

*Protecting America at  
Home and Abroad*



# NATIONAL GUARD POSTURE STATEMENT 2009



## PHOTOS

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# NATIONAL GUARD POSTURE STATEMENT 2009



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**Lieutenant General  
H Steven Blum**

Chief, National Guard Bureau



**NATIONAL GUARD BUREAU**

## Introduction and Executive Overview

In the 371-year history of our National Guard, the year 2007 will no doubt be remembered as one of historic proportions. We are members of a National Guard in the midst of significant evolution.

We have become an operational force, fighting side by side with our active duty partners, working hard to win the long war against terrorism that began some six and a half years ago. While we are an essential force multiplier in the overseas warfight, we also remain focused on and connected to our constitutional roots as the organized militia of the states, prepared to rapidly respond domestically under the command of our nation's Governors whenever and wherever we are needed in the 54 states and territories.

The President, Congress, the Secretary of Defense, the Secretaries of the Army and Air Force, the Governors and the Adjutants General all agree: The country needs a National Guard that is manned, resourced, ready, and structured to meet the security challenges of the 21st century.

## Resources

Our greatest resources are our Citizen-Soldiers and Airmen. Today, these brave men and women are the most professional, most experienced, most capable, and most relied upon that our National Guard has ever had in its ranks. Hundreds of thousands of our Soldiers and Airmen have deployed to the warfight – many more than once. At one point in this war, National Guard members made up about half of the ground combat forces in Iraq.

Even in the face of increased deployments, shorter dwell times, and extended separations from families and civilian employers, we are retaining members of the National Guard at extraordinary rates. Our recruiting numbers are equally impressive. Right now, the Army and Air National Guard are contributing to the overseas warfight in staggering numbers approaching 513,500 mobilizations (309,786 Army and 203,700 Air) as of December 31, 2007.

Parallel to our support of the overseas warfight is our support of the nation's Governors as the first military responders to incidents and disasters, whether natural or man-made. Each day, an average of 17 Governors call on their National Guard for everything from weather related assistance to suspected anthrax contamination. The National Guard does all of this while remaining an all-volunteer force.

These young men and women who have volunteered to serve are a testament to what it means to answer the call to something bigger than ourselves. We must continue to work hard to recruit and retain them; they are the future of the National Guard and the future of America.





## Readiness

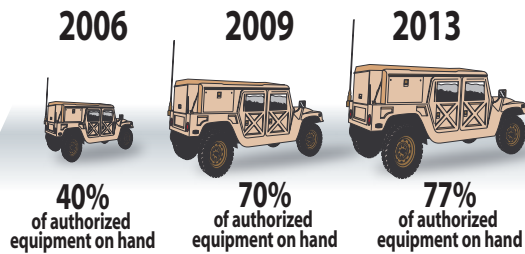
When looking at the readiness levels of the National Guard, it is important to consider two of the core elements of readiness: equipment and personnel.

### Equipment

Our objective for the Army and Air National Guard is to have modern equipment on a par with that of the Title 10 forces. Make no mistake – our deploying Citizen-Soldiers and Airmen have the equipment they need to deploy overseas, and it is the same equipment our active duty Soldiers and Airmen take with them to the warfight.

However, over a period of years, the domestic levels of equipment available to Governors have fallen to unacceptable levels. For example, in 2006, the Army National Guard had about 40 percent of its equipment available domestically. As of September 30, 2007, that number was about 61 percent. By the end of 2009, it will be close to 70 percent; and by 2013, it will be 77 percent. This is just one illustration of the unprecedented support and commitment Congress and the Department of Defense have given this issue.

### Equipment Available Domestically



While the Air National Guard has most of its required equipment, the primary challenge is modernizing the aging fleet. Continuing Air Force and Congressional support will be important as we move to meet the Air National Guard equipment challenges ahead. Last year, Congress appropriated an additional \$800 million for the National Guard and Reserve Equipment Account. This support is critical to the National Guard Soldiers and Airmen – who are serving a nation at war.

### Personnel

Equally essential to our readiness is having the people necessary to accomplish our missions, and America’s National Guard needs more people. The President’s Fiscal Year 2009 (FY09) budget asks Congress to increase the Army National Guard’s end-strength authorization from 351,300 to 352,600. That request also seeks additional full-time support.

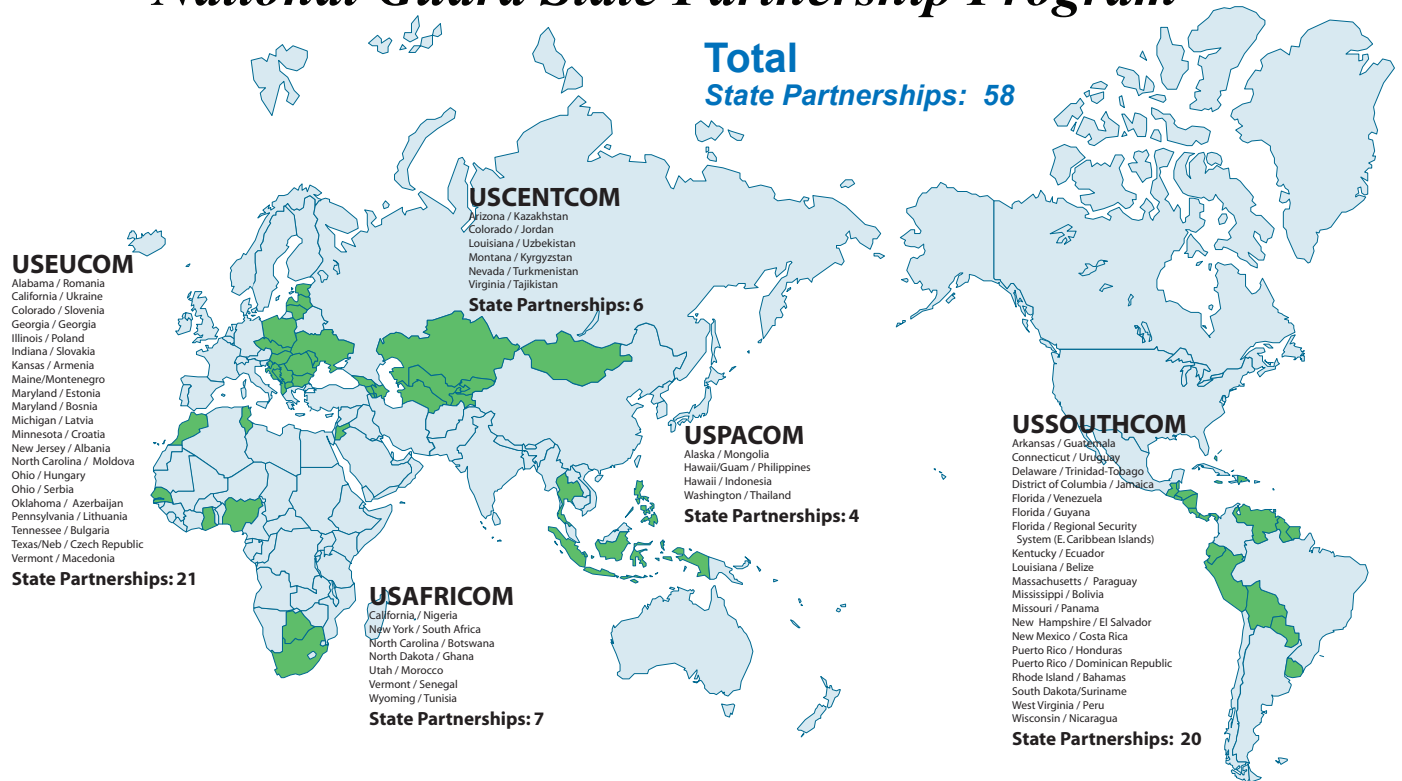
### Budget Request



Most of our National Guard Soldiers and Airmen have full-time civilian careers and devote a minimum of 39 days each year to military training. A far smaller number of full-time active National Guard and Reserve technicians are integral to the readiness of the part-time force. They perform the administrative, maintenance, readiness and training preparation essential to ensuring productive time spent by the part-time force as they participate in weekend drills and annual training.



## National Guard State Partnership Program



## Structure

On January 28, 2008, the President signed into law the National Defense Authorization Act (NDAA) for Fiscal Year 2008. This law contains the most significant and sweeping reforms in the administration and organization of the National Guard Bureau, and indeed the National Guard itself, since the National Defense Act of 1916.

Of significance, the 2008 NDAA designates the Chief of the National Guard Bureau as the principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff, on matters involving non-federalized National Guard forces, and on other matters as determined by the Secretary of Defense. The Chief of the National Guard Bureau will continue to serve as principal advisor to the Secretaries and Chiefs of Staff of the Army and Air Force on the essential role of the National Guard as a reserve component of each of these services. The law also designates the National Guard Bureau as a joint activity of the Department of Defense.

