticipated goal for steady state supply of available forces between FY 12 and FY 14 is 1 division, 5 Brigade Combat Teams (BCT), and approximately 36,000 enablers. This supply will meet anticipated post-Operation Iraqi Freedom and Operation New Dawn global demand, and will enable the ARNG to achieve and sustain intermediate Mobilization-to-dwell goals of 1-to-4 in FY 12 through FY 14.

The ARNG's anticipated goal for supply of available forces between FY 15 and FY 16 is 1 division, 4 Brigade combat teams, and approximately 25,000 enablers. This supply will meet anticipated global demand and will enable the ARNG to achieve and sustain objective Mobilization-to-dwell goals of 1:5 in FY15 through FY17. Requirements will increase for ARNG forces to conduct overseas engagement activities over this period. The Mobilization-to-dwell goals of 1-to-4 between FY 12 and FY 14, and 1-to-5 between FY 15 and FY 17 will be sufficient to ensure the sustained health of the ARNG.

The ARNG must continue receiving appropriate funding to continue functioning as an operational force. Current Operational Force requirements are funded from OCO appropriations, but as these appropriations decrease commensurate increases are needed to ARNG base appropriations in order to achieve targeted levels of proficiency supporting ARFORGEN Aim Points.

SECTION II – Strategic Guidance

2-1. National Guard Bureau.

The National Guard Bureau Chief's vision: "We focus resources, shape policy and advocate for our 21st century Soldiers and Airmen – now and in the future."

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The tremendous value the National Guard provides can be effectively described through four broad mission areas – the National Guard’s core competencies:

- Overseas defense mission
- Support to global engagements
- Domestic response mission
- Soldier, Airman and Family support programs

The Army National Guard comprises almost half of the Army’s operating force, providing combat formations and enabling units for the overseas fight. The Army Guard also represents a well-organized, trained, and equipped dual capability available to the governors when needed in times of domestic crisis.

Since the National Guard Bureau’s (NGB) official designation as a joint activity of the Department of Defense (DOD), it has been forging ahead to develop dual-mission capabilities. The NGB continues to develop strategic relationships within DOD and other federal agencies to implement efficient and effective response capabilities. The Chief, National Guard Bureau has identified four near-term priorities to enhance the Guard’s domestic response:

- Enhancing CBRN
- Deploying enterprise response capability at the State level
- Establishing a Homeland Response Force (HRF) in each Federal Emergency Management Agency (FEMA) region
- Documenting the Joint Force Headquarters State requirements to further improve command and control capacity during domestic responses

2-2. Headquarters, Department of the Army.

As a component of the U.S. Army, the Army National Guard Strategic Plan supports, and is fully nested with the Army’s Strategic Plan. The Army’s enduring mission applies to all three Army components: “Protect the nation by providing ground forces to conduct prompt and sustained operations across the spectrum of conflict in support of CCDRs and U.S. Code, Title 10 statutory requirements.”

The Army National Guard, through implementation of this plan, supports and assists the Army in its shared requirements to prevail in current and future campaigns, help other nations build their capacity and assure partners and allies, support civil authorities at home and abroad, and deter and defeat future state and non-state threats. To this end, the ARNG shares the Army’s imperatives to sustain the ARNG’s Soldiers, Families, civilians and employers, prepare ARNG forces for success in current conflict as well as future deployments and contingencies, RESET returning units to rebuild the readiness consumed in operations, and transform the ARNG to meet the demands of the 21st Century.

2-3. The Army National Guard.

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

Mission: The Army National Guard is a community-based operational force and the primary Combat Reserve of the Army, provides ready units to support global and domestic requirements.

To be successful, the ARNG must man, train, equip and transform its organizations to meet the challenges of the coming decade. While many of those challenges are unpredictable given the current and evolving global environment, there are four core functions that the ARNG Directorate must perform well to be successful:

Resourcing: Seek, manage, equitably prioritize and distribute resources to the States to enhance the readiness of the ARNG.

Policy: Set forth an effective policy to strengthen the Guard, and enhance overall readiness for its dual mission.

Operational Integration: Continue the enduring operational readiness mission to manage, synchronize, resource, and coordinate pre-mobilization training, equipping, and manning for ARNG units as part of the Army's Operational Force.

Strategic Communication: Improve senior civilian leadership & public knowledge of ARNG capabilities and accomplishments.

SECTION III – The Future Army National Guard

3-1. ARNG Goals and Objectives.

