

Protecting the Homeland



2015 NATIONAL GUARD BUREAU

POSTURE STATEMENT

TRUSTED AT HOME,
PROVEN ABROAD

Fighting America's Wars

Building Global Partnerships

<http://www.NationalGuard.mil/Features/PostureStatement.aspx>



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

EXECUTIVE OVERVIEW



“Today’s National Guard is more accessible, adaptable and affordable than ever in its 377 year history, and at historic levels of readiness.”

General Frank J. Grass
Chief, National Guard Bureau



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Chief, National Guard Bureau
Joint Chiefs of Staff

Balancing the force to meet future challenges

As America's longest war concludes, budget challenges join global turbulence as perhaps the nation's most visible threats to security. As we transition in the face of these and future national security challenges, today's National Guard is more accessible, adaptable and affordable than ever in its 377 year history—and at historic levels of readiness.

Across America's 50 states, three territories and the District of Columbia, the National Guard does three things extraordinarily well: we fight America's wars, protect the homeland, and build global and domestic partnerships. These three overlapping operational missions provide balance to the Chairman of the Joint Chiefs of Staff's federal strategic direction to deter threats, assure partners

and defeat adversaries, while also providing localized, reliable, emergency response and comfort to Americans from within their own neighborhoods.

Whether serving in uniform or as civilians, National Guard men and women remain vested in a culture of readiness and volunteer service. Time and time again, I see examples of where innovative civilian skills complement military training in operations both overseas and at home. Likewise, military expertise garnered from the past decade of consistent operational use strengthens response efforts within our communities. Whether responding to a blizzard or planning for future emergencies with local police and firefighters, the unique combination of civilian and military experience and close ties within our communities pays dividends for American taxpayers. The National Guard is also a great value as a hedge against unforeseen threats in a complex and uncertain world.

FIGHTING AMERICA'S WARS

As a combat reserve of the Army, the Army National Guard is an accessible, seamlessly integrated, cost-effective, on-demand force for fighting the Nation's wars. Each day, the Air National Guard stands ready to respond globally within 72 hours. Today's National Guard members are motivated by the expectation that they will be deployed in service to their country.

Since before 9/11, the Army Guard and Air Guard have met every deployment requirement - more than 760,000 individual overseas mobilizations and counting - while meeting the same training and readiness standards as their active duty counterparts. Both enhance the warfighting capabilities of their respective Services and can quickly expand and contract the number of personnel serving on active duty as demand for forces dictates. As the nature of warfare and its domains evolve over time, the National Guard will remain adaptable as it plans and prepares alongside the Army and Air Force to operate seamlessly in an environment that includes emerging missions such as cyberspace, remotely piloted aircraft, missile defense, and space operations.

Continued investment in the operational readiness and leader development of the Army Guard and Air Guard by the Services and Congress is critical because it allows rapid, cost-effective and seamless expansion of active duty forces. Sustaining all of the advantages of today's National Guard into the future requires maintaining this high state of readiness through operational use, relevant training and continued investment in modernization and force structure.

For more than a decade of combat, the Army Guard has demonstrated its quality, accessibility, and cost effectiveness. The Air Guard's ability to deploy as quickly as the active Air Force dates back to the early 1990s, around the time of Desert Storm. These readiness milestones are the direct result of America's investment in the National Guard.

Furthermore, the Army Guard and Air Guard provide options to retain the experience and skills of Soldiers and Airmen who will be separating from active duty in increasing numbers in the coming years as the Services draw down. By leveraging the cost-effectiveness of the National Guard, the Nation saves significantly on personnel costs and is able to reinvest in modernization and readiness. Finally, the diverse skills and frames of reference of our citizen Soldier and Airman open the aperture of thought as we determine how to best design and

apply the Nation's assets. Defense leaders can capitalize on the Guard's proven ability to protect and respond to disasters in "Anytown" USA, fight our wars overseas, and help America build and strengthen our partners around the globe.

PROTECTING THE HOMELAND

America has made great strides to improve unity of effort across the whole-of-government. Despite these critical efforts, America is still vulnerable to the ravages of a large-scale catastrophe. Better planning against what we actually do during domestic events requires local, state, regional and national collaboration with public and private partners in ways that increase unity of effort and decrease duplication of effort. In today's fiscal environment, getting the most value is as important as getting the right people to the right place at the right time. Creating synergy requires dialogue, debate and deliberate actions that evolve our approach to domestic response from whole-of-government to whole-of-Nation.

The citizen-military duality of the National Guard takes center stage in the homeland. When it comes to responding to domestic emergencies, the Guard, operating under the command of the governors, provides unique, time-tested expertise. In nearly every ZIP code, the National Guard is positioned for immediate response and close collaboration throughout the U.S. Whether a bombing in Boston, water contamination in West Virginia or floods in Colorado, the National Guard is the first military force to reach the scene, working seamlessly to support local leaders and emergency personnel as part of a synergized, effective response. Before natural or man-made incidents strike, National Guard Soldiers and Airmen work closely with civic and private industry leaders in their local communities to forge relationships so that they are not exchanging business cards at the scene.

U.S. law provides the Nation's governors with the authority as commanders-in-chief of their state's National Guard to solve local issues locally. When the scope of an incident is beyond the capacity of local and state responders, the Guard's dual-status as both state militia and federal reserve of the Army and Air Force helps ensure seamless integration of federal personnel and resources in support of civilian incident commanders.

Concurrently, the National Guard assists the U.S. Northern Command and the military services daily in the execution of federal missions such as protecting the skies over America or providing immediate response to attacks

involving weapons of mass destruction or industrial accidents. The National Guard supports the Department of Homeland Security to assess the vulnerabilities of our Nation's critical infrastructure, deter transnational criminals at our borders, conduct wildfire fighting, and augment security during special events such as the Super Bowl, international summits and political conventions. The National Guard's community-based militia tradition spans 377 years of localized experience and national service in times of need.