These and other reforms contained in the 2008 NDAA serve to strengthen the role of the National Guard within the Department of Defense to meet our growing responsibilities, at home and abroad.

## State Partnership Program

The National Guard's State Partnership Program establishes partnerships between foreign countries and American states and is an important contribution to the Department of Defense's security cooperation programs conducted by the Combatant Commanders.

This program was created in 1993 to assist the United States European Command's engagement with defense and military establishments of former Warsaw Pact nations after the fall of the Berlin Wall. The State Partnership Program fosters long-term, mutually beneficial and enduring relationships between states and America's friends and allies around the globe. National Guard Soldiers and Airmen apply both military and civilian skills to support defense reform and military transformation, promote democracy, encourage economic development, and further regional cooperation and stability.

The State Partnership Program currently has 58 state partnerships throughout the world focused on military-to-military, military-to-civilian and civil security exchanges with United States security partner nations. This high value program will continue to grow in both numbers of partner nations and strategic importance to the Combatant Commanders.



## The Future

The National Guard remains focused on operational readiness to answer the calls of our Governors and the President in doing our part to secure America's future. As the nation and our world change, the impacts on our force will be significant. The warfight overseas and our response to crises here at home are but two important areas of our reach. We will continue to invest in our family programs, our youth-based programs such as ChalleNGe, our counterdrug programs and many others.

As Assistant Secretary of Defense for Reserve Affairs Thomas Hall recently noted, "Today's National Guard members are the continuation of the Minuteman spirit that defended our citizens and way of life. National Guard members have earned the respect of their fellow Americans by performing above and beyond the call of duty."

With the 2008 NDAA, Congress gave the National Guard new responsibilities and clarified roles. This unity of effort will continue to solidify our foundation for the next 371 years of National Guard excellence. We will remain "Always Ready, Always There."

The following is a full report on our recent accomplishments and an explanation of our requirements for FY09.





**Lieutenant General  
Clyde A. Vaughn**

Vice Chief, National Guard Bureau and  
Director, Army National Guard



ARMY NATIONAL GUARD

## Army National Guard Message from the Director

The Army National Guard (ARNG) continued to step up to new challenges as well as confront the ongoing realities of persistent global conflict. As fast as units returned home from Iraq and Afghanistan, new ones were mobilized, trained and deployed overseas – some for their second or third such deployments.

The Army National Guard also defends American borders. Under Presidential mandate, Operation Jump Start continued along our nation's southwest border. There we worked with U.S. Customs and Border Protection to stop illegal immigrants and drug traffickers. Army National Guard Soldiers responded to the numerous natural disasters and emergencies created by blizzards, floods, tornadoes, hurricanes and wildfires.

In addition to the above accomplishments, we continued our transformation to a modular design. Doing so allows the Army National Guard to remain an important force in the nation's emergency preparedness network with missions both at home and abroad.

We had an admirable track record of successes in 2007. In particular, our continued achievements in recruiting and retention have been commendable. Our recruiting and retention efforts are keeping our organization strong, and are handing the future of our force to a new generation of determined and capable leaders.

The Army National Guard understands the human price of freedom and national security. By maintaining and improving the Army National Guard's full potential, we honor the Soldiers who have paid the ultimate price. We have redoubled our efforts to provide our units with equipment needed to replace that left behind from overseas deployments, and lost due to damage or end of serviceable use. With the aid of Congressional funding and a new Memorandum of Understanding with the Army, we have made considerable headway in rebalancing, resetting and re-equipping our force for the future.

In January 2007, the Secretary of Defense directed that Army National Guard units be scheduled for mobilizations of no more than 12 months. To maximize the availability of National Guard troops to Combatant Commanders, we must maximize and certify home state (regional) pre-mobilization training.

The Army Chief of Staff has directed that the Adjutants General have certification authority. This will reduce training time away from the home state or territory and increase "boots on the ground" time. We look forward to the full implementation of the Army Chief of Staff's policy.

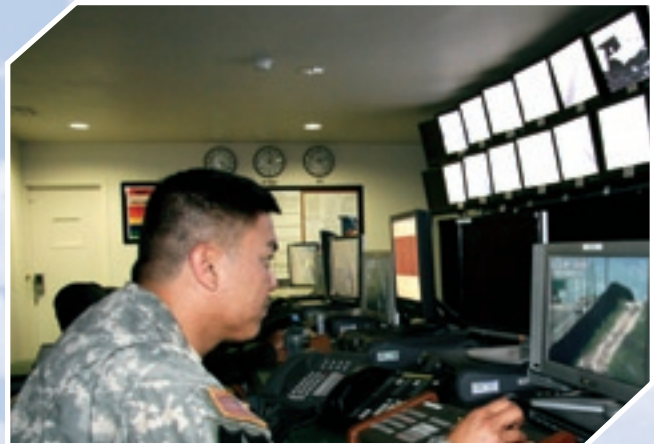
The following pages summarize the Army National Guard's key programs and operations during FY07, highlighting organizational and transformational changes and outlining requirements and goals for the future.







While managed by the Indiana Army National Guard, training at the Muscatatuk Urban Training Center (near North Vernon) embraces and supports a consortium of governmental, public and private entities who pool their unique capabilities to provide the most realistic training possible. Here, active duty Army Soldiers from Foxtrot Company (PathFinders) 5th Battalion, 101st Aviation Regiment, 101st Combat Aviation Brigade of Fort Campbell, Kentucky, prepare for a full day of exercises to test and hone their urban combat skills.



Army National Guard support to Operation Jump Start (OJS) along America's southern border covers a wide range of duties. Above, one member of the California Army National Guard monitors traffic in a Border Patrol Radio Video Surveillance room while another works on a secondary fence along the San Diego sector.

## Readiness

The U.S. Army uses Army National Guard units as an operational force. Units mobilized and deployed for support during the era of persistent conflict have maintained high levels of readiness. High readiness levels translate to successful missions.

Lower-than-historical averages of equipment availability, increased mobilizations and deployments, and heavy personnel demands continued in FY07. Despite these difficulties, the Army National Guard met all mission requirements and continued to support military actions abroad.

Our ability to respond reflects the value of the National Guard. Since September 11, 2001, the Army National Guard has deployed Soldiers as follows:

Army National Guard A Tradition of Service to America		
Total ARNG Mobilized since 9/11	Title 10 Orders	Title 10 and Title 32
	309,786	401,840
Operation or Event	Service in 2007	Service since 9/11/2001
Operation Iraqi Freedom	34,947	172,988
Operation Enduring Freedom (Afghanistan)	5,951	24,109
Operation Noble Eagle	164	35,327



# ARMY NATIONAL GUARD



**401,840 Army National Guard Soldiers Mobilized Since 9/11**  
Title 10 and Title 32

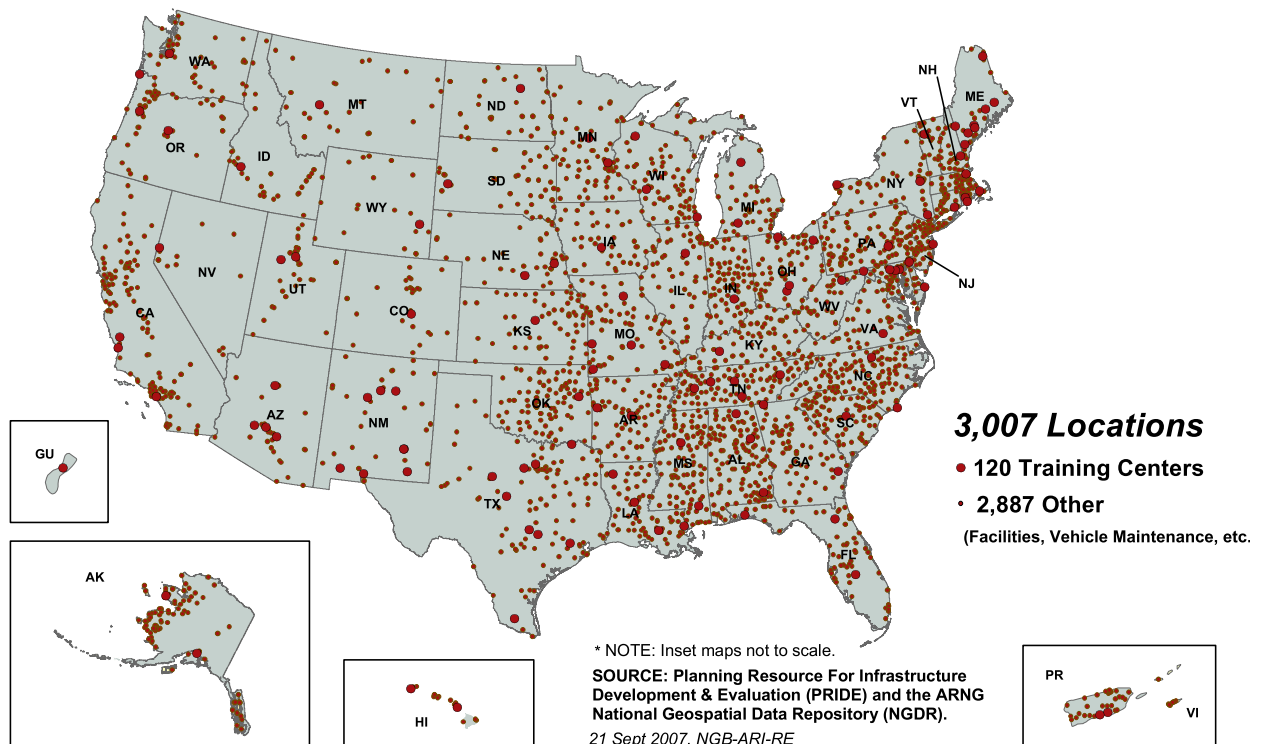
## *Full-Time Support*

Full-time support personnel are vital to the full spectrum of Army National Guard operations. Meeting readiness needs, especially in an era of persistent conflict, underscores the vital role of our full-time support personnel.