The ARNG's enduring mission is to protect the nation by providing forces and capabilities in support of CCDRs and domestic operations. The ARNG's goals and objectives revolve around five strategic imperatives that address the critical challenges of preserving the ARNG capabilities while enhancing the force in a fiscally constrained environment.

The five ARNG imperatives are:

- **Man** the All-Volunteer Force
- **Prepare** units for FSO
- **Equip** the Force
- **RESET** returning units to rebuild the readiness consumed in operations
- **Transform** ARNG programming, policy, institutions and resources to ensure balance and sustainability as part of the operational force for the 21st Century.

These are the ARNG priorities within which near and mid-term objectives and decisions are framed. While in an era of persistent conflict, the ARNG must continue to prepare, sustain and transform units for current and future conflicts and domestic operations.

3-2. Near-Term Objectives (2012-2013).

The ARNG's near-term objectives are focused on achieving success in its current operations, sustaining the all-volunteer force, seeking efficiencies, and implementing a supply-based ARFORGEN approach to prepare ARNG units for FSO. Together, these objectives set the conditions for future programming decisions.

The ARNG will man and preserve the force by recruiting and retaining the most educated, adaptive, resilient, and confident Soldiers to meet the Nation's demands. To be successful the ARNG must be the Service of choice for military-eligible candidates, their Families and communities. The ARNG will capitalize on the recruiting and retention momentum it has generated in the non-prior service market over the previous five years while honing its ability to target critical occupational specialties. Units must reduce excess personnel and identify the most critical vacancies for the recruiting and retention programs. The ARNG recruiting efforts must focus towards generating ready units. Manning the force also relies on developing policies and programs that sustain individual and Family readiness and resiliency. The ARNG must integrate strategies, policies, and programs that support the needs of its Soldiers and Families. The implementation of the Master Resiliency Trainer program will help its Soldiers and Families cope with the increased operational tempos.

The ARNG's ability to provide healthcare and rehabilitation to its Soldiers who have become wounded, ill, or injured during their service is critical to sustaining the trust and confidence of its personnel and Families. The ARNG shall sustain the Warrior Transition Unit programs and make improvements to the DES. It must increase the effectiveness of providing care to its Soldiers and the timely determination of their fitness for continued service. These processes should not themselves become hardships to ARNG Soldiers and their Families. The ARNG must support its wounded Soldiers and their Families as they progress through rehabilitation, and if necessary, the DES process.

Support CCDRs With Trained and Ready Units. As the primary combat reserve of the Army, the ARNG's primary Title 10 mission is to ensure ARNG units are ready to meet the Army's CCDR land force requirements. The ARNG's ability to fight and win on the battlefield has been proven over the past decade of conflict and must be sustained. The ARNG employs a readiness model that makes the most of scarce resources to provide the right level of readiness in the right types of units at the right time to meet its defense requirements. The ARNG's ARFORGEN strategy synchronizes resources efficiently, effectively preparing units through the three phases of their readiness cycle. The ARNG's strategy allocates resources to ensure all units enter their Available Force Pool Date (AFPD) at the required overall readiness level of command and control.

Prepare Units for Full Spectrum Operations. As CCDRs overall demand for land forces exceeds the available supply, the ARNG must be prepared to continue ARNG force generation efforts indefinitely. Given the emerging security environment, the evolving character of conflict, and the vision of balance in its defense strategy, there are five roles for land forces in the 21st Century:

- Take and hold land territory through the application of decisive force
- Prevail in protracted counterinsurgency campaigns
- Engage to help other nations build capacity and to assure friends and allies
- Support civil authorities at home and abroad
- Deter and defeat hybrid and hostile state threats

The ARNG must be a versatile mix of tailorable and networked organizations operating on a rotational cycle to provide a sustained flow of trained and ready forces for FSO. The ARNG must support unexpected contingencies at a tempo that is predictable and sustainable. To achieve this, the ARNG will continuously adapt its force and the institutions which support the force. The demand for trained and ready forces, along with the conversion to modular formations, required the ARNG to adopt ARFORGEN, a rotational readiness model providing strategic flexibility to meet security requirements for a continuous presence of deployed forces. The ARFORGEN model synchronizes strategic planning, prioritizing, and resourcing to generate trained and ready modular expeditionary forces.

The ARNG ARFORGEN training strategy development process applies doctrinally correct training solutions to build progressive readiness over time in order to fulfill training readiness requirements set by HQDA. The process begins with identifying the Army's readiness requirements for operational ARNG units. These requirements are found in the most current Army training strategy. The ARNG will achieve a blend of performance oriented tactical and technical training that is appropriate to the operating environment.