When these time-tested American roots are coupled with global awareness, modern equipment and the integrated training required as a combat reserve of the Army and Air Force, the National Guard becomes America's clear choice for response in the homeland.

BUILDING GLOBAL AND DOMESTIC PARTNERSHIPS

Each day, the National Guard strengthens and sustains partnerships around the world and within our communities. The Army and Air Guard build partnership capacity throughout the world through numerous security cooperation activities.

One of these, the State Partnership Program (SPP), pairs individual U.S. states with partner nations to establish long-term security and personal relationships that support the goals of our geographic combatant commanders and the State Department. Investment in state partnerships has yielded big returns. Today, there are 68 state partnerships with 74 nations at a total cost of less than \$14 million annually. Since 2003, 15 of those nations have co-deployed with state National Guard forces 79 times to Iraq and Afghanistan.

Additional benefits of the SPP include economic co-development, educational exchanges, agricultural growth to build food security, and support to others such as the State Department and our U.S. ambassadors. National Guard civilian expertise in areas such as engineering, infrastructure development, and reconstruction are in significant demand within developing nations eager to partner with America, but require sustained trust-building engagement before the relationship can fulfill its potential.

Trust is the foundation of international cooperation, but it is not something that can be established overnight. Some state partnerships span more than 20 years. During that time, the individual careers of National Guard Soldiers and Airmen have matured alongside those of their counterparts in partner countries. The mutual trust and individual respect garnered from these lasting relationships are among the key principles necessary for long range American security abroad.

At home, the National Guard is "of the community, for the community." We serve our individual states and the Nation from within the very same communities in which we live and work when out of uniform. Because the National Guard is dispersed throughout America, individual Soldiers and Airmen are personally invested within each American community. The local relationships we forge with our public and private partners provide daily benefits that strengthen communities. They enable seamless public-private synergy and burden-sharing during man-made or natural disaster responses. These alliances are lasting, familiar, informed and in-step with our Founding Fathers' intent of a citizen-military that remains ever-ready to serve community, state and Nation during times of crises.

ACCOUNTABILITY

As the National Guard fights America's wars, protects the homeland and builds partnerships, it does so affordably

and with accountability. The Department of Defense faces tough decisions on how to balance readiness while preserving force capacity as a strategic hedge in an uncertain and complex world.

Our Total Army and Air Force will be pressed to modernize while preserving combat power with fewer resources. Today's unprecedented National Guard readiness posture as part of the Total Force offers options to preserve both capability and capacity rather than choose between them. The National Guard is a cost-effective, proven force capable of rapidly generating forces, or returning them to inactive status, as the situation dictates. In short, today's National Guard offers America significant risk-reduction advantages.

The National Guard's lower personnel costs and unique capacity-sustaining strengths free up critical resources for Total Force modernization and readiness. Every dollar invested in the dual-capable National Guard provides governors and the President capabilities to meet demands both within and beyond U.S. borders. Our recent domestic experience with damaging storms, coupled with trends toward greater urbanization and fewer resources to invest in national infrastructure, will likely require an even greater reliance on defense resources to respond to future disasters.





Ensuring the National Guard is an effective and accountable steward of its resources begins with every Guard Soldier and Airman. Innovations that improve efficiency must continue to be encouraged and implemented. All National Guard accounts must be fully auditable. Everyone in the National Guard—from general officers to privates and airmen—must adhere to, and embody, the ethical standards articulated through our core values.

Investment in National Guard readiness and leader development also means keeping the faith with our National Guard Soldiers, Airmen, and their families. We must strictly manage and enforce Department of Defense and National Guard programs and policies on diversity, same-sex benefits, suicide prevention, sexual assault, and resiliency. Affording mutual respect and support to our own must remain a first priority.

In the same manner that we must sustain hard-won readiness and relevancy to fight America’s wars, protect

the homeland and build global partnerships, we must also sustain an ethos of confidence through our actions that is above reproach for the American people we serve. They are counting on us.

Isolated actors and misconduct undermine the credibility of National Guard Soldiers and Airmen. Such actions detract attention from the legion of inspiring stories of innovative leadership, service and selflessness that I see each day from our National Guard Soldiers and Airmen. We must audit activities internally and externally, demand integrity, and encourage an environment of accountability. We have earned the long-standing National Guard reputation for our exceptional performance in the eyes of the American public and that allows us to recruit the best and brightest that America has to offer.

Regardless of rank, those who fall below our high standards for ethics and conduct will be held fully accountable.

SUMMARY

The National Guard performs three critical defense duties for America: fighting America’s wars, protecting the homeland, and building global and domestic partnerships. As stewards of taxpayer resources, we also are taking deliberate steps to eradicate inefficiencies while reinforcing the core ethics of the citizen Soldier and Airman. We continue to keep the faith with our Soldiers, Airmen and their families by ensuring they receive the very best care.

Today’s National Guard is flexible and scalable to America’s changing needs on any given day. After more than a decade of fighting side-by-side, we are seamless with the active Army and Air Force and affordable during peacetime without compromising on quality or experience. When in combat, we are more ready and more accessible than at any other time in our history. Inside our borders, citizen Soldiers and Airmen represent America’s 377-year community-

based militia tradition; ready at a moment’s notice to serve both national and local interests.

At home we are shaping whole-of-Nation synergy in service to communities throughout America. Recognizing the increase in defense roles in the homeland is critically important at a time when threats are shifting toward economic warfare, cyber warfare, long-range missile capability and terrorism.

To help combat these threats, the National Guard is building partnerships that increase America’s security around the world. Now, more than ever, the National Guard remains “Always Ready, Always There” for America. It’s why investing the same defense dollar in the dual-capable National Guard is a win-win for American security and its taxpayers.