Our previously validated Army National Guard full-time support requirement is 84,800 (Technician: 42,329, active Guard Reserve: 42,471). These authorizations are based on the perception of the Army National Guard as a strategic reserve.



## FOOTPRINT OF THE ARMY NATIONAL GUARD



### Transformation through Modular Force Conversion and Rebalancing

As part of the Army’s continuing modular conversion, the Army National Guard is restructuring to create forces that are more independent and interchangeable (modular). Brigade Combat Teams are structured and manned identically to those in the active Army. Because of this, they can be combined with other Brigade Combat Teams or elements of the joint force, facilitating integration and compatibility.

The Army National Guard has transformed over 1,500 operating force units to these new designs. An operating force represents units specifically organized to engage in combat and provide service support. At the current pace, the Army National Guard will successfully convert more than 1,300 additional units to the new modular designs by the end of FY08.

The Army National Guard’s transformation into modular formations gives us the ability to function as an interchangeable operational force. This effort impacts Army National Guard units across all 54 states and territories.

### DID YOU KNOW?

*The Army is transforming (through Modular Force Conversion) from a division-centric force (18,000 Soldiers) to a more flexible brigade-centric force (4,000 Soldiers) and is restructuring its organizations to create forces that are more stand-alone and alike (modular) while enhancing their full-spectrum capabilities.*

### Lower-Than-Historical Levels of Available Equipment Affects Rebalancing

The rebalancing plan also ensures that Army National Guard units – many under-equipped after leaving deployed equipment behind for follow-on units – receive replacements equal to their active duty counterparts. While the Army National Guard continues to receive more National Guard and Reserve Equipment Appropriation funding, equipping levels are still lower than historical levels because of transformation and persistent conflict requirements. The average non-deployed unit has about 61 percent of authorized equipment needed to conduct training, handle future deployments and respond to domestic missions.

By subtracting unacceptable/non-deployable substitute items, the equipment available falls to an even lower level. The FY09 budget will increase equipment funding levels, increasing the amount of equipment on hand available to National Guard units. Despite these equipment challenges, the Army National Guard stands ready to respond to any federal or state mission.

### Dual Mission Operations

The Army continues to work with National Guard leaders to refine requirements for critical dual-use equipment (equipment usable both in wartime and in domestic operations) and to ensure that the states and territories have sufficient resources during a catastrophe. This collaborative effort has successfully garnered Congressional support to better equip and modernize the Army National Guard for critical federal and state capabilities.



# ARMY NATIONAL GUARD

## Domestic Operations

In May 2007, a severe tornado leveled the Kansas town of Greensburg, leaving in its wake 10 fatalities, more than 100 injuries and a swath of incredible destruction. The Kansas Army National Guard was at the ready. The Kansas Guard's 278th Sustainment Brigade established a joint task force near the site; the Army National Guard deployed an additional 366 Soldiers; and the Air National Guard provided 200 Airmen. The National Guard established shelters, distributed food and water, and supported first responders with search and rescue, power generation, logistical support, debris removal and law enforcement assistance.



In August, the I-35W bridge in Minneapolis collapsed, claiming 13 lives. It was the worst independent structural disaster since a 1983 failure on Interstate 95 in Connecticut. A local network of first responders was on the scene quickly to work the rescue and recovery effort, including the Minnesota Army National Guard.

That same month, Texas prepared for Tropical Storm Erin, which made landfall on August 16 near Lamar, Texas. Erin dropped 3 to 6 inches of rain before moving northward, resulting in emergency declarations for 70 counties, some with up to 10 inches of rain. At least 17 fatalities were attributed

to the storm, and an already severe flooding problem in the state was exacerbated. At the height of the emergency, 151 Texas Army National Guard Soldiers worked to help the communities recover.



Answering the call – whether it be cleanup following a tornado in Greensburg, Kansas (top), evacuating flood victims in Texas (above), or rescue and recovery after the collapse of the I-35 bridge in Minneapolis, Minnesota (left), National Guard members stood ready to respond to both state and federal calls for aid.

California Army National Guard Soldiers conduct patrols (to discourage looters) on the La Jolla Indian Reservation while the Palomar fire burns northeast of San Diego. More than 2,000 National Guard members supported fire fighting efforts in Southern California in October 2007.



## **End-strength: Recruiting and Retention**

The Army National Guard is authorized by law to have a limit of 351,300 Soldiers. Due to a multiple-program team approach, FY07 was a strong year for recruitment and retention. By March 31, 2007, the Army National Guard exceeded the 350,000-Soldier goal for first time since May 2004. By December 31, 2007, the Army National Guard strength stood at 353,979 Soldiers.

Several innovative programs, Soldier incentives and command emphasis helped the Army National Guard successfully achieve and maintain Congressionally-authorized end-strength levels. They include:

### *Active First Program*

Launched October 1, 2007, and set to run through 2013, Active First is a pilot program under evaluation by the Army National Guard. The program applies to people with no prior military service. Recruits join the National Guard and agree to serve in the active Army first. After completing an active duty tour, a Soldier can either re-enlist in the active Army or revert back to the National Guard to complete his or her military obligation.

### **ACTIVE FIRST PROGRAM**



The Active First program increases bonus maximums to \$20,000 for enlistments, \$15,000 for re-enlistments and \$15,000 for prior service enlistments. The National Guard also raised retention bonuses from \$5,000 to \$15,000.

### *Guard Recruiting Assistance Program (G-RAP)*

G-RAP is a recruiting program that employs civilian assistants to provide recruiting services. As of December 31, 2007, the Army National Guard had approximately 123,000 active recruiting assistants – one of whom has single-handedly recruited 49 Soldiers (and counting).

### *Every Soldier a Recruiter*

Every Soldier a Recruiter is a referral bonus program established by the Army to motivate every Soldier to be a recruiter. Launched in January 2006, the program has helped bring nearly 3,700 new Soldiers into the Army National Guard.

Continued success in boosting prospect numbers by offering the potential for increased monetary compensation could lead to reductions elsewhere, such as recruitment advertising on radio and television. Only Soldiers assigned specific recruiting and retention positions are excluded from participation in the program.

### *Army National Guard Recruit Sustainment Program*

The Army National Guard Recruit Sustainment Program is a formal process for transitioning new non-prior military service enlistees into the life of an Army National Guard Soldier. The Recruit Sustainment Program prepares recruits by endowing them with the physical and mental abilities to withstand the rigors of basic training and Advanced Individual Training. By doing so, the program works to reduce training pipeline losses.

Since instituting the Recruit Sustainment Program, the Army National Guard has reduced training pipeline losses by more than 10 percent with the rate of graduation from this program exceeding 95 percent. Long-term prospects of keeping new accessions on duty after the first year are also showing improvements with gains leading over losses by 88 percent.

### **Logistics-Depot Maintenance**

The Army National Guard Depot Maintenance Program played an integral part of sustainment activities during FY07. Unlike the active Army, which uses a loaner system, the Army National Guard's program is based on a "repair and return to user" premise. Additionally, program funding must stretch beyond repair work to cover testing, measurement and diagnostic equipment calibration.

Funding for the Army National Guard's surface depot maintenance requirement was increased by six percent in FY07. During FY07, the Army National Guard Depot Maintenance Program funded the overhaul of 2,276 tactical vehicles.



# ARMY NATIONAL GUARD

## Training

### *WAATS (aka “Gunfighter U”)*

The Western Army National Guard Aviation Training Site (WAATS) gives Army Aviation Soldiers the skills to defend our nation. Its mission is to conduct training in support of Army aviation readiness.

Also known as “Gunfighter University,” it provides the Army National Guard and active Army counterparts the flexibility to train attack helicopter units to meet mobilization requirements. With realistic training opportunities in desert, mountainous and urban operations, the school is a premier attack helicopter training site. It provides skills training in all areas necessary to sustain the AH-64 Apache Attack helicopters, and their maintenance technicians and aircrews.