The ARNG will equip all units in accordance with ARFORGEN equipping Aim Points based upon ARNG equipping resourcing priorities, availability matrix, and the ever-changing Army resourcing priority list for FSO. Additionally, the ARNG will ensure that all units are equipped to no less than 80 percent of Critical Dual Use (CDU), MTOE, TDA, and line item numbers. The ARNG will also coordinate with the Army Materiel Command as the Lead Materiel Integrator (LMI) for inclusion of ARNG requirements in the LMI policy and process. The equipping goal is to ensure that Soldiers and units always have the equipment they need to execute assigned missions, whether units are progressing through the cyclic readiness model, are non-rotational units, are in the Generating Force, or are conducting HLD or DSCA missions. Soldiers and units having the equipment they need, when they need it represents equipping balance.

Adaptive Force Structure. The ARNG measures its capability to fulfill overseas and domestic demands for ARNG forces by employing an adaptive force structure. The ARNG has worked hard to build a modular force that is interoperable and compatible with the joint force. Building upon this success, retention of current O-6 and general

officer-level commands may require acceptance of alternative missions and structures during the Total Army Analysis (TAA) process, thereby seeking a balanced approach to address global mission requirements.

Future Utilization and Mission Sets. The ARFORGEN model provides a resource-efficient means of operationalizing the ARNG in support of missions for which it is best suited. These mission sets include continued combat rotations in support of ongoing contingencies and stability operations; deployment in support of CCDR Theater Campaign Plans (TCP) and BPC activities around the globe; support of core Unified Command Plan missions such as HLD and DSCA, in concert with their organic support to governors in state security; and emergency response and finally, limited support to high priority DOD or Army institutional missions. The ARNG must retain its exceptional ability to support federal Overseas Contingency Operations (OCO) while providing the premier homeland defense capability to respond to domestic crises.

Transforming Business Operations. Transforming business operations will enable the ARNG to perform more effectively and efficiently, thus contributing directly to the requirement of building the best possible force by enabling it to make the best possible allocation and use of limited resources. The ARNG will start the process of business review, capturing requirements and performing a functional review of its enterprise requirements. The ARNG will use a phased approach to implement an integrated management system. This approach will employ a collaborative process and framework of making decisions aligned with strategic enterprise guidance. It will enable unity of effort and integrate ARNG's business systems and processes coordinated in a framework to achieve imperatives and produce required outcomes.

3-3. Mid-Term Objectives (2014-2019).

Man and Preserve an Adaptable and Ready ARNG. A ready and operationalized ARNG is critical to the safety of the nation. The ARNG must continue to provide both rotational capabilities to the Army and support the States. The ARNG must be fully manned, trained, and equipped to respond with ready units as needed. It must integrate quickly and seamlessly with the Army or the other Services as full partner in any operation. The ARNG must man its formations to enable both worldwide, FSO as well as support for civil authorities at home.

The ARNG must develop programs, policies, and procure the resources to allow the States to generate readiness in accordance with ARFORGEN. The ARNG must continue to focus on the selection, accession, retention, development, and individual readiness of ARNG Soldiers as the essential building blocks of ready units. ARNG Soldiers at all levels will require advanced educational opportunities in language, cultural and global awareness to allow ARNG to be successful in 21st Century conflicts. Retention of experienced Soldiers will allow the ARNG to leverage its existing base of knowledge. The ARNG must be prepared to respond to the reduction of active component end strength, providing the best, brightest, and most medically ready Soldiers to continue their service with the ARNG. These initiatives, along with precision recruiting in the non-prior service market, will enable the ARNG to maintain its position as the Service of choice.

Provide Programs, Services, and Infrastructure to Support and Build a Resilient ARNG. The ARNG must institutionalize a culture that develops and sustains resilience, life skills, and coping mechanisms in its Soldiers and Families. The ARNG must eliminate the stigma associated with seeking out necessary assistance. The ARNG must provide its Soldiers, Families, and civilians with a quality of life commensurate with the quality of their service. Establishment of policies and programs that support an adaptive continuum of service—such as Inactive National Guard redesign and comprehensive senior leader development program—will enable Soldiers and Families to meet challenges of managing their commitment to the ARNG as well as achieve success in their civilian careers. The ARNG must ensure its programs, services, and distributed infrastructures enhance community life and foster readiness. The ARNG must also promote resilience, mental and physical fitness, and sustain a high quality working and living environment for its Soldiers, Families, and communities.