Provide Trained and Ready Operational Forces:

- Through leader development and by using our National Guard Soldiers and Airmen in real world missions and operations, our Guard members will remain trained, motivated and ready to fight when the Nation needs us.
- Continuing to employ the National Guard for real-world missions keeps their hard-earned skills honed and will help balance the Nation's need to maintain a large and more expensive active duty force.
- Having achieved historic levels of readiness, today's Guard attracts highly qualified recruits, and has absorbed many combat veterans from the active components who want to continue to serve while also having a civilian career.
- Because one of the primary missions of the National Guard is to serve as a combat reserve of the Army and Air Force, it provides the active component proven and affordable augmentation on an as-needed basis.

Remain Effective Stewards of the Nation's Resources:

- The National Guard continues to strengthen its financial accountability standards and practices to provide fiscal transparency for every appropriated dollar.
- One of the best returns on America's defense investment: the National Guard's highly skilled people and dual-use equipment enable us to seamlessly respond to natural or man-made disasters at home and to fight adversaries overseas.
- Efficiencies can be gained to achieve a delicate balance between national security and fiscal reality by maintaining a ready and accessible National Guard.
- Significant savings are realized because the vast majority of National Guard members are only paid when needed, at home or overseas.

Sustain the National Guard:

- National Guard Soldiers and Airmen live and serve in nearly 3,000 communities in 50 states, three territories and the District of Columbia.
- Thanks to more than a decade of investment in equipment and training, as well as continuous use in Iraq, Afghanistan and throughout the world, today's National Guard is the best-manned, best-trained, best-equipped, best-led and most experienced force it has been in its entire 377 year history.
- National Guard leaders continue to team with health care professionals to promote a culture aimed at eliminating suicides and underlying issues.
- National Guard Master Resilience Trainers (MRTs) are dedicated to improving Soldier's and Airmen's overall sense of well-being.
- Investigative teams and an improved reporting culture are helping decrease the incidence of sexual assault.

Forge and Maintain Partnerships:

- Robust National Guard alliances with local, state and federal partners have decreased response times, eliminated duplication of effort and ultimately saved lives and property.
- Through the State Partnership Program (SPP), states' National Guards have partnered and trained with 74 nations that are committed to global security.
- The Chief of the National Guard Bureau communicates directly with national leaders and makes decisions on critical defense and homeland issues.
- The National Guard's connection to our communities builds trust and support for the military.





Army Guard By the Numbers

- Authorized 354,200 Citizen Soldiers in 50 states, three territories and the District of Columbia for FY14.
- More than 2,600 communities across the country host an Army Guard readiness center (armory), training site or maintenance / support facility.
- Consists of 8 division headquarters, 6 general officer-level operational commands (including sustainment and air & missile defense), and 126 operational brigades and groups; including 28 Brigade Combat Teams (Infantry, Armor, and Stryker), 48 multi-functional support brigades (including combat aviation, surveillance and sustainment brigades), 48 functional support brigades and groups (including military police, engineer and regional support) and 2 Special Forces Groups.
- As of March 2014, the Army Guard has completed over 525,000 individual Soldier mobilizations in support of worldwide combat, humanitarian and security cooperation operations since 9/11.



Air Guard By the Numbers



- 105,400 Air Guard members in 50 states, three territories and the District of Columbia.
- 89 Wings and 188 geographically separated units.
- 1,145 aircraft in the Air Guard's inventory contributes to nearly 31 percent of the fighter capability, 38 percent of the airlift capability and 40 percent of the air refueling tanker fleet of the Total Air Force.
- In FY13, the Air Guard exceeded recruiting goals for officer and enlisted by 4.5 percent. More than 1,400 Air Force members also joined the Air Guard, an 8 percent increase from the previous fiscal year.
- As an integral member of the Total Air Force, the Air Guard provides global vigilance, global reach and global power for America.
- The Air Guard is fully invested in and supports each Air Force core mission area of Air and Space Superiority; Intelligence, Surveillance and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control.

“Going forward, there’s no doubt in my mind that our Air Force is going to rely more, not less, on our National Guard. This makes sense from not only a mission standpoint, but from an economic standpoint.”

Honorable Deborah Lee James, Secretary of the Air Force



FIGHTING AMERICA'S WARS

“The National Guard’s and Reserve’s future is critical to the interests of this country. National Guard and Reserve units will remain a vibrant part of our national defense.”

**Honorable Chuck Hagel
Secretary of Defense**

First and foremost, the nearly 460,000 men and women of the Army and Air National Guard serve as the primary combat reserve of the Army and the Air Force. In fact, National Guard members have served with distinction in every major conflict our Nation has fought. As it has for 377 years, the nation continues to count on its National Guard to fight its wars.

Under the order of the President, Guard members serve equally alongside their active duty counterparts. Whether it's to fight in times of war, participate in military exercises with allied forces, or to serve during a large-scale national emergency, National Guard Soldiers and Airmen perform the same jobs, in the same way, as active duty Soldiers and Airmen. Numerous commanders have stated they cannot tell the difference in performance between active duty and National Guard Soldiers and Airmen on the battlefield. The reason: the National Guard is trained and certified to the same standard as the Army and Air Force prior to deployment. National Guard members also bring experience, maturity and civilian-acquired skills to the fight.

Whatever the mission – combat, disaster response, aviation, advising and training local military and police forces, peacekeeping, transportation, supply, maintenance, convoy security -- National Guard Soldiers and Airmen are better trained, equipped and more experienced than they have ever been.

Going to War with the National Guard

As a force multiplier, a strong National Guard equals a strong Army and Air Force. Today's citizen Soldiers and Airmen are one of the most trusted and capable reserve components in the world. Neither force, active or reserve, would succeed without the other.

- After more than a decade of proven performance in Iraq and Afghanistan, you cannot distinguish between active and reserve component Soldiers.
- Guard Airmen have been seamlessly integrated into the Air Force since the first Gulf War.
- Guard members train to the same standards as their active Army and Air Force counterparts.
- The Air National Guard provides nearly 70 percent of the Air Force's expeditionary communications and wartime air traffic control capability.