In 2007, WAATS supported a significant student load playing a critical role in the Army’s Aviation Transformation plan as active and Army National Guard attack battalions transition to the AH-64D Longbow.

### *Ground Operating Tempo*

Collective maneuver training is the foundation of unit readiness and depends primarily on ground operating tempo (OPTEMPO) funding. These funds cover operation and maintenance of authorized equipment and training, administration, and housekeeping supplies for all units in the Army National Guard. Funding for OPTEMPO impacts Army National Guard unit readiness in operations such as Iraq and Afghanistan, southwest border security and domestic preparedness.

In FY07, ground OPTEMPO funding totaled \$723 million. Significant equipment remains in theater even after a National Guard unit’s return from deployments. Equipment shortages at home stations compel greater use of what is available. These demanding conditions accelerate wear and tear resulting in rapid “aging” of equipment.

Maintaining leadership, management oversight and support of the ground OPTEMPO program is one of the keystones to maintaining readiness of equipment on hand.



The AH-64 Apache Attack helicopter is the centerpiece for all training conducted at Arizona’s Western Army National Guard Aviation Training Site.



# Supporting Our Soldiers

## **Medical Readiness**

The Army's community-based health care organizations provide the best medical care for Soldiers in the Medical Holdover Program and augment medical treatment facilities. This program allows a recuperating Soldier to remain at home on active duty during recovery.

Program highlights include:

- Manned primarily by mobilized Army National Guard Soldiers
- Oversees more than 1,000 Soldiers
- Soldier well-being managed by community-based health care organizations
- Case managers coordinate health care appointments, track the Soldier's progress and ensure that care is up to standards
- Medical care is focused on returning Soldiers to their pre-mobilization health status

The Army National Guard has mobilized 11 state and territorial medical detachments to staff newly created community-based health care organizations. They are: Alabama, Alaska, Arkansas, California, Florida, Hawaii, Massachusetts, Puerto Rico, Utah, Virginia and Wisconsin. Plans are developing to open additional state medical detachments as needed.

## **Incapacitation Pay**

In March 2007, the Army National Guard started testing the Incapacitation Pay software scheduled for release in FY08. The goal of this paperless process is to legally compensate Soldiers who are unable to perform military duties and who demonstrate a loss in civilian-earned income resulting from an injury, illness or disease incurred or aggravated in the line of duty.

The incapacitation pay program allows Soldiers to focus on their families, concentrate on rehabilitation and work towards a speedier recovery without the hardships of income loss.

## **Family Readiness Programs**

The National Guard Joint Forces Headquarters within each state, territory and the District of Columbia coordinates family assistance for all military dependents within each respective location.

Recent accomplishments and activities that help Army National Guard families include:

- The National Guard Bureau Family Program Office which provides training to families to help make them self-reliant throughout the deployment cycle process
- The Army Families Online website which provides information of interest to families of National Guard Soldiers [www.armyfamiliesonline.org](http://www.armyfamiliesonline.org)
- The Department of Defense (DoD) Military OneSource program which provides benefits to all military families (for example, counseling services, resources for parents, assistance with consumer credit, and free access to online tax return preparation)
- The DoD Military HOMEFRONT web portal which provides information about Quality of Life programs and services such as childcare, elder care, and programs for resolving domestic abuse or domestic violence problems [www.militaryhomefront.dod.mil](http://www.militaryhomefront.dod.mil)

Family readiness is not an option; it is an essential part of our mission.

## **Family Assistance Centers**

As part of our commitment to those who remain behind when our Soldiers deploy, 325 Family Assistance Centers are strategically placed in every state and territory to overcome the geographic dispersion of Army National Guard families from centralized, installation-based service providers. Each Family Assistance Center is staffed monthly with military and civilian personnel, members of the Recruiting and Retention force, Soldiers on active duty special work orders, contract personnel, temporary technicians, state employees and volunteers.

The continued operation of the Family Assistance Centers in FY08 is necessary to support services for families' long-term welfare during an era of persistent conflict.

## **Freedom Salute Campaign**

The Freedom Salute Campaign, one of the largest Army National Guard recognition endeavors in history, is designed to publicly acknowledge Army National Guard Soldiers and those who have supported them in service to our nation. So far, the campaign has recognized more than 100,000 deserving Soldiers, family members, friends, employers, and other important persons for their contributions since the terrorist attacks on September 11, 2001.





**Lieutenant General  
Craig R. McKinley**

Vice Chief, National Guard Bureau and  
Director, Air National Guard



**AIR NATIONAL GUARD**

## **Air National Guard Message from the Director**

Since before the birth of manned flight, Airmen have embarked on proving the validity of mastering the third dimension of warfare. Our Air Force is the proven leader in this era of air dominance – an advantage no other nation on earth has ever matched. However, now is not the time for complacency.

We can't predict what challenges are on the horizon. What we know, however, is that the speed of advances in technology is eroding and encroaching on our technological advantage. We must remain vigilant and prepared to counteract this dangerous erosion.

We support civil authorities in protecting life and property through rapid response airlift, supplementing search and rescue, assisting aerial fire fighting, providing wide-area situational awareness, and airdropping food and supplies to those isolated by floods or blizzards. We also provide support capabilities to primary airpower missions such as medical triage and aerial evacuation, civil engineering, security force augmentation, infrastructure protection and HAZMAT response.

Ninety-four Air National Guard units provide security at home-station and deployed locations through law enforcement patrols, integrated base defense and antiterrorism/force protection initiatives. Security Forces professionals also provide nuclear security, information security, combat training, combat arms training and maintenance services. Every day, more than 6,000 Air National Guard members stand watch, patrolling the skies and assisting civil authorities protecting U.S. borders.

At the same time, approximately 7,000 Airmen are deployed around the world fighting terrorism in Southwest Asia and Africa, and supporting joint and coalition forces through their airlift, air refueling, intelligence, surveillance and reconnaissance capabilities.

Whether fighting overseas, protecting the homeland, or responding to hurricanes, fires and tornadoes, Air National Guard members continue to play an integral part in disaster response in communities throughout America and abroad.







In 2007, throughout the world, the Air National Guard:

- Supported 34,554 activations (31,922 voluntary and 2,632 involuntary)
- Deployed 29,524 (26,920 voluntary and 2,604 involuntary)
- Deployed service members to dozens of countries on every continent, including Antarctica
- Participated in missions in Iraq, Afghanistan and Bosnia; humanitarian airlifts to Southeast Asia and Africa; drug interdiction in Latin and South America; exercises in Europe and Japan; and many other missions

The Air National Guard is forward thinking. We adapt to ensure we have the capability to meet the needs of our nation. In the past year, the Air National Guard expanded into new capabilities including unmanned aerial systems (MQ-1 Predator and RQ-4 Global Hawk), intelligence collection and exploitation (DCGS Sentinel), space operations support and cyberspace. Air National Guard members have adapted their traditional community-based organizations to associate more closely with both active duty and other reserve components. New organizational structures are designed to capitalize on the Air National Guard's competitive advantage of cost effectiveness and our core competency of experience.

A crucial part of the American military, the Air National Guard remains vigilant and prepared. The Air National Guard of the 21<sup>st</sup> century stands as a sleek, efficient and dedicated part of our nation's defense.



# AIR NATIONAL GUARD

The Kansas Air National Guard works hard to remove debris from Greensburg High School after it was hit by a massive tornado May 4, 2007.



## Homeland Defense and Domestic Operations

*Securing the Home Front While Defending the Nation*

In every natural disaster occurring in the United States, the Air National Guard provides critical air capabilities to the states. Airpower is crucial for protection against unknown eventualities including national emergencies. As a nation, we cannot afford to assume otherwise.

Since September 11, 2001, thousands of Air National Guard personnel have provided complete air sovereignty across the United States. We provide 95 percent of our nation's fighter interceptor aircraft, 85 percent of the aerial refueling capability, and 100 percent of the air defense command and control system. Maximizing the traditional basing locations, capitalizing on high experience levels and leveraging a long professional history in Air Defense operations, the Air National Guard continues to serve as the backbone of this vital mission for the near future.

In early 2007, the Air National Guard provided disaster relief during a Colorado snowstorm and a Kansas tornado. Since October 1, 2007, our Modular Airborne Fire Fighting Systems have spread 132,479 gallons of retardant on wildfires. Air National Guard pararescue and special tactics units, highly experienced, reliable and ready forces, are not only deployed in combat missions but also serve in homeland defense/ disaster relief contingencies. Air National Guard squadrons are deployed in combat; they secure public safety against missile launches; provide rescue coverage for the space shuttle if necessary; and provide full-time search and rescue coverage for Alaska.

Through its counterdrug operations, the Air National Guard provides specialized airborne resources critical in the effort to



stem the flow of drugs and associated violence crossing our borders. Moreover, as a strong component of the President's Operation Jump Start and other missions, the Air National Guard helps keep America's borders secure.