Equip an Adaptable and Ready ARNG. The ARNG mid-term equipping objectives ensure Soldiers and units have the right equipment types, amounts, and modernization to meet their mission requirements. While efforts to implement equipment modernization programs will occur over all periods, the bulk of ARNG modernization efforts will take place over the mid-term period provided appropriate levels of procurement funding are continued.

Provide Essential Services and Infrastructure in an Efficient, Sustainable, and Cost Conscious Manner. All ARNG installations are community based platforms of readiness and bastions of support for their personnel. Mission requirements are enhanced through regular modernization and new construction of facilities to maintain efficient, sustainable operations and enable provision of effective services to Soldiers, Families, civilians, and employers. As a landholder in States, the ARNG must balance its installation footprint with being a good neighbor and a responsible steward of the environment. The rapid and continuous rate of change in the current operating and natural environment requires installations to be resilient and agile. The ARNG will manage installation facilities and provide services to support the dual mission within the limits of its resources and with sustainability and energy efficiency as a major facet of installation readiness.

Enhance ARNG Title 10 and Title 5 Force. The mission of the Title 10 and Title 5 force is to fulfill the Title 10 functions of the ARNG Directorate by providing policy, programs, operational integration, and resources to assist the States in enduring operational readiness and capabilities. A secondary focus is to establish and maintain presence in key organizations and agencies to provide liaison, focus resources, shape policy and advocate to develop ARNG equities. The Directorate will work to expand continuum of service opportunities for Guard Soldiers to move between M-Day, Title 32 AGR, and Title 10 AGR experiences. This initiative complements the NGB Chief's Senior Leader Development Program, to include joint qualification.

Continue Transformation to an Operational Force. The steady demand for ARNG units of all types in support of Operation Enduring Freedom (OEF), OIF/OND, plus the Balkans, Sinai, Horn of Africa, and counter-drug missions have resulted in an unprecedented level of operational experience within the Guard, and firmly established

it as a part of the Army's Operational Force. While in garrison, the ARNG remains engaged in the operational environment. Senior leaders in Congress, the Office of the Secretary of Defense, HQDA, the NGB and the ARNG agree that the nation must preserve these dramatic gains in readiness through continued operational employment in support of predictable and recurring requirements—even as the demand for combat forces declines.

The ARNG will continue to manage force structure in accordance with Army requirements and resourcing during the TAA rules of allocation. The Directorate will also continue to support those requests to balance the Essential 10 types of force structure as TAA opportunities allow and as State agreements to swap force structure can be resourced and stationed.

The men and women of the National Guard are battle-proven in combat, humanitarian, and domestic response missions. They consistently perform at the professional level the nation expects. This level of performance is only possible due to the increases in resources, training, and combat experience this nation has invested in the ARNG over the past decade. The ARNG has postured itself to continue this upward trend in capability and performance, through implementation of the ARNG training strategy.

Transform Business Operations. The Army National Guard will transform the ARNG to better support its agile and versatile operating force, thus producing readiness at best value. The ARNG will achieve this outcome by building on the existing strengths of the processes, Soldiers and civilians who constitute the generating force and by focusing on four critical management priorities: implementing an integrated management system; aligning and integrating innovative enterprise-wide processes; transforming business operations; and bringing greater cost awareness to the ARNG culture. The ARNG will transform business operations that include the policies, processes, information, and systems relating to the end-to-end financial management, human capital, facility management, acquisition, administrative and other functions that support the Soldier.

Transform the Generating and Operating Force. The ARNG is a full partner with the Army's initiative to re-energize efforts to transform the generating force to better support the operating force. Success will mean producing readiness at best value and setting the conditions to accomplish the Guard's dual mission. The ARNG will continue to standardize generating force TDAs, eliminate obsolete or irrelevant equipment within the generating force, evaluate the relevance of training programs for the transformed operating force, and adjust through command implementation plans or concept plans to better align with the modular force.

The ARNG will maintain parity with active Army units in terms of standardization and modernization across the doctrine, organizations, training, leadership development, materiel, personnel and facilities domains. The ARNG will develop and execute plans to activate additional functional and multi-functional organizations, as required.

The ARNG will continue restructuring actions that enhance readiness in accordance with established timelines to include active component and reserve component rebalancing efforts in support of ARFORGEN. In coordination with the States, the ARNG will establish, process, and finalize stationing plans for ARNG forces. The ARNG will continue to partner with U.S. Army Training and Doctrine Command

(TRADOC) by participating in capability related studies and excursions related to requirements determination. The ARNG will plan, prepare for and participate in all aspects of TAA requirements and resourcing phases. The Directorate will work to ensure that equipment and personnel training, leader development, modernization, sustainment, acquisition and facilities requirements are captured in the base POM. The ARNG Directorate will conduct capability reviews to revalidate requirements and modify redundant or outdated requirements.