Performed Every Mission

- Since 9/11, the National Guard has filled every request for troops, at home and overseas, with ready forces.
- Army Guard valor in combat since 9/11: 6 Distinguished Service Crosses; 45 Silver Stars; 55 Distinguished Flying Crosses; 624 Bronze Stars with "valor" devices; and 5,703 Purple Hearts.
- Will provide 53% of the Total Army's Infantry Brigade Combat Teams; 50% of the engineer; 52% of the motorized transportation; and more than 65% of the medical treatment capability by FY19.
- The Army Guard has proven it can accomplish any mission it is trained and resourced to perform.
- Over 12,300 Army Guard Soldiers participated in 72 joint exercises supporting combatant commands and Army service component commands in FY13.
- Air Guard members supported 10,500 deployment requirements to 48 countries and every continent last year.

- Army Guard members have served or are serving in 31 countries around the world - Iraq, Afghanistan, Kuwait, Bahrain, Qatar, Kosovo, Cuba, Djibouti, the Philippines, and others.
- More than 700 Army Guard members performed security forces assistance advisory missions to Afghanistan in FY13.
- At its peak, nearly 18,600 Army Guard Soldiers mobilized in support of operations in Afghanistan in FY13.
- The National Guard has been running peacekeeping missions in the Balkans since 9/11; the multinational observer force in the Sinai since 2002; and security forces in Djibouti since 2009.
- The Air and Army National Guard have jointly defended National Capital Region airspace since 2003.

“The Guard today is a different Guard. They did a tremendous job in Iraq, in Afghanistan.”

Honorable Chuck Hagel
Secretary of Defense

Fully Operational

The National Guard has evolved over the last dozen years. After World War II and the Korean War, the National Guard's role was postured to serve as a back-up force in the event of a major war between the United States and Soviet Union. After 9/11, the Nation shifted toward a greater reliance on the National Guard as a primary, front-line fighting force. Since that time, more than 760,000 National Guard Soldiers and Airmen have performed combat missions in Iraq and Afghanistan, as well as other missions throughout the world.

Today's National Guard trains to a single Army or Air Force standard and is judged combat-ready by active duty evaluators, making them equal in quality and performance to their active duty counterparts. They are well-trained, motivated with combat veterans able and ready to serve on the front lines of any conflict or mission the Nation requires. Sustaining this operational force as a hedge against uncertainty is critical in today's unpredictable and evolving global environment.

- America's significant investment in the National Guard over the last decade has produced the best-trained, led and equipped Guard force in history.
- Nearly half of the force has combat experience.
- Most Guard members have joined or reenlisted since 9/11. They expect to be used and want to serve.
- Air Guard members filled over 44,000 Air Force manpower requests in 2013. Nearly 90 percent of those were voluntary.
- RC-26 crews flew over 10,000 sorties and logged more than 50,000 hours over 7 years supporting combat missions in Iraq and Afghanistan. Those crews earned more than 1,100 Air Medals, 15 Bronze Stars, and 15 Combat Action Medals.
- The Air Guard performs 30 percent of the Air Force mission each day and can be ready to deploy overseas in 72-hours or less.
- Air Guard Aeromedical Evacuation crews safely transported more than 3,000 patients from Europe to the U.S. from July 2012 to July 2013.



Fast and Flexible

A well trained, well equipped National Guard allows the nation to expand the active component Army and Air Force as needed, minimizing the need to recruit, train and equip new Soldiers and Airmen in the midst of a conflict, preserving the all-volunteer force. The National Guard gives national leaders the ability to expand the Army or Air Force rapidly.

- The Air Guard can be ready to deploy overseas in 72 hours or less.
- Most Army Guard units that were company-sized or smaller deployed to war with 30 days or less of pre-mobilization training. Brigade Combat Teams (BCTs), large units with more complex training requirements, averaged 50-80 days of post-mobilization training.
- Capitalizing on a proven, trained and equipped Army Guard BCT will enable our military to get to the fight much faster. Adding another active duty Army BCT is timely and costly.
- A more integrated Army National Guard allows the active Army time to grow to needed levels, as was proven in Iraq and Afghanistan.
- You can't draft battalion commanders, fighter pilots, or company first sergeants – the seasoning and training of National Guard Soldiers and Airmen takes years – sometimes decades – to develop and is not easily replaced.

Accessible

The National Guard's constitutional unique role, as provided in the Constitution, enables it to be more accessible than any other military force. National Guard Soldiers and Airmen can be used to perform law enforcement functions while serving under the command of their state governor in state active duty status (the Posse Comitatus Act prohibits Title 10 active duty service members from such actions).

We use dual-mission training and equipment to reinforce the Army and Air Force during times of war and to support state and territory governors in the homeland. New authorities passed by Congress in the last few years have made it even easier to use the Guard on a regular, continuing basis for missions like those in Kosovo, the Sinai, and the Horn of Africa.

- It is faster and more cost-effective to mobilize National Guard units to meet a surge in demand for forces than it is to organize new units.
- The past decade has demonstrated the National Guard's ability to meet even the highest rotational demands for its forces.

Vital to Intelligence, Surveillance and Reconnaissance (ISR)

More than 8,500 Air Guard members support nearly every ISR capability the Air Force provides to combatant commanders from flying manned and unmanned ISR platforms to turning raw data into air-, space- and cyber-related intelligence tailored to the needs of commanders at every level of warfare.

- Guard Airmen have accumulated more than a decade of combat ISR experience alongside their active-duty counterparts.
- The majority of Air Guard ISR personnel are used part-time. The Nation only pays for this capability when it's needed.

Remotely Piloted Aircraft (RPA)

Air Guard RPA provide ground commanders a highly capable armed intelligence, surveillance, and reconnaissance (ISR) platform capable of finding, fixing, targeting, tracking, engaging, and assessing almost any given target.