Since July of 2006, Operation Jump Start Air Guard has:

- Flown 984 border sorties (13,922 passengers)
- Airlifted 1,194 tons of materials and supplies

In 2007 alone, the Air National Guard supported Operation Jump Start by:

- Activating 3,250 personnel (3,150 deployed)
- Participating in infrastructure protection and border surveillance resulting in a 75 percent decrease in illegal border crossings

In 2007, the Air National Guard provided 2,676 individuals and 274,705 duty days using RC-26B aircraft to assist local, state, and federal law enforcement authorities in conducting counterdrug operations.

### Operation Jump Start Air Guard



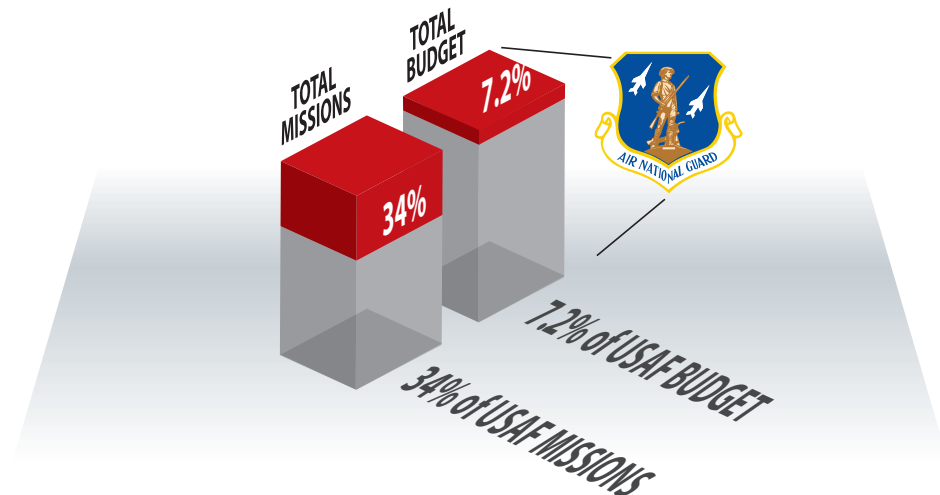
Replacing a section of old fence, Air National Guard engineers from New Jersey's 177th Civil Engineer Squadron guide a panel over a bollard along the southwest border near Yuma, Arizona. The work, done in August 2007, helped build up the tactical infrastructure between the United States and Mexico in support of Operation Jump Start.



# AIR NATIONAL GUARD

## Air National Guard Percent of Total Air Force

54 States & Territories | 87 Flying Wings | 88 Support Sites | 106,700 Personnel | 1,295 Total Active Inventory



### Critical to Today's Fight

Like the Air Force, the Air National Guard is integrated into America's fighting force overseas. Protecting the homeland from terrorist threats begins on American soil and extends overseas. On September 11, 2001, Air National Guard aircraft were the first to respond. Since 1991, the Air National Guard has provided the highest percentage of its force, more than any other reserve component, in responding to America's needs.

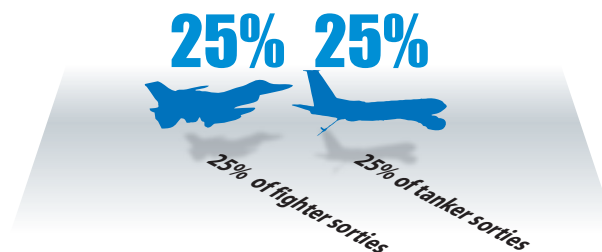
Over the past six years, we have:

- Deployed more than 203,700 Airmen (92 percent voluntarily deployed)
- Flown more than 179,000 missions
- Logged more than 558,000 flying hours

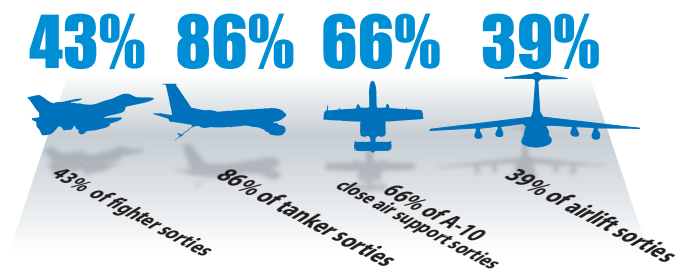
During the peak of Operation Iraqi Freedom, more than 22,000 Air National Guard members were either mobilized or volunteered to support today's fight.

During the same period, in support of Operation Enduring Freedom, the Air National Guard flew more than 25 percent of both fighter and tanker sorties. In addition, the intelligence, surveillance and reconnaissance air support provided by the Air National Guard in both Operation Iraqi Freedom and Operation Enduring Freedom contributed significantly to safeguarding the troops on the ground while pursuing and terminating terrorist leaders.

#### During Operation Enduring Freedom, ANG Flew



#### During Operation Iraqi Freedom, ANG Flew



In addition to our airborne capabilities, the Air National Guard has contributed ground forces in the following manner:

- 15 percent of the Air National Guard's expeditionary combat support was engaged during Operation Iraqi Freedom and Operation Enduring Freedom
- 60 percent of the Air National Guard security forces made expeditionary combat support contributions
- 25 percent of the Air National Guard's intelligence, services and weather personnel were mobilized



## Developing Adaptable Airmen

Readiness remains a top priority for the Air National Guard. Our goal is to continue to develop adaptable Airmen, service members who are always in a state of readiness and are willing and able to accomplish the job at hand. Proper funding for continued recruitment and training will ensure that the quality of our service members remains high. We are developing Airmen for leadership roles to meet the needs of our Total Force – today and tomorrow.

## Recruiting and Retention

Adaptable Airmen are critical to the Air National Guard. They are combat-ready to defend national interests and balance global strategic risk. To preserve these assets, we need significant investment in our personnel, operations and maintenance accounts.

The top priority for Air National Guard recruiting and retention is to meet year-end goals, and build and retain a quality force to meet mission requirements.

For FY07, the Air National Guard reported an end-strength of 106,254, or 99.3 percent of our goal. We accomplished this goal in the face of challenges like base realignment and closure decisions, and Total Force Initiatives implementation.

Air National Guard retention is also solid and has exceeded annual officer retention goals for FY07. The Air National Guard ended FY07 retention at 89.5 percent overall. The Air National Guard continues to have an excellent retention rate, which decreases the cost of replacing valuable members. To maintain this momentum we continue to work to ensure the Air National Guard Recruiting and Retention program is adequately funded.

## Transforming Into a Capabilities-based Force

Transforming from a platform-based force to a capabilities-based force is critically important for the Air National Guard. We have to ensure our force is building the capabilities of the Combatant Commanders, Air Force and National Guard need to defeat tomorrow's adversary and support our domestic needs.

The Air National Guard's capabilities-based force realignment requires shifting functions, organizational constructs, and realigned priorities across the entire force. This has to be accomplished while fully engaged in today's fight. Simply put, we will transform at mach one speed; we do not have the luxury of pausing operations while re-equipping and resetting our force.

Some of our missions demand a different force than the one we have today and will affect us in these ways:

- Mission changes, aircraft movements and programmatic decisions will directly impact about 15,000 Air National Guard members in 53 of the 54 states and territories
- Estimated cost for FY09 is \$350 million; and involves a complex interplay of people, training, equipment and facilities
- Fully implementing, retraining and rebalancing our force will take 5 to 10 years

As we shift aircraft and missions, some units are transitioning into ground-based capabilities including intelligence, surveillance and reconnaissance duties. This transition is necessary for the Air National Guard to maintain its essential role as part of our nation's defenses.

In a few years we'll be able to reflect on this period of change and recognize how hard work, tough decisions and forward thinking reshaped our National Guard into a more capable force.



# AIR NATIONAL GUARD

## Equipping and Modernizing the Air National Guard

Developing and fielding “dual-use” capabilities are the cornerstones of the Air National Guard’s cost effective contribution to combat and domestic operations. In FY08, with Congressional assistance, we will address critical Homeland Defense shortfalls.

Specifically, we will address:

- Additional Expeditionary Medical Support suites
- Enhanced deployable wireless communication capability
- More fire fighting vehicles (current fleet averages 30 years old)
- Upgraded security weapons
- Enhanced explosive ordnance disposal
- Improved hazardous material handling equipment



The Air National Guard has made strides in modernizing its 30-year-old fleet of fire fighting vehicles and fielding Expeditionary Medical Support Units (EMEDS) like those seen here. But the work is far from over.

The Air National Guard has forces in every Air Expeditionary Force deploying to the current combat theaters. Consequently, the Air National Guard must be equipped with the active duty force to meet combat mission demands. The age of the fleet, mission demands, and combat readiness require a parallel approach to aircraft modernization working in tandem with active duty forces.

