

# Army National Guard: An Integral Part of Army Strong

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**T**he Army National Guard (ARNG) fulfills a vital role in the nation's defense at home and abroad by providing crucial combat, combat support and combat service support units to the combatant commanders, the Army, Joint and combined forces, and the states and territories. These ready forces are capable of performing full spectrum operations in support of our civil and military leadership.

As the ARNG operates in the sixth year of the global war on terrorism, the organization is well established as a battle-hardened and respected fighting force. The

Army National Guard is now an operational force, and transformation to modularity will result in an ARNG that is manned and equipped to fully modernized and interchangeable Army assets.



*Sgt. Resolve Savage, Arizona National Guard, with an Afghan boy outside a hospital in Nuristan Province.*

The Army National Guard continues to be an important element of the nation's emergency preparedness network, with missions both at home and abroad. In the wake of the terrorist attacks on 9/11, hurricanes, tornadoes, wildfires and the border mission, ARNG is as relevant and ready as it has been at any time in its 370-year history.

Primary goals for fiscal year (FY) 2008 focus on end strength, transformation and equipping. Primary accomplishments for FY 2007 were record increases in end strength, transforming while operating and supporting the warfight while protecting the homeland.

In FY 2006 the Army National Guard added 13,111 soldiers to its rolls—the most growth since the draft era of the Vietnam War—yielding an end-of-year strength of 346,288 soldiers. As of April 30, ARNG end strength was 350,821. The next ARNG end-strength goal is to reach 360,000 in FY 2008.



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*Company C and Detachment 1, Company A, 1140th Engineer Battalion. He remained with the 1140th Engineer Battalion, serving as reconnaissance officer, engineering officer, executive officer and company commander. He then served with the 135th Engineer Group as utilities engineer and operations officer. He served as exercise officer with the 193rd Infantry Brigade in Panama and later detailed as S-3 in the Joint Chiefs of Staff Exercise Abriendo Rutas, Ecuador, and later as the operations officer for the Exercise Branch, U.S. Army South in Panama. He was the Overseas Deployment Training manager for ARNG Operations and Exercise Branch, NGB Operating Activity Center, and then served as commander of Task Force 354 (Fuertes Caminos 91) U.S. Army South, in Panama. He then became the plans section chief, Army National Guard Operations and Exercises Branch, NGB, and then chief of the Operations and Exercises Branch, Army National Guard Operations Division, NGB, the next year. He returned to Panama as the deputy chief of staff-Reserve Affairs-National Guard, U.S. Army South, and special assistant for Reserve Affairs for U.S. Southern Command. He remained in Panama with U.S. Army South to become commander, Exercise Support Command, and deputy chief of staff-Reserve Affairs-National Guard, followed by a stint as the chief of the Operations Division, ARNG, after which he became the deputy director for Operations, Readiness and Mobilization, Office of the G-3/G-5, U.S. Army. Two years later he became the deputy director of the Army National Guard. Gen. Vaughn graduated from the U.S. Army Command and General Staff College and the U.S. Army War College.*



The Army National Guard, in line with the Army's ongoing modular conversion to more independent and interchangeable forces, is restructuring to create modular forces while increasing full spectrum capabilities. The brigade combat teams (BCTs) of the Army National Guard are being staffed and aligned just as are those of the active Army. ARNG BCTs can be combined with other BCTs or elements of the Joint force, which facilitates their integration, compatibility and interoperability. Other ARNG brigades—combat aviation, theater aviation, sustainment, maneuver enhancement and fire brigades—are also being restructured to create modular forces.

The modular forces, with the BCT at the core, are more capable, more pliant and can be deployed more rapidly. The modular organization also sustains the Army force generation (ARFORGEN) model to establish and coordinate cycles of readiness and training for units. The five-year rotation model of the ARNG divides forces into three pools: ready, available and reset/train. Higher-level collective training in preparation for deployment and mission preparation is performed by the ready force pool. The available force pool consists of those ARNG units available for operations. The units returning from a major operation in theater make up the reset/retrain pool.

The U.S. Army is moving from a threat-based Army to a capabilities-based Army. This movement is a paradigm shift and a major culture change, a transformation. One of the key elements of this transformation is a rebalancing of



*Soldiers from the Texas Army National Guard's 124th Cavalry Regiment, 36th Infantry Division, stand in formation during an official welcome-home ceremony held at Fort Hood, Texas. The soldiers completed a yearlong deployment in the Sinai, Egypt, as part of the Multinational Force and Observers peacekeeping mission.*

the force with the objectives and challenges of addressing high demand for federal and state forces despite unit shortages in both personnel and equipment. Our history of first responder capabilities highlights the need for prepositioned personnel and equipment, especially during hurricane, wildfire and flooding seasons.

The ARNG is working on solutions for five BCTs mobilizing in FY 2008: the 45th BCT (Okla.), the 76th BCT (Ind.), the 39th BCT (Ark.), the 37th BCT (Ohio) and the 27th BCT (N.Y.). Priority is for premobilization training and deployment requirements. The ARNG is initiating action to support the training, mobilization and deployment for the FY 2008 mobilizing BCTs. Because of recent or future conversion of the force to modular design, as well as the existing equipment shortages, equipment shortfalls will be a major challenge. Three equipping concerns must be addressed: equipment to conduct relevant premobilization training, equipment to conduct postmobilization training and equipment to accompany the units to theater. Equipping solutions include allocation of new procurement, cross-leveling from other ARNG units and Army issue of theater-provided equipment.