- National Guard Airmen from across the U.S. conduct RPA operations 24/7.
- The Predator and its successor, the Reaper, have performed combat missions in Iraq and Afghanistan, as well as in humanitarian aid missions, for nearly two decades.
- The Air Guard performs 11 RPA combat patrols worldwide 365 days per year, totaling nearly 85,000 hours annually.
- The Reaper and Predator fleet surpassed 2 million cumulative flight hours on Oct. 22, 2013.
- On the leading edge of RPA operations from its infancy, and armed with a highly experienced, rated aviation force, the Air Guard is postured and capable of operating any follow-on or increasingly sophisticated manned, unmanned or optionally manned aircraft.
- The RPA's long-term mission stability has allowed the Air Guard to recruit and retain top-notch crews.
- To date, the Air Guard has logged well over 200,000 combat hours in the Reaper and Predator.
- The Air Guard Reaper squadron at the 174th Attack Wing in Syracuse, N.Y. has logged approximately 7,300 combat hours (365 combat sorties) per year.

Unmanned Aircraft Systems (UAS)

The Army Guard is fully involved in two of the Army's three primary UAS programs: Raven and Shadow. These systems are designed to provide UAS support to combat elements from platoon through division level.

- **RAVEN:** The RQ-11B Raven Small UASs have been fielded to all battalions within the Army Guard's 28 brigade combat teams and 2 Special Forces groups. Fielding continues for combat support military police companies, sapper engineer companies, and other selected units. By the end of fiscal year 2013, the Army Guard had fielded 704 of its required 982 systems, with full completion projected by the end of FY16.
- **SHADOW:** A total of 32 RQ-7B Shadow Tactical UAS (TUAS) have been fielded to the Army Guard's 28 BCTs, 2 Special Forces groups, and the Army Guard UAS Flight Center at Camp Shelby, Miss. All Shadow TUAS systems are scheduled to upgrade to the Tactical Common Data Link or TCDL Shadow system between FY15 and FY19.





Air Guard Personnel Recovery and Special Operations Forces

The Air National Guard provides rapidly-deployable personnel recovery and Special Operations capabilities to combatant commanders worldwide. These highly-trained Guard Airmen employ specialized equipment in a wide range of environments, both hostile and permissive. The Air National Guard's dual-role Airmen and dual-use equipment are also extremely valuable to governors for natural disaster relief and other homeland response missions such as civilian search and rescue.

- The 193rd Special Operations Wing in Harrisburg, PA flies the EC-130J and specializes in Military Information Support Operations.
- The 150th Special Operations Squadron at Joint Base McGuire-Dix-Lakehurst flies the C-32 in support of Air Force Special Operations Command mobility operations.
- The 123rd and 125th Special Tactics Squadrons, in Louisville, KY and Portland, OR respectively, provide combat controllers, pararescue personnel, and Special Operations weather teams that direct and control the delivery of lethal and non-lethal airpower, conduct personnel recovery missions, and provide weather information.

Army Guard Special Forces (SF)

- There are nearly 1,800 Army Guard Special Forces Soldiers.
- 16 states have National Guard SF units with 2 additional states containing Special Operating Forces support units.
- More than 400 Army Guard special operators conducted and supported combat operations in Afghanistan in FY13.
- Army Guard SF groups deployed one-third of their entire force in FY13 to support DoD worldwide special operations requirements.
- Forty-man special operation detachments from the Army Guard deployed more than 70 percent of their entire force in support of each of the 7 global combatant commanders in FY13.
- In FY14, Army Guard SF Soldiers will deploy to 65 countries worldwide. In the Pacific region alone, they will perform more than 25 percent of the DoD's special operations missions.

PROTECTING the HOMELAND

**98 percent of all
domestic crisis events are
handled without federal
involvement**

“People ask me what’s the real difference in what the Guard offers as opposed to what the active duty offers; Guardsmen live and work in their communities, they have connections.”

Craig Fugate,
FEMA Administrator



Organized for Combat, Ready for Disasters

Army and Air National Guard units are designed for combat. Our units and wings have the structure, equipment, and training to function independently anywhere in the world. The combat skills and equipment that enable a brigade combat team or flying squadron to mobilize and succeed in Afghanistan also enable them to respond to a natural disaster in the United States.

From trucks and airplanes to radios and medical tents, our resources are ready for conflict overseas and missions here at home. No other force in the Nation is able to rapidly

provide military equipment and capabilities during a domestic emergency like the National Guard. The vast majority of our equipment is available to state governors for use in saving lives and property when not supporting federal missions.

- C-130 crews use the same skills and training for their overseas combat missions as they do when delivering emergency relief supplies after a hurricane or wildfire.
- National Guard security forces used the same training and equipment to support local communities in tornado-ravaged Oklahoma as they did in Afghanistan.
- After floods devastated Colorado, Army Guard engineers completed emergency repairs to 25 miles of washed out roads a month ahead of schedule.



Always Ready, Always There

Whether it's responding to Hurricane Sandy; the Moore, Oklahoma tornado; the Boston Marathon bombing; floods in Colorado; or the largest wildfires in California history, the National Guard provides critical aid to civilian first responders, all while simultaneously performing federal missions overseas.

In the event of a chemical, biological, radiological, nuclear (CBRN) attack in the United States, the first "on the ground" military response will be one or more of our 57 Civil Support Teams, 10 National Guard Homeland Response Forces (HRFs), or 17 CBRN Enhanced Response Force Packages (CERFPs). Ninety-seven percent of Americans live within a five-hour response window of a National Guard HRF or CERFP.

- Guard members live and serve in over 3,000 communities. In a domestic emergency response, the equation is simple: Less time and distance = more lives saved.
- The National Guard responded to domestic emergencies in all 10 FEMA regions in FY13.
- On a daily basis, an average of 6,300 Guard members have supported domestic missions over the last 6 years.
- The Air Guard protects America's skies by providing command and control, fighter and tanker alert response; logging more than 30,400 air sorties since 9/11.
- The Alaska Air Guard maintains daily, 24-hour vigilance over desolate and remote regions of their state while coordinating an average of five search and rescue missions each week. During the past 19 years, these Guard Airmen have successfully completed more than 5,000 missions and are credited with saving more than 2,000 lives.
- Because of existing, close partnerships with local first responders, Guard members are not "exchanging business cards" at the scene of the disaster.
- More than 70 percent of the Defense department's chemical, biological, radiological, nuclear response capability resides within the National Guard.
- National Guard Explosive Ordnance Disposal units and fire departments are called upon almost every day.
- National Guard Civil Support Teams can respond within 90-minutes. CSTs were called upon 2,460 times, including 126 active responses and 615 stand-by missions, in FY13.