In addition to its vital commitment to the OCO, the ARNG remains at the forefront of providing critical domestic response capabilities.

Future Utilization and Mission Sets. The ARNG will remain proportional in its force structure and operational employment. In the coming decade, ARNG utilization and mission sets will be characterized by balanced, proportional operational utilization, focusing on operational phases 0, 1, 3 and 4. The ARNG will position itself to become heavily involved in multi-lateral partnership, BPC and TSC – endorsing and establishing procedures and mechanisms to enable limited mobilization in support of these vital missions.

The ARNG will refine, synchronize and expand its already extensive experience and capability in the Joint, Interagency, Intergovernmental, and Multinational (JIIM) environment, seeking to place AGR liaisons in key positions to position the Guard as a catalyst for JIIM efficiency and effectiveness DOD-wide. The ARNG will enhance domestic capabilities by seeking additional key developmental positions within U.S. Army North and U.S. Northern Command.

3-4. Long-Term Objectives.

Sustain the All-Volunteer, Community-Based Operational Force. The ARNG generates combat power by being a community-based force. ARNG's effectiveness is enhanced by its cultural diversity; the ARNG both represents and mirrors the communities it serves. Increasing diversity makes the ARNG a more powerful and capable organization. The ARNG units of the future must be manned by the best equipped, best educated, most experienced, and most ready Soldiers in the long history of citizen service to the nation. Given the unique nature of the citizen Soldier's military career, ARNG must lead the services by developing continuum of service opportunities that allow soldiers to transition seamlessly between different levels of participation. The ARNG must be committed to providing sustainable programs, services and distributed infrastructure to achieve individual readiness and resilience for its Soldiers, Families, civilians and employers.

Future Force Structure: Expansion of Capability. Furthering its mission and relevance for the future, the ARNG should seek to expand its capability to include the geographic CCDRs' "Phase 0" security cooperation programs and initiatives. Security cooperation will increasingly become the tool the U.S. Government uses to access critical areas impacting U.S. national interests. As such, potential growth in BPC programs can be realized by using ARNG forces. Inclusion of ARNG personnel in key assignments at the Army Service Component level will provide prospects to develop new ARNG partnership opportunities similar to "New Horizons" in Central America. The

ARNG will position itself to balance and sizing of structure opportunities that may present themselves in the next 10 years.

The ARNG will focus on full-time manning to support its core missions. The ARNG will be balanced and flexible, maintaining the same types of force structure as the active component. At a minimum, the ARNG will seek to maintain and sustain 8 divisions and 28 BCTs (7 Heavy BCTs, 20 Infantry BCTs, 1 Stryker BCT). It will be imperative to ensure that the Essential 10 and Cyber capabilities are available to the States.

The States will be sized appropriately for readiness success and the force structure in the ARNG will be reviewed on an annual basis. The goal is to keep a 1-to-1 force structure-to-end strength ratio, maintaining the ARNG's operational focus. The ARNG will grow opportunities for enhanced education and joint experiences in its Soldiers and leaders.

Enduring Operational Readiness and Capabilities. The long-term equipping objective ensures enduring operational readiness so Soldiers and units always have the proper types and quantities of equipment they need to execute assigned missions. Ensuring Soldiers and units have the equipment they need, when they need it represents achieving equipping "balance." The long-term inventory objective is to achieve 90 percent equipment on hand for all assigned ARNG units, thus eliminating the need for equipping balance through intensive cross-leveling efforts.

Capital Investment and Infrastructure. America, like the rest of the world, has changed demographically. The ARNG population has shifted from rural to more urban. Changes in geographic dispersion provides both opportunities and challenges as this organization invests in programs and infrastructure, makes cost-conscience decisions, and operates as the military first responder in its communities.

As a community-based force, the ARNG must evaluate if its facility footprint reflects the geographic dispersion of the force and makes it accessible to its Soldiers, Families, civilians, employers, the communities it serves, and the recruiting pool. Evidence shows that Soldiers are logging hundreds of miles on the road just to get to one drill weekend. From this, the ARNG assumes Families and other stakeholders are likewise geographically removed from many ARNG support services, programs, and partnership opportunities. In this fundamentally different fiscal reality, the ARNG needs to assess if its current facility locations are too remote from where personnel and stakeholders work and reside, and whether any ARNG facilities are located in communities with minimal to no resident citizen Soldiers. This assessment must be balanced by ensuring any changes in location neither makes personnel and resources vulnerable to threats or incapable of responding to emergencies.