### *An Aging Fleet*

Our Air Force is struggling with sustainment bills versus recapitalization funding, which directly impacts the Air National Guard. More than 42 percent of the Air National Guard fleet is 25 years or older.

### AGING FLEET



### *Navigation and Combat Systems Modernization*

The Air National Guard is critically important to the Air Force’s Total Force effort. Forty percent of the Air Force’s C-130 fleet resides in the Air National Guard. In FY07, Air National Guard C-130s flew over 11,000 hours in support of Operation Enduring Freedom and over 4,200 hours in Operation Iraqi Freedom. In support of the Aeromedical Evacuation mission, Mississippi Air National Guard C-17 aircraft returned over 19,000 patients to Germany and the United States from Iraq.

#### *C-130, C-5 and C-17*

The C-130, C-5 and C-17 aircraft all operate in environments of increasing levels of threat and complexity. We must ensure these aircraft continue to provide our Airmen with the best protection and warning systems available.

#### *Combat Aircraft*

Air National Guard combat aircraft – A-10, F-15 and F-16 – comprise approximately 30 percent of the Air Force’s combat capability. Our maintainers continue to keep our fleet combat ready and lethal.





The E-8C Joint Surveillance Target Attack Radar System (JSTARS), a variant of Boeing 707, is flown by the Georgia Air National Guard's 116th Air Control Wing, Robins AFB, Georgia.

### *E-8C Joint Surveillance Target Attack Radar System*

The E-8C Joint Surveillance Target Attack Radar System (JSTARS) continues to be the Combatant Commander's command and control system of choice. JSTARS supports the warfighter by locating, classifying, and tracking ground targets and movement, day or night, in all weather conditions, at ranges in excess of 150 miles. All 17 E-8Cs are operated by the Air National Guard's 116th Air Control Wing at Robins Air Force Base in Georgia. Our challenge is to keep the system modernized while maintaining the current operational tempo. The most urgent modernization need for the JSTARS includes re-engineing.

### *Rescue Squadrons*

Air National Guard Rescue Squadrons comprise 30 percent of the Air Force's high-demand combat deployable pararescue capability while special tactics personnel provide 25 percent of the Air Force's Special Tactics capability. These squadrons provide the highly experienced, skilled and reliable force for both deployed and domestic operations support.

### *Predator/Reaper Operations Center*

The Air National Guard conducts predator operations and training in Arizona, California, North Dakota, New York, Nevada and Texas Air National Guard units. We continue to pursue development and acquisition of an integrated Predator/Reaper Operations Center (POC). The POC will allow smooth operation and control of current and future transformational warfighting and homeland defense missions. The new POC design will integrate the multiple systems that currently run independently.

### *KC-135*

To meet continuous demands of global power projection, the Air National Guard KC-135s are effective. These aircraft are crucial to supporting the warfighter.

### *Operational Support Aircraft*

Finally, Air National Guard Operational Support aircraft – C-40, C-38 and C-21 – meet the special mission transportation needs of distinguished visitors and Congressional delegations.

## **Training**

Significantly important to the Air National Guard's training of Airmen is the Distributed Mission Operations program. The program supports all weapons systems. It includes flight and mission crew trainers to provide high fidelity, immersive simulators for individual, team, inter-team and full mission rehearsal training.





**Major General William H. Etter**

Acting Director, Joint Staff,  
National Guard Bureau



## Joint Staff Message from the Director

The National Guard Bureau (NGB) enters 2008 with Congressional designation as a joint activity of the Department of Defense (DoD) and not strictly as a joint bureau of the Army and Air Force. How important is that to the history of an institution that has served this nation for more than 371 years?

From a historical perspective, this change in law is on a par with the National Defense Act of 1916 which created the term "National Guard" and made the state militias a component of the U.S. Army.

New levels of responsibility and authority come with the new law – requirements for plans and protocols for change. As a joint DoD activity, for example, manpower requirements for the bureau are now under the purview of the Secretary of Defense in consultation with the Chairman of the Joint Chiefs of Staff. The Secretary and the Chairman, working in consultation with the Secretaries of the Army and Air Force, are responsible for the development of a new charter for the National Guard Bureau.

While there will be changes, one thing will remain constant for the Joint Staff and the Chief of the National Guard Bureau. They will serve as the channel of communication between the Defense Department and the Governors of these sovereign states via their Adjutants General.

At the end of 2007, National Guard members were doing remarkable things in Iraq, Afghanistan, Kosovo, the horn of Africa, and 40 other countries. They were also serving here at home, protecting our borders, fighting fires, providing rescue and recovery in the wake of disasters, and interdicting the flow of illegal drugs.

## Supporting Operation Jump Start

In May of 2006, the President asked the National Guard to temporarily provide support to the Department of Homeland Security's (DHS) effort to secure the southwest border. In 2008, that mission will end as originally conceived. While never meant to replace border patrol agents with Guardsmen on a one-to-one basis, the National Guard's support has provided DHS with time to grow its own capabilities. U.S. Customs and Border Protection is now better resourced and equipped than when the mission started. National Guard members from every state and territory have served in the four southwest border states under the command of the Governors and at the direction of U.S. Border Patrol.

**JOINT STAFF**





As of November 30, 2007, National Guard members:

- Helped DHS apprehend more than 169,000 aliens and seize more than 269,000 pounds of marijuana, 4,900 pounds of cocaine, and 7,900 vehicles
- Built more than 37 miles of fence, 18 miles of road and 70 miles of vehicle barriers
- Provided support to local, state and federal law enforcement through the Counterdrug program
- Conducted non-core border activities which allowed 581 Border Patrol agents to direct border security missions, and to hire and train additional agents
- Allowed Border Patrol agents to enhance their law enforcement and border security efforts against all threats – illegal aliens, drugs, weapons and possible terrorists
- Aided in apprehending 137,387 aliens in the past year, increasing more than six times the number recorded in the first five months after operations began in June 2006

## National Guard Counterdrug Program

Because of the National Guard's Title 32 status, we are not restricted by *posse comitatus* (the federal law that otherwise prohibits support of local law enforcement by members of the uniformed services), it serves a particularly unique role for the Department of Defense in the fight against illicit drugs. Since Congress authorized the National Guard to perform interdiction and anti-drug activities in 1989, the program has worked tirelessly with civilian law enforcement agencies and community-based organizations.

Counterdrug program highlights include:

- Employing more than 2,500 Soldiers and Airmen in the 54 states and territories to support over 5,000 law enforcement agencies at the local, state and federal levels, preventing illicit drug import, manufacture and distribution
- Contributing numerous liaison officers to work with State Joint Force Headquarters within the four southwest border states (Texas, Arizona, New Mexico and California)
- Allowing the states unprecedented access to National Guard Bureau assets resulting in a seamless flow of communication between the Joint Force Headquarters and National Guard Bureau
- Reaching about 2.8 million people in FY07 through drug demand reduction efforts, the National Guard Counterdrug program has unparalleled relationships within its communities; studies have shown that this can lead to drug use prevention among youth
- Participating in nearly 80,000 counterdrug-related actions

- Supporting local law enforcement who seized more than 1.4 million pounds of illegal drugs (including more than 3 million 'designer drug' pills known by the street name, *ecstasy*)



In order to continue to support the new light utility helicopter, currently used for the counterdrug mission, adequate funding is required during all of the acquisition years of 2008-2013. The equipment is critical to both counterdrug, as well as in support of first responders during natural disasters.

The National Guard Bureau Joint Staff continues to focus on "mission first, people always." We continue to increase functions and services that enhance the quality of life for the men and women of the National Guard and our communities. In the following paragraphs, we offer a sampling of the accomplishments that demonstrate our commitment to this nation, and the Citizen-Soldiers and Airmen who protect it.

## Domestic Operations

### Information Sharing Environment Initiatives

The National Guard Bureau and the State Joint Force Headquarters are key partners in the development, implementation and execution of the National Strategy for Information Sharing Environment initiatives.

This partnership was instrumental in assisting a unified command leadership to effectively allocate resources and handle hot spots during the 2007 California wildfires. The ability for key federal, state, local and tribal partners to view a real-time common operating picture enhanced command, communications and coordination.

### Critical Infrastructure Protection and Mission Assurance Assessment (CIP-MAA)

The National Guard Bureau is developing 10 National Guard Vulnerability Assessment Teams to provide analysis of sites deemed critical by the Department of Homeland Security. With a newly developed web-based automated reporting tool, the Critical Infrastructure Protection and Mission Assurance Assessment office can provide continual, detailed readiness information to National Guard Reaction Forces in all states and territories.



# JOINT STAFF

## Support to Civil Authorities

The National Guard Bureau and the 54 states and territories are prepared to provide response to a wide variety of homeland defense/civil support missions.