The implementation of the 12-month mobilization policy has focused and intensified premobilization training. The National Guard Bureau (NGB) has identified the equipment required by the units to conduct the tasks identified for the months that remain before mobilization. The states that will provide the units are, in some cases, establishing sets of training equipment to conduct collective training to complete the tasks. NGB is allocating new equipment that will be delivered in the near term to support these tasks and cross-leveling or loaning equipment as well. Shortfalls that remain after cross-leveling will be escalated so Forces Command, Army Materiel Command or DA can identify other possible sources.

The Army has pledged to boost Guard spending by \$23 billion through 2011, with further increases in subsequent years. The goal is to ensure that the Guard has 75 percent of its needed equipment by 2013 and is on track to equip at 100 percent, consistent with all components of the Army.

The ARNG exceeded its 350,000-soldier goal with an end strength of 350,421 at the end of the second quarter, but

maximize end strength. The ARNG increased bonus maximums to \$20,000 for enlistments; \$15,000 for reenlistments; and \$15,000 for prior service enlistments. These steps, as well as increasing the recruiting and retention force, helped move the ARNG end-strength trend upward starting in the fourth quarter of FY 2005 and continuing through the end of May 2007.

The ARNG has implemented several initiatives to help achieve and maintain congressionally authorized end-strength levels: the Guard recruiting assistance program (G-RAP), every soldier a recruiter (ESAR), the recruit sustainment program (RSP) and the "American Soldier" and "Army Strong" advertising campaigns. G-RAP is the



*Sgt. Leigh Ann Hester, 617th Military Police Company, Kentucky National Guard, earned the Silver Star for thwarting an insurgent ambush of a Coalition convoy near Baghdad. She is speaking at the U.S. Army Women's Museum about her experience.*

ARNG's adaptation of civilian contract recruiting. G-RAP recruiting assistants (RAs) are performance-based subcontractors who provide localized contract recruiting services to the ARNG. The intent of the RSP is to reduce training pipeline losses by introducing newly enlisted ARNG soldiers to the military environment and to ease their adjustment to basic combat training and advanced individual training. With G-RAP, ESAR, RSP and RAs, the Army National Guard has the nation's largest recruiting force—more than 100,000 strong.

The transformation of the Army National Guard into modular formations gives the Guard the ability to function as an interchangeable operational force, not just a strategic planning reserve. This is a key tool in not only managing conversion efforts, but also toward meeting the NGB goal of having at least 50 percent of Army and Air Force assets available (personnel and equipment) to the governors and adjutants general at any given time.



*Members of the Guard's Chemical, Biological, Radiological, Nuclear Enhanced Response Force Package teams dig simulated wounded from rubble during training.*

The Army National Guard continues to support the Army's goal to restructure its forces to modular designs offering stand-alone units capable of full spectrum operations. These units are full spectrum, go-to-war, need-to-train-together teams. In the end, these are going to be the most resourced battalions we have.

This transformation effort affects more than 87 percent of Guard units across all 50 states and our territories and crosses every functional capability in the force. To date, the Guard has transformed more than 1,500 operating force units to their new designs. (An operating force represents those units specifically organized to engage in combat, provide support or provide service support.) At the current pace, the ARNG will successfully convert more than 1,300 additional units to the new modular designs by FY 2008.

To provide the nation the necessary force structure to combat terrorism at home and abroad and to fulfill domestic missions, the ARNG has fully embraced the creation of

the Army force generation model. ARFORGEN provides predictability to potential time frames at which ARNG units might be called to active federal service. The ARNG has arrayed all of its units into the model to account for when they can reasonably expect to be in the ready, available or reset/train pools. One of the important benefits of using the model is that it assists ARNG decision makers at all levels as they determine the best time to convert units to modular designs.

Because of transformation and the global war on terrorism, the Army National Guard does have equipping shortfalls. While the war has reduced the equipment available to nondeployed ARNG units, transformation has increased overall equipment requirements.

As of May, more than 26,100 Guardmembers were serving in Operation Iraqi Freedom (157,478 to date); more than 8,700 in Operation Enduring Freedom (21,333 to date); and 214 in Operation Noble Eagle (35,324 to date). Since 9/11, more than 281,300 soldiers have been mobilized under USC Title 10 authority (federal orders only) and more than 370,300 (some soldiers more than once) under Title 10 or Title 32 (federal or state orders).

In May a Fujita-scale force "5" tornado leveled Greensburg, Kan., leaving behind 10 fatalities, more than 100 injured residents, and a wake of incredible destruction. The National Guard rallied around Kansas—the Army National Guard deployed 366 soldiers and the Air National Guard deployed an additional 200. The Kansas Guard's 278th Sustainment Brigade established a Joint task force near the incident site. The first responders swiftly initiated search and rescue, power generation, logistical support, debris cleaning and support to law enforcement. During

recovery efforts the National Guard established shelters and distributed food and water.

As of May, the ARNG has provided the equivalent of 32 BCTs for post-9/11 overseas deployments. The following 12 BCTs have deployed for one or more phases of Operation Iraqi Freedom or Operation Enduring Freedom: 81st Heavy BCT (HBCT) (Wash.); 56th Infantry BCT (IBCT) (Texas), 36th Division; 39th IBCT (Ark.); 29th IBCT (Hawaii); 30th HBCT (N.C.); 278th Cavalry BCT (Tenn.); 256th HBCT (La.); 2nd HBCT (Pa.), 28th Division; 116th Cavalry BCT (Idaho); 48th IBCT (Ga.); 155th HBCT (Miss.); and 1st HBCT (Minn.), 34th Division.

The ARNG continues to participate in Task Force Phoenix, the Operation Enduring Freedom mission to train the Afghan National Army (ANA). The intent of the Commander in Chief is to train the ANA force to be a self-sustaining army. This mission contributes to the stability of the country. ★