The ARNG needs to better integrate infrastructure locations into its contingency plans. More Americans—including its citizen Soldiers—are moving to urban areas. Cities are where the heart of American civilization thrives. However, with such dense populations and built up infrastructure (structural and communication), cities are also where disasters have the biggest impact. It must look to locate its infrastructure closer to where its force resides and in places that maximize its ability to leverage partnerships. The ARNG needs to remain positioned to effectively and efficiently launch missions and situate along a radius that ensures it remains decentralized for continuity of operations.

SECTION IV – Risks.

A key aspect of the Army Guard's strategy is to conduct an in-depth analysis of the strategic environment the Army Guard may face in the next decade. The ARNG's ability to accurately identify risk and take steps to mitigate is critical to future mission success.

The risks identified in this document must be considered throughout the planning process, and specific actions directed to mitigate these risks. As a framework to organize its assessment, the 2010 Quadrennial Defense Review used risk categories, described below, that have been employed since 2001:

Operational Risk. The ability of the current force to execute strategy successfully within acceptable human, materiel, financial and strategic costs. Consideration of operational risk requires assessing the DOD's ability to execute current, planned and contingency operations in the near term.

The ability to demonstrate ARNG accessibility for all types of operational missions is key in firmly establishing the Guard's role in the operational force. This will require the ARNG, Army, and DOD to develop and refine policies and procedures, and extend Global Force Management (GFM) planning timelines to provide the necessary predictability for ARNG Soldiers, Families, and employers. Changes to current statute may be required to allow full operationalization.

ARNG forces will increasingly face operational challenges and risks in cyberspace. The ARNG's ability to securely command, control and protect friendly information through an operational network is paramount to the ARNG's ability to respond to HLD in support of the States, as well as participate fully in the operational force.

Force Management Risk. The ARNG's ability to recruit, retain, train, educate and equip the force, and to sustain its readiness and morale. This requires the DOD to examine its ability to provide trained and ready personnel in the near, mid, and long term.

The Guard's ability to meet all ARFORGEN Aim Points, and achieve company-level readiness prior to the AFPD correlates directly with its effectiveness as an operational force. The ARNG will continue to refine its execution of the ARFORGEN model to provide a sustained flow of trained and ready forces within the confines of its current force structure allowance, in a routine and predictable rotational cycle.

The long term success of the ARNG as an operational force hinges on its ability to continually achieve end-strength. Today's Guard Soldiers have all either enlisted or re-enlisted with the almost certain knowledge that they would be called to deploy. While those who were unwilling to deploy have left its ranks, the ARNG must find equitable solutions to address the growing number of Soldiers who are medically unable to deploy. The ARNG's ability to reduce risk to the force will be increased as it moves toward achieving sustainable long-term Mobilization-to-dwell ratios that will allow the ARNG to equip, man, train, and fund units in a predictable deployment cycle.

Institutional Risk. The capacity of management and business practices to plan for, enable, and support the execution of DOD missions. It encompasses the ability to

develop effective and efficient organizations and processes over the near, mid-, and long-term.

Building resilient Soldiers and Families is also critical to sustaining readiness. The ARNG must continue to fund well-being and quality of life programs within the confines of constrained or reduced obligation authority. The uncertainties inherent in an era of persistent conflict and a constrained resource forecast combine to make it imperative that the ARNG capitalize on the resources it has and properly justify the resources it needs. It will promote a cost culture by making an explicit link between organizational performance and financial management. This means that the ARNG will improve decision support capability, provide analytic data and tools to manage the business enterprise, reduce the cost of doing business, and improve on accountability and stewardship. Supporting the multiple ARFORGEN processes such as equipping, sustaining, modernizing and training requires that it streamlines and improves contract management and execution. In addition, enhanced sustainment functions will need to be supported by a trained and certified contracting workforce.

Future Challenges Risk. The DOD's capacity to execute future missions successfully, and to hedge against shocks. Here, most consideration is given to the DOD's ability to field superior capabilities and sufficient capacity to deter and defeat emerging threats in the mid and long term.

The ARNG will use this same framework to reduce risk by ensuring the right capabilities and sufficient capacity are balanced and available to respond effectively and efficiently to current and projected challenges.