The National Guard has supported homeland security missions guarding airports, nuclear power plants, domestic water supplies, bridges, tunnels, military assets, counterdrug operations and more. Across the country, National Guard members have responded to hurricanes, snow storms, wildfires, border security and other missions requiring individual assistance. During FY07 the National Guard Bureau Joint Domestic Operations Division provided subject matter expertise and facilitated information sharing across federal, state, and local agencies in over 554 instances of non-federalized National Guard support to civil authorities.

### State Active Duty Support to Civil Authorities

During FY07, the National Guard supported hundreds of disaster and crisis response missions using state active duty Soldiers and Airmen. These humanitarian relief operations included construction, security, communications, aviation, medical, transportation, law enforcement support, search and rescue, debris clearance and relief supply distribution.

### Joint Enabling Teams and the Liaison Officer Program

The National Guard Bureau Joint Enabling Team program assists the 54 states and territories with communication and request flow processes.

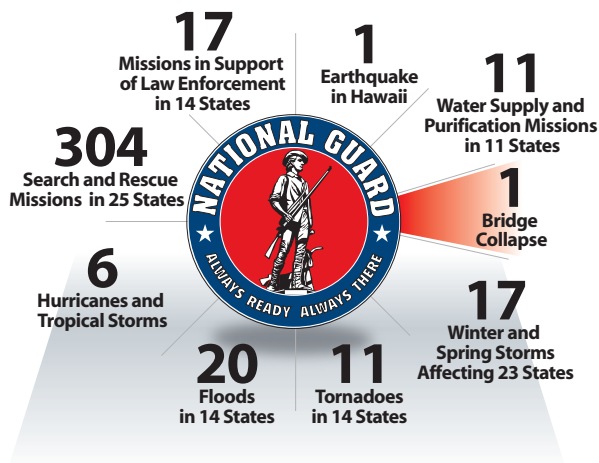
Since development of the Joint Enabling Teams in FY06, they have been successfully employed in live emergency responses to Hawaii for an earthquake; Kansas for tornadoes/floods; Hawaii and Puerto Rico for hurricanes; Texas for a tropical storm; and California for wildfires.

The Joint Enabling Team program must be maintained in a collaborative effort with the supported states and territories to save lives and mitigate suffering.

### Joint Continental United States (CONUS) Communications Support Environment

The National Guard continues to provide communication systems for non-federalized National Guard Forces involved in domestic operations for civil authorities and homeland defense activities. This is an essential requirement for non-federalized National Guard domestic operations; particularly in those cases similar to Katrina, in which a large number of states provided National Guard forces in support of a particular Governor. This capability is even more critical with the passage of the National Guard Empowerment Act, and we must provide Congress clear visibility within the President's budget for the funding support required for non-federalized National Guard domestic operations.

## NATIONAL GUARD 2007 RELIEF MISSIONS



Brigadier General Thomas Sinclair (center), commander of South Carolina's 228th Signal Brigade, explains the impact of the Joint Incident Site Communications Capability to Department of Homeland Defense Secretary Michael Chertoff (right) in support of the unified commands and civil authorities in times of disaster.

Additionally, the National Guard provided critical infrastructure protection for facilities deemed critical by the states. Joint Force Headquarters Louisiana alone maintained a cumulative total of 109,500 duty days in ongoing support of law enforcement for Hurricane Katrina in FY07.



## ***National Guard Support to Civil Fire Fighting***

The National Guard provides military support to wildland fire fighting as a part of the Department of Defense response plan.

In FY07, National Guard assets delivered more than 5.3 million gallons of retardant during some 6,800 fire suppression drops in fire fighting efforts across the country. In September 2007, over a five-day period, National Guard helicopters spread more than 35,000 gallons of retardant on the California Lick Fire, aiding in preventing the destruction of homes, commercial buildings and livestock.

National Guard assets are available year-round but are especially focused from April to October – the prime period for forest fires. Aviation fire fighting assets reside in North Carolina, California, Wyoming, Florida, Nevada, New York and Oregon National Guard aviation units and have been greatly successful in past years.



Airmen from the North Carolina Air National Guard's 145th Airlift Wing push a modular airborne fire fighting system onto a C-130 Hercules. The system is a series of pressurized tanks that hold 3,000 gallons of flame-retardant liquid. The retardant is dropped along the leading edge of a fire to block the spread of flames.

## ***DID YOU KNOW?***

*Throughout the 54 states and territories, National Guard units also have 249 "bambi buckets" strategically located to combat wildfires nationwide. These fire buckets range in size from 144 to 2,000 gallons and can be carried by UH-1, UH-60, HH-60 and CH-47 helicopters from the Army and Air National Guard. Fire fighting assets and crews assisted state and federal forest fire fighting efforts in California, Nevada, Florida and Georgia in FY07.*



National Guard UH-60 Black Hawk and CH-47 Chinook helicopters swarm into Gillespie Field in San Diego in response to the Southern California wildfires in October 2007.



# JOINT STAFF



Vigilant Guard training prepares responders to recover and treat casualties under extreme conditions. The result is a force capable of providing the right people at the right place and time with the right capabilities to prevent and alleviate human suffering.

## *Vigilant Guard Regional Exercise Program*

Vigilant Guard provides an opportunity for National Guard Joint Task Forces and field units to improve command and control, and operational relationships with internal, civilian, and military partners against homeland security threats. The exercise involves all the command elements of Northern Command, National Guard Bureau, Department of Defense, U.S. Transportation Command, Department of Homeland Security and other supporting U.S. government agencies.

The states, divided into regions, have four opportunities per year to test coordinated tactics, techniques and procedures among state and federal civil and military partners in response to a regional level incident. The desired outcome is an increase in readiness while developing partnerships at all levels to enhance the unity of effort in the future.

Vigilant Guard highlights include:

- Eight Vigilant Guard regional exercises have involved 34 participating states
- In May 2007, a combined Vigilant Guard and U.S. Northern Command exercise in Indianapolis tested more than 2,000 National Guard personnel from Indiana and surrounding states



## Joint Interagency Training and Education Center

An integral part of continuing the National Guard's transformation for the future is building relationships and capabilities with our interagency partners.

Joint Interagency highlights include:

- Interagency training capability has afforded critical training and interaction with over 90 different organizations and agencies in over 800 exercises during more than 30,000 days of training since September 11, 2001

- The Defense Department established some funding support to develop National Guard interagency training capability in 2007

More than 200 training, exercise, or assessment activities are scheduled in 2008. With continuing support from both DoD and Congress, the National Guard will continue to transform itself into a premier homeland security and defense organization, leveraging state and federal responses, capabilities and expertise.

## Supporting the Warfighter – Connect the Community National Guard Family Program

The National Guard Bureau Family Program provides members and their families with education, training, community outreach, and partnerships in three critical areas:

- *Family Readiness* is a six-step process that prepares families for having a loved one in the National Guard. The process covers all phases of service, including a welcome brief, in processing, training, pre-deployment, deployment, reunion and reintegration.
- *Family Assistance* provides support to military families during long or short-term deployments. Over 400 contracted personnel across the nation provide crisis intervention and community outreach services, as well as information and referral services on legal, financial, medical and dental matters. Help is also available for families online at: [www.guardfamily.org](http://www.guardfamily.org)
- *Program Services* provides support services, education, and information to assist the National Guard members and family members. This is accomplished through family services, youth programs, community outreach, national volunteer programs and training initiatives.

### National Guard Family Program

Family Readiness is a six-step process



### Home Station Transition Support

Last year, Congress appropriated funds for National Guard pilot programs to help returning veterans reintegrate to their civilian lives. Congress also established the Yellow Ribbon Reintegration Program in the FY08 National Defense Authorization Act. In the year ahead, the National Guard Bureau looks forward to working closely with the Office of the Assistant Secretary of Defense for Personnel and Readiness to implement the program. We will develop these capabilities in view of the best practices of the several states that have created their own programs. These programs support the difficult process of transitioning from a combat deployment to civilian status by offering support on civilian employment, the Department of Veterans Affairs, educational benefits and health care.



# JOINT STAFF

## ***Youth ChalleNGe Program***

The National Guard Youth ChalleNGe Program is a community-based concept that leads, trains, and mentors at-risk youths, ages 16 to 18, and assists them in becoming productive citizens. The National Guard Youth ChalleNGe Program is the second largest mentoring program of its kind in the nation – second only to the Boy Scouts of America. ChalleNGe is a coeducational program, consisting of a five-month “quasi-military” residential phase and a one-year post-residential phase. The young adults targeted to become Cadets in this program are unemployed high school drops outs – but must be drug free and have no police record.

Since 1993 ChalleNGe has grown to 34 sites in the United States and Puerto Rico. The program has graduated over 76,000 young men and women.

A 1998 Vanderbilt University report placed the value of intervening in the life of such young people somewhere between \$1.5 and \$2 million per youth. Today, at an average cost of \$14,000 per student per year, the taxpayer reaps an estimated savings of \$109 million in juvenile corrections costs annually.