Major Disaster Responses

- National Guard Soldiers and Airmen logged nearly 452,100 duty days (in state active duty and Title 32 status) in response to state emergencies in FY13.
- The National Guard responded to nearly 60 natural disasters, supported 12 special events and 8 law enforcement missions.
- The National Guard provided support in response to 28 wildfires, 14 floods, 10 winter storms, three hurricanes, a tropical storm and a tornado in FY13.
- More than 12,000 troops from 21 states saved lives and provided critical relief for those impacted by Hurricane Sandy.
- Air Guard crews flying C-130s equipped with Modular Airborne Firefighting Systems (MAFFS) flew 367 sorties and dropped more than 880,000 gallons of fire retardant on wildfires in the western U.S. in FY13, lessening the risk to firefighters and civilians while protecting critical infrastructure and personal property.



Unmanned Aircraft help battle wildfires

Air Guard unmanned aircraft provided operational support during a domestic emergency. In an innovative use of some of the most modern war fighting technology, a California Air Guard Predator helped firefighters battling one of the largest wildfires in California history. The remotely piloted aircraft gave them almost instant views of the flames chewing through rugged forests in and around Yosemite National Park.

- The Air Guard Predator was used to capture and deliver 80 hours of real-time, 24/7 information on remote portions of the wildfire. The imagery and data was used to help direct firefighting efforts.
- The aircraft was also used to identify safe routes of retreat for firefighters on the scene and verify new fires
- Real-time information also aided the incident commander in determining best use of available resources.
- The aircraft and crew were in constant contact with FAA air traffic controllers from takeoff to landing and the flight path was directed over unpopulated areas whenever possible.
- This was the longest sustained mission by an unmanned aircraft in California in support of firefighters.

Working for renowned IT companies, our Guard members possess unique civilian skills. The Guard's part-time structure also helps recruit and retain patriotic and skilled cyber warriors who want to serve their country. Currently, our Soldiers and Airmen support a wide range of federal and state cyber missions.

- Army Guard cyber specialists operate the Data Processing Unit / Information Operations Support Center.
- Army Guard Computer Network Defense Teams control and operate the defensive cyber system that is embedded in every state, territory and District of Columbia National Guard headquarters.

- A full-time Army Guard Cyber Protection Team (CPT) is currently being established to defend and secure DoD infrastructure and protect DoD networks.
- The Air Guard currently has 5 Network Warfare Squadrons, 3 Information Operation Squadrons, and 1 Information Aggressor Squadrons providing an array of critical cyber capabilities.
- Five Air Guard cyber units (3 operational, 2 in conversion) are providing intelligence that helps identify those trying to exploit computer networks.



Positioned for Cyber

As the cyber mission continues to be defined, grown and matured, the National Guard remains uniquely positioned to provide a cost-effective and capable force to support the DoD, homeland defense and civil support activities.

Unique legal authorities when on state active duty, allow our Soldiers and Airmen to work with law enforcement during a cyber emergency. Additionally, our knowledge of local critical infrastructure vulnerable to cyber attack, combined with longstanding relationships with those owners and operators, enables us to respond quickly.



“As the nation develops resiliency to cyber attacks, the Guard should be mobilized to support federal and state efforts to protect networks and respond to incidents.”

Colorado Gov. John Hickenlooper



On the Border

Since July 2010, the National Guard has bolstered the Department of Homeland Security's efforts to detect, deter and disrupt transnational criminal organizations and terrorists. At its peak, 1,200 National Guard Soldiers and Airmen, primarily from the four southwest states (California, Arizona, New Mexico and Texas), provided criminal analysts and ground surveillance teams for U.S. Immigration and Customs Enforcement and U.S. Customs and Border Protection.

- There are currently more than 130 Guard members on the border.
- The National Guard's support allows Customs and Border Protection the time to train more agents and acquire more equipment.
- The National Guard can quickly withdraw once they are no longer needed.
- Increased border security has reduced the flow of illegal people and narcotics.

Counterdrug Program (CDP)

In coordination with the Department of Defense and the Office of National Drug Control Policy, the National Guard CDP supports the detection, interdiction, disruption and curtailment of transnational criminal organizations (TCOs) and other national security threats to the homeland.

- Counterdrug personnel assisted law enforcement agencies (LEAs) in taking \$8.5 billion worth of illicit drugs off the street in FY13.
- As a force multiplier for law enforcers, National Guard counterdrug analysts supported more than 35,000 cases nationwide.
- Investigations included outlaw motorcycle gangs on the Northern border, criminal organizations on the Southwest border, financial institutions and front companies with links to narco-terrorism, precursor chemical diversion, drug trafficking, and money laundering.
- National Guard counterdrug analysts contributed to disrupting and dismantling over 1,400 drug trafficking organizations in FY13.
- National Guard counterdrug aviators flew more than 14,700 reconnaissance hours in support of LEAs and assisted with the eradication of nearly 2.5 million marijuana plants.





Lifesaving Capabilities

- 10 Homeland Response Forces, totaling 5,770 Guard members.
- 17 Chemical, Biological, Radiological, Nuclear (CBRN) Enhanced Response Force Packages, called CERFPs, totaling 3,349 Guard members.
- 57 Weapons of Mass Destruction Civil Support Teams (WMD-CSTs), each with 22 full-time National Guard members, can respond to an emergency within 90 minutes.