Perhaps the greatest risk to the ARNG is the historical tendency during post-conflict to draw down the force in such a manner as to "hollow out" the force through drastic reallocation of resources. One overriding principle which is central to the mandate to operationalize the reserve components is the imperative to sustain the great strides in readiness and combat experience gained by the Reserve component over the past decade. The ARNG's ability to project for the correct mix of education and training to further develop the individual skills required to react to these future threats, and the ability to field the Army's best equipment to its ARNG Soldiers, while utilizing ARFORGEN, to succeed across the full spectrum of conflict to maintain its edge against current, emerging and future threats. The challenge will be to balance both the Army Guard's federal and state homeland mission requirements while training and equipping the ARNG.

Equipping Risk. As a subset of future challenges risk, equipping risk is an important aspect for assessing and managing overall risk. The three major equipping risks are: quantitative, qualitative, and industrial. Quantitative risk is the failure to procure sufficient quantities of systems, while qualitative risk represents the failure to achieve the desired modernization and recapitalization of Army systems.

Industrial risk pertains to the industrial capacity to produce required weapons systems on schedule and within costs. Additionally, industrial capacity also refers to the capabilities and capacities of equipment depots and ARNG Readiness Sustainment Maintenance Sites to recapitalize and repair equipment while maintaining the required facilities and personnel skill sets to effect overhaul and repair of equipment.

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The foremost risk pertaining to equipping is the continued appropriation of equipping resources by Congress to ensure equipment modernization; recapitalization, reset and repair requirements are fulfilled. Funding must be appropriated and obligated in sufficient quantities through FY 2032 to maintain required standards of equipping readiness to assure victory in future conflicts.

SECTION V – Conclusion.

The 2012 Army Guard Strategic Planning Guidance facilitates unity of effort toward achieving the ARNG's vision, through programs and policies nested with the Army Campaign Plan and consistent with the Constitutional basis of its dual-missioned force. It provides emphasis on manning, training, and equipping the ARNG to maintain ready forces for federal and state missions, serving as an azimuth for the ARNG Directorate in its effort to support the States. The ARNGSPG is an adaptive, flexible and changing document, focused on future objectives, but grounded in current realities – it represents a roadmap to the second quarter of the 21st Century.

With the Army National Guard's inclusion in the Army's Operational Force, the Active Army, ARNG, and U.S. Army Reserve now truly reflect the "Total Army" concept. This framework shows considerable promise in realizing efficiencies in this era of fiscal constraint. The ARNG is well-suited and ready to participate fully in the operational force through continued combat rotations in support of ongoing contingencies and stability operations; deployment in support of core Unified Command Plan (UCP) missions such as HLD and DSCA, as well as TCPs and BPC activities around the globe.

The ARNG embraces its role as part of the nation's land operational force, and continues to break down all barriers to achieve full operational parity with the Army and further the proud legacy of America's Citizen-Soldier.

GLOSSARY

Section I – Acronyms

AFPD	Available Force Pool Date
AGR	Active Guard Reserve
AMC	Army Materiel Command
ARFORGEN	Army Force Generation
ARNGP	Army National Guard Strategic Plan
ARNGSPG	Army National Guard Strategic Planning Guidance
BCT	Brigade Combat Team
BPC	Building Partner Capacity
CBRN	Chemical, Biological, Radiological, and Nuclear
CDU	Critical Dual Use
CNGB	Chief, National Guard Bureau
DA	Department of the Army
DES	Disability Evaluation System
DOD	Department of Defense
DSCA	Defense Support of Civil Authorities
FEMA	Federal Emergency Management Agency
FSO	Full Spectrum Operations
GFM	Global Force Management
HLD	Homeland Defense
HBCT	Heavy Brigade Combat Team
HQDA	Headquarters, Department of the Army
HRF	Homeland Response Force
ING	Inactive National Guard
IBCT	Infantry Brigade Combat Team
JIIM	Joint, Interagency, Intergovernmental, and Multinational
LMI	Lead Materiel Integrator
M-DAY	Mobilization Day
MOB	Mobilization
MTOE	Modified Table of Organization and Equipment
NGB	National Guard Bureau

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NORTHCOM	Northern Command
POM	Program Objective Memorandum
OCO	Overseas Contingency Operations
OEF	Operation Enduring Freedom
OIF	Operation Iraqi Freedom
OND	Operation New Dawn
QDR	Quadrennial Defense Review
SBCT	Stryker Brigade Combat Team
TAA	Total Army Analysis
TCP	Theater Campaign Plan
TDA	Table of Distribution and Allowances
TRADOC	U.S. Army Training and Doctrine Command
TSC	Theater Security Cooperation