## ***Veterans Affairs Liaison***

Sustained mobilization of the National Guard since September 11, 2001, has resulted in a larger number of members eligible for entitlements through the Department of Veterans Affairs (VA).

Since the May 2005 memorandum of agreement was signed to support National Guard members, significant progress has been made to improve the services available to National Guard members and their families. A permanent liaison has been appointed in both the National Guard Bureau and Department of Veterans Affairs to work out issues at the federal level. Additionally, 57 Transition Assistance Advisors have been trained and placed in the Joint Forces Headquarters to act as liaisons among the members entitled to VA benefits within a state and the local Veterans Affairs, veterans’ service organizations and community representatives.

## ***Employer Support of the Guard and Reserve***

The basic Employer Support of the Guard and Reserve (ESGR) mission continues to be gaining and maintaining the support of public and private employers for the men and women of the National Guard and Reserve.

Today, nearly 4,200 volunteers serve on local ESGR committees. With resources and support provided by the National ESGR Office and the National Guard Bureau, these 54 ESGR committees conduct Employer Support and Outreach programs. This includes information opportunities for employers, ombudsman services, and recognition of employers who support and encourage participation in the National Guard and Reserve.

From at-risk to attaining new goals – Louisiana Youth ChalleNGe is a multifaceted program that helps at-risk adolescents achieve educational goals and start giving back to society. Currently ChalleNGe operates at 34 sites across the United States and Puerto Rico and has graduated more than 76,000 young people.





Air National Guard members carry a "casualty" to a medical station during a CBRNE exercise held at Muscatatuck Urban Training Center near North Vernon, Indiana in May 2007.

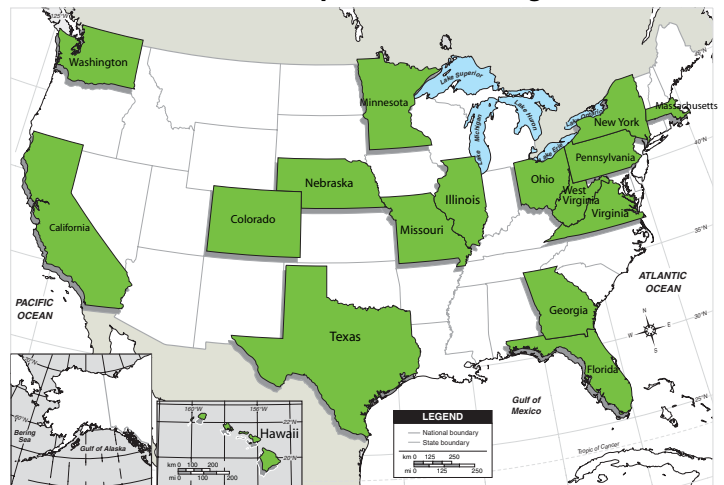
## Transformation for the Future

The National Guard continues to staff and publish logistics doctrine and plans for domestic contingency operations and emergencies. The National Guard Bureau is committed to the transformation and integration of the best available information technology enablers into our joint logistics plans, exercises and operations.

Important upgrades and new equipment have been fielded for the 57 Civil Support Teams and 17 Chemical, Biological, Radiological, Nuclear, and High-Yield Explosives (CBRNE)-Enhanced Response Force Package (CERFPs) locations. The next generation of Civil Support Team equipment was fielded for various operational systems; consisting of the Unified Command Suite, Analytical Laboratory Suite and Advance Liaison Vehicle. Additionally, a ground transportation equipment program for the CERFP units was staffed for resource allocation consideration. Staff assistance visits were conducted to identify and fill equipment shortfalls in the initial 12 CERFP organizations to bring them to the same level of capability as the five latest additions to the CERFP force structure. Based on these assistance visits, accountability procedures and material fielding plans were established to synchronize new equipment delivery.

With the ongoing support of Congress and the American people, the National Guard will continue to secure the American homeland while defending her interests abroad. America can depend on the National Guard to be "Always Ready, Always There."

**CBRNE Enhanced Response Force Package Locations**



Seventeen CERFPs are currently assigned with at least one in each of the 10 Federal Emergency Management Agency regions, with some having up to three based on population density for that area.



# STATE ADJUTANTS GENERAL

## Alabama

Major General Abner C. Blalock Jr.

## Alaska

Major General Craig E. Campbell

## Arizona

Major General David P. Rataczak

## Arkansas

Major General William D. Wofford

## California

Major General William H. Wade, II

## Colorado

Major General H. Michael Edwards

## Connecticut

Major General Thaddeus J. Martin

## Delaware

Major General Francis D. Vavala

## District of Columbia

Major General David F. Wherley, Jr.,  
Commanding General

## Florida

Major General Douglas Burnett

## Georgia

Major General William T. Nesbitt

## Guam

Major General Donald J. Goldhorn

## Hawaii

Major General Robert G. F. Lee

## Idaho

Major General Lawrence F. Lafrenz

## Illinois

Major General (IL)\* William L. Enyart Jr.

## Indiana

Major General R. Martin Umbarger

## Iowa

Major General Ron Dardis

## Kansas

Major General Tod M. Bunting

## Kentucky

Major General (KY)\* Edward W. Tonini

## Louisiana

Major General Bennett C. Landreneau

## Maine

Major General John W. Libby

## Maryland

Major General Bruce F. Tuxill

## Massachusetts

Major General (MA)\* Joseph C. Carter

## Michigan

Major General Thomas G. Cutler

## Minnesota

Major General Larry W. Shellito

## Mississippi

Major General Harold A. Cross

## Missouri

Major General King E. Sidwell

## Montana

Major General Randall D. Mosley

## Nebraska

Brigadier General (NE)\* Timothy J. Kadavy

## Nevada

Major General Cynthia N. Kirkland



**New Hampshire**  
Major General Kenneth R. Clark

**New Jersey**  
Major General Glenn K. Rieth

**New Mexico**  
Brigadier General (NM)\* Kenny C. Montoya

**New York**  
Major General Joseph J. Taluto

**North Carolina**  
Major General William E. Ingram, Jr.

**North Dakota**  
Major General David A.  
Sprynczynatyk

**Ohio**  
Major General Gregory  
L. Wayt

**Oklahoma**  
Major General Harry  
M. Wyatt, III

**Oregon**  
Major General Raymond  
F. Rees

**Pennsylvania**  
Major General Jessica  
L. Wright

**Puerto Rico**  
Brigadier General (PR)\*  
David A. Carrion-Baralt

**Rhode Island**  
Major General Robert T. Bray

**South Carolina**  
Major General (Ret) Stanhope S. Spears

**South Dakota**  
Major General (SD)\* Steven R. Doohen

**Tennessee**  
Major General Gus L. Hargett, Jr.  
**Texas**  
Major General Charles G. Rodriguez

**Utah**  
Major General Brian L. Tarbet

**Vermont**  
Major General Michael D. Dubie

**Virginia**  
Major General Robert B. Newman, Jr.

**Virgin Islands**  
Brigadier General (VI)\* Renaldo Rivera

**Washington**  
Major General Timothy J. Lowenberg

**West Virginia**  
Major General Allen E. Tackett

**Wisconsin**  
Brigadier General (WI)\* Donald P. Dunbar

**Wyoming**  
Major General Edward L. Wright

\* - Denotes Brevet Rank

# IN MEMORIAM

*A special dedication to the men and women of the Army and the Air National Guard  
who made the ultimate sacrifice while serving the United States of America*

**National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Noble Eagle,  
Operation Enduring Freedom and Operation Iraqi Freedom as of January 1, 2008.**

CPT Clayton L. Adamkavicius, KY  
PVT Algernon Adams, SC  
SGT Jan M. Argonish, PA  
SFC Brent A. Adams, PA  
SGT Leonard W. Adams, NC  
SGT Spencer C. Akers, MI  
SPC Segun F. Akintade, NY  
PFC Wilson A. Algrim, MI  
SPC Azhar Ali, NY  
SGT Howard P. Allen, AZ  
1LT Louis E. Allen, PA  
SSG William A. Allers III, KY  
SFC Victor A. Anderson, GA  
SPC Michael Andrade, RI  
SGT Travis M. Arndt, MT  
SSG Daniel L. Arnold, PA  
SSG Larry R. Arnold, MS  
SGT Christopher J. Babin, LA  
SFC Travis S. Bachman, KS  
SSG Nathan J. Bailey, TN  
SPC William L. Bailey, NE  
SPC Ronald W. Baker, AR  
SGT Sherwood R. Baker, PA  
MSG Scott R. Ball, PA  
1LT Debra A. Banaszak, IL  
SGT Derek R. Banks, VA  
1LT Gerard Baptiste, NY  
SGT Michael C. Barkey, OH  
1LT Christopher W. Barnett, LA  
SPC Bryan E. Barron, MS  
SGT Michael Barry, KS  
SSG Robert J. Basham, WI  
SPC Todd M. Bates, OH  
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