Homeland Response Force (HRF)

The National Guard has 10 Homeland Response Forces (HRFs), one in each of the 10 FEMA regions, with 577 personnel each. Upon notification, HRFs provide timely lifesaving capabilities within 6-12 hours of a chemical, biological, radiological, nuclear (CBRN) event. Each HRF operates alongside the Civil Support Teams and Chemical, Biological, Radiological, Nuclear Enhanced Response Force Packages to increase operational capabilities in response to chemical, biological, radiological and nuclear incidents.

- Provides a fast, capable lifesaving CBRN response capability.
- Improves command and control and operational flow for deployed National Guard CBRN forces.

Bolstering Communications

Federal and state agencies anywhere in the U.S. are better able to receive reliable and timely information from an incident site as a result of the National Guard's Joint CONUS Communications Support Environment (JCCSE); a comprehensive, multi-pronged communications enterprise concept. The JCCSE is primarily comprised of three key components: the Joint C4 Coordination Center (JCCC); the Joint Information Exchange Environment (JIEE); and the Joint Incident Site Communications Capability (JISCC).

- The **JCCC** is an element of the National Guard Coordination Center that serves as the single point of contact for the coordination of the joint force command, control, communications, and computer systems.
- The **JIEE** is a web-based software application used by 54 states and territories to support coordination and situational awareness of incidents. By tracking requests for assistance and information, the JIEE helps leaders to determine where and when people and equipment are needed most.
- The **JISCC** is a mobile communications package that allows first responders, state and federal agencies to talk to each other during a crisis. Mobile, the JISCC can be deployed to an incident to allow responders to share voice, video and data via satellite and high-frequency radio.

Core Capabilities

The National Guard provides civil authorities with 10 critical core capabilities, called the “Essential 10,” that save lives, protect property and help communities recover from man-made or natural disasters.



Essential 10

- Command and Control
- Logistics
- Aviation
- Security
- Engineering
- Maintenance
- Communications
- CBRN: Chemical, Biological, Radiological and Nuclear
- Medical
- Transportation



BUILDING GLOBAL PARTNERSHIPS

“The SPP and Colorado National Guard played a major role in Slovenia becoming part of NATO. We have strengthened our ties with our allies and we became a stronger force in the Alliance.”

**Brigadier General Dobran Bovic,
Slovenian Chief of the General Staff**

State Partnership Program

Enhancing International Defense through National Guard Relationships



“The State Partnership Program has been the steady hand reaching across the Atlantic for the last two decades. The National Guard is a key part in the message of assurance to the U.S. commitment to the European continent, and the [NATO] alliance.”

State Partnership Program (SPP)

Through the SPP, the National Guard has forged enduring partnerships with nations across the globe for more than 20 years while helping to build U.S. and partner capacity to meet 21st century security challenges. From a program designed to assist countries emerging from behind the Iron Curtain, the SPP now involves 74 nations and the National Guard of every U.S. state and territory.

Guard members work with partner militaries to strengthen shared defenses through training and exercises, and have deployed together to support real-world combat missions. Typically, Guard Airmen and Soldiers spend the majority of their careers in the same wing or unit, enabling them to develop long-term relationships with their SPP partners.

This low-cost, small footprint program leverages funding from other DoD programs (such as reserve component annual training and humanitarian assistance) to deliver a significant return on investment by broadening the pool of security partners who are willing and able to maintain global security. Most of the earliest SPP partner countries in Europe have gone on to become U.S. allies in NATO, and many of them credit the SPP and their National Guard state partners with helping to make that possible.

In a time of shrinking resources and evolving security challenges, the National Guard and the SPP present an attractive and affordable way to build global partnerships that strengthen our own security and that of our allies and partners. For under \$14 million annually, SPP helps reduce the pressure and staggering costs of the U.S. going it alone.




Partnership Successes

- SPP has created 68 enduring, cost-effective partnerships with 74 nations, one-third of the world's countries.
- Army and Air Guard Soldiers and Airmen engaged in more than 700 SPP events last year.
- In the last 10 years, 28 SPP partner countries have deployed forces to Iraq and/or Afghanistan. Fifteen of those nations co-deployed with state National Guard forces 79 times to those conflicts.
- Currently, 44 SPP partner countries provide more than 35,000 personnel to all 14 active United Nations' peacekeeping operations.
- The SPP provides an opportunity for National Guard forces to meet joint and Service training requirements.
- The SPP positions the U.S. to effectively counter anticipated or unanticipated global scenarios as they emerge.
- The National Guard is working with Combatant Commanders and the State Department to increase SPP partnerships, especially within the U.S. Africa Command and U.S. Pacific Command.
- Combatant Commanders and U.S. Ambassadors strongly endorse the SPP for cultivating beneficial, long-term relationships with partners.
- More than 12,300 Army Guard Soldiers supported security cooperation efforts such as the SPP, joint and humanitarian training missions in FY13.
- As part of the SPP, Army Guard Soldiers from all 54 states, territories and the District of Columbia participated in 72 military exercises during 2013.


International Trainers

- Nearly 110 students from 20 countries have received the latest in mobility air crew and intelligence training at the Advanced Airlift Tactics Training Center (AATTC) in St. Joseph, Mo. The program pairs allied and U.S. aircrews and intelligence personnel to teach advanced techniques in planning and employment of mobility aircraft. Unique opportunities are formed -- recently a German intelligence officer briefed a Japanese crew prior to a formation flight with U.S. crews.
- The Air Guard also offers allied aircraft crews training in the flying and operating of the F-16 (the 162nd Fighter Wing in Tucson, Ariz.); C-130J (the 143rd Airlift Wing, R.I.); and the C-17 (the 172nd Airlift Wing in Jackson, Miss.).



**“We are police officers,
plumbers and teachers
in our communities
who make a seamless
transition to Soldiers and
Airmen when our states,
territories or Nation call.”**

Chief Master Sergeant Mitchell Brush,
National Guard Bureau Senior Enlisted Advisor



SOLDIER, AIRMAN, FAMILY READINESS



“Diversity and inclusion maximizes the potential of all employees. We must optimize the skill sets of everyone. We best do that by capitalizing on a strategy that unleashes the full potential of our entire workforce.”

GEN Frank J. Grass
Chief, National Guard Bureau

Diversity Successes and Best Practices

- The National Guard’s Joint Diversity Executive Council (JDEC) was honored two years in a row by the Association of Diversity Councils; the JDEC was ranked 7th in the nation in 2013; and 14th in 2012.
- Developed and implemented Science, Technology, Engineering, and Mathematics (STEM) community-based initiatives.
- Increased representation of those with disabilities by promoting employment opportunities for disabled students through the Workforce Recruitment Program and opportunities for Wounded Warriors.

Sexual Assault Prevention and Response (SAPR)

The National Guard remains committed to reducing incidents of sexual assault, with the ultimate goal of eliminating all sexual assault within its ranks. Our collective efforts have significantly strengthened our SAPR program’s range and increased confidence with our Soldiers and Airmen. Some of our initiatives include:

- To address the jurisdictional gaps between military criminal investigators and local law enforcement, the National Guard Bureau established the Office of Complex Investigations (OCI) to ensure reports of sexual assault are investigated by professionals with the necessary background, training and experience.
- The OCI provides Adjutants General with a funded cadre of independent and unbiased investigators trained to handle sexual assault allegations.
- There are nearly 100 Army and Air Guard investigators who have graduated from the Special Victims’ Unit Investigations Course.

Wounded Soldier and Airman Care

Since 2006, the National Guard has recognized the importance and value of community-based care for wounded, ill or injured Soldiers and developed Community Based Warrior Transition Units. Soldiers are returned home more quickly to their families and support networks, with reduced red tape.

Warrior Transition Units (WTUs) are focused on healing each injured Soldier as he or she either transitions back to military duty or leaves the military to assume a productive and fulfilling role in society. WTUs provide non-clinical support, complex case management, and transition assistance for Soldiers and Airmen of all components at medical treatment facilities.

- Army Guard Soldiers support the Army’s WTUs and Community-Based Warrior Transition Units (CBWTUs). The CBWTUs provide high-quality health care, administrative processing, and transition assistance for recuperating reserve component Soldiers; these units provide Soldiers the ability to live at home, close to their families.
- The Air National Guard’s Wounded Warrior program focuses on awareness, identification and information / referral to Air Guard Wounded Warriors.



Psychological Health

The National Guard Psychological Health Program has more than 170 licensed behavioral health counselors providing clinical assessment and referral, consultation, and education and information in 50 states, three territories, the District of Columbia, 89 Air Guard wings and the Army and Air Guard Readiness Centers. An additional 24 licensed counselors were added to states considered to be high risk.

Directors of Psychological Health (DPHs) work for senior commanders and NCO leaders to advise leadership on psychological health issues. These counselors also provide immediate expertise for Soldiers and Airmen as consultants to address individual and family psychological issues, and they offer professional clinical assessments and referrals to help navigate complex systems of care.

- Army and Air Guard DPHs provided services to more than 150,000 Soldiers and Airmen in 2013.
- Army Guard DPHs conducted nearly 1,000 briefings and training sessions to Soldiers in 2013.
- In the last 12 months, Army Guard DPHs actively mitigated 760 high risk situations; to include suicidal, homicidal and assault cases.
- Air Guard DPHs provided consultations for 25,970 cases last year, the majority (17,336) with leadership.
- Wing DPHs conducted 270 psycho-educational training sessions attended by 51,788 service members and 1,335 briefings attended by 77,410 service members.

Suicide Prevention

- The Army Guard assisted in 2,000 suicide interventions in the last two years.
- The Army Guard hired state Suicide Prevention Program Managers and 78 Directors of Psychological Health (DPHs).
- Air Guard DPHs assisted in 229 suicides interventions last year.
- The Army Guard established Master Resilience Trainer (MRT) training centers at Fort McCoy, Wis. and Fort Custer, Mich. To date, 3,664 MRTs have graduated. Additionally, 510 trainers attended the Applied Suicide Intervention Skills Training (ASIST) program in the past two years. These trainers will instruct nearly 35,000 Soldiers in advanced intervention skills. The Air Guard

graduated 52 MRTs and 8 MRT facilitators from the program last year.

- Video teleconferences are conducted with state Adjutants General to review each suicide, identify lessons learned, and to develop best practices for prevention.

Keep Faith with Families

The National Guard improves and sustains family readiness through an array of programs focused on support for Soldiers, Airmen and their families in each state, territory and the District of Columbia.

- Family Assistance Centers (FACs) addressed more than 2.7 million inquiries, including cases, outreach calls, and information and referral requests in FY13. FACs provide information and referral assistance at 406 National Guard locations to support geographically-dispersed members of all services and components.
- More than 300 Army Guard family readiness support assistants provided support and training to over 5,500 Army Guard commands and over 3,000 family readiness groups in FY13.
- Through the Air Guard's Home Community Care program, free child care was given to more than 7,900 children of Airmen serving on their drill weekend.
- The Army Guard child and youth program conducted more than 2,400 events impacting nearly 73,000 school-aged youth in FY13.
- Through the Joining Community Services initiative, Guard members are providing logistical, marketing and advocacy support at the state and national level to service members and veterans of all military services and their families. In nearly every ZIP code, Guard members, along with 17,000 volunteers across the country, help service members find and consolidate the best local resources in the fastest way possible. National Guard leaders also contribute to the process through the Inter-Service Family Assistance Committee (ISFAC), helping service members to transition back into their communities. <http://www.joiningcommunityforces.org>
- Army National Guard Survivor Outreach Services (SOS) coordinators in each state support family members of fallen Servicemen and women by ensuring survivors receive personnel services and assistance, wherever they may live.

Yellow Ribbon Reintegration Program (YRRP)

Congressionally mandated, the YRRP aims at supporting the readiness and well-being of National Guard by providing information, services, referrals, and active outreach to military members, families or designated representatives, and employers throughout their deployment cycle.