Section II – Terms

ARFORGEN Aim Points - Targets at specified points in time that enable effective collective training and ensure forces are ready for contingencies and deployments as unit's cycle through the ARFORGEN model and process. Aim Points optimize the execution of ARFORGEN by synchronizing manning and equipping capabilities with training at specific points across the force pools. The HQDA establishes the number and purpose of ARFORGEN Aim Points in the ARFORGEN Synchronization Order (ASO). Aim Points may differ from assigned mission readiness objectives directed in deployment orders, theater specific readiness requirements, or other authoritative directives.

Accessibility (of reserve component) - The perception of the Active Army that legislative and other constraints exist that prevent their ready access to National Guard forces.

Current military leaders wish to pursue legislative changes to enhance the Presidential Selected Reserve Call-up authority and expand the traditional definition of accessibility for Reserve component members. The DOD concurs that these components perform well throughout the spectrum of military operations, including non-combat operations during peacetime often performed by active duty personnel.

The DOD has launched a plan to integrate existing efforts, establish a requirements determination process with funding mechanisms, and develop more flexible policies for the use of reserve components on a larger scale than previously accomplished. The DOD will continue its review of possible impediments and enhancements for future employment of the reserve components.

Core Competencies - A defining capability or advantage that distinguishes an enterprise from its competitors; identifying behaviors and skills Soldiers, units, and leaders possess to execute the mission and goals of the ARNG.

Core Functions - A function crucial to the successful operation of an enterprise. The ARNG's core functions are:

- **Resourcing:** Seek, manage, equitably prioritize and distribute resources to the States to enhance the readiness of the ARNG.
- **Policy:** Set forth an effective policy to strengthen the Guard, and enhance overall readiness for its dual mission.
- **Operational Integration:** Continue the enduring operational readiness mission to manage, synchronize, resource, and coordinate pre mobilization training, equipping, and manning for ARNG units as part of the Army's Operational Force.
- **Strategic Communication:** Improve senior civilian leadership & public knowledge of ARNG capabilities and accomplishments.

Dwell Time - The period of time between operational deployments.

Army National Guard Dual Mission - The Army National Guard is a dual status force having both state and federal missions.

State Mission - To provide units organized, equipped and trained to function efficiently in the protection of life and property and preservation of peace, order and public safety under the orders of competent state authorities.

Federal Mission - To provide trained units and individuals available for federal service during war or national emergency.

Essential 10 - The NGB is committed to the fundamental principle that the States must possess 10 core capabilities for homeland readiness. Governors count on National Guard assets to be available to them within the first hours of a domestic incident. To meet the governors' requirements, the CNGB established the following list of 10 essential capabilities for National Guard Domestic Operations: Command and Control, Medical, Communications, Logistics, Transportation, Engineer, Civil Support Teams, Maintenance, Security, and Aviation. It also encompasses Cyber capabilities.

Operational Integration - The ARNG Directorate's enduring requirement to ensure operational readiness across the ARNG by management, synchronization, resourcing, and coordination of pre mobilization training, equipping and manning ARNG units as part of the Army's Operational Force.

Operating Force - Those forces whose primary missions are to participate in combat and the integral supporting elements thereof. (according to Joint Publication (JP) 1-02)

Operational Force - All military capabilities regardless of component, within a service's force generation model that provide operational capacity in support of CCDR requirements. Elements of all three Army components assume roles as reserve or operational force based on their position in the service's readiness or force generation cycle. In effect, the structure of the Nation's reserve force and operational force are

constantly changing as units move through their readiness cycle. With the RC's inclusion in the Army's Operational Force, the Regular Army, the Army National Guard (ARNG), and U.S. Army Reserve (USAR) now truly reflect the "Total Army" concept.

Operational Phases (According to JP 5.0):

- Phase 0 – Shape
- Phase 1 – Deter
- Phase 2 – Seize the Initiative
- Phase 3 – Dominate
- Phase 4 – Stabilize
- Phase 5 – Enable Civil Authority

Resilient - Mentally, physically, emotionally, and spiritually fit

Right-Sized - The optimal size of military assets to complete any mission, which can translate to an increase or decrease in number of personnel.

Transformation - A process of profound and radical change that drives an organization in a new direction and takes it to an entirely different level of effectiveness.

Sustainment - The provision of logistics and personnel services required to maintain and prolong operations until successful mission accomplishment. (According to JP 3-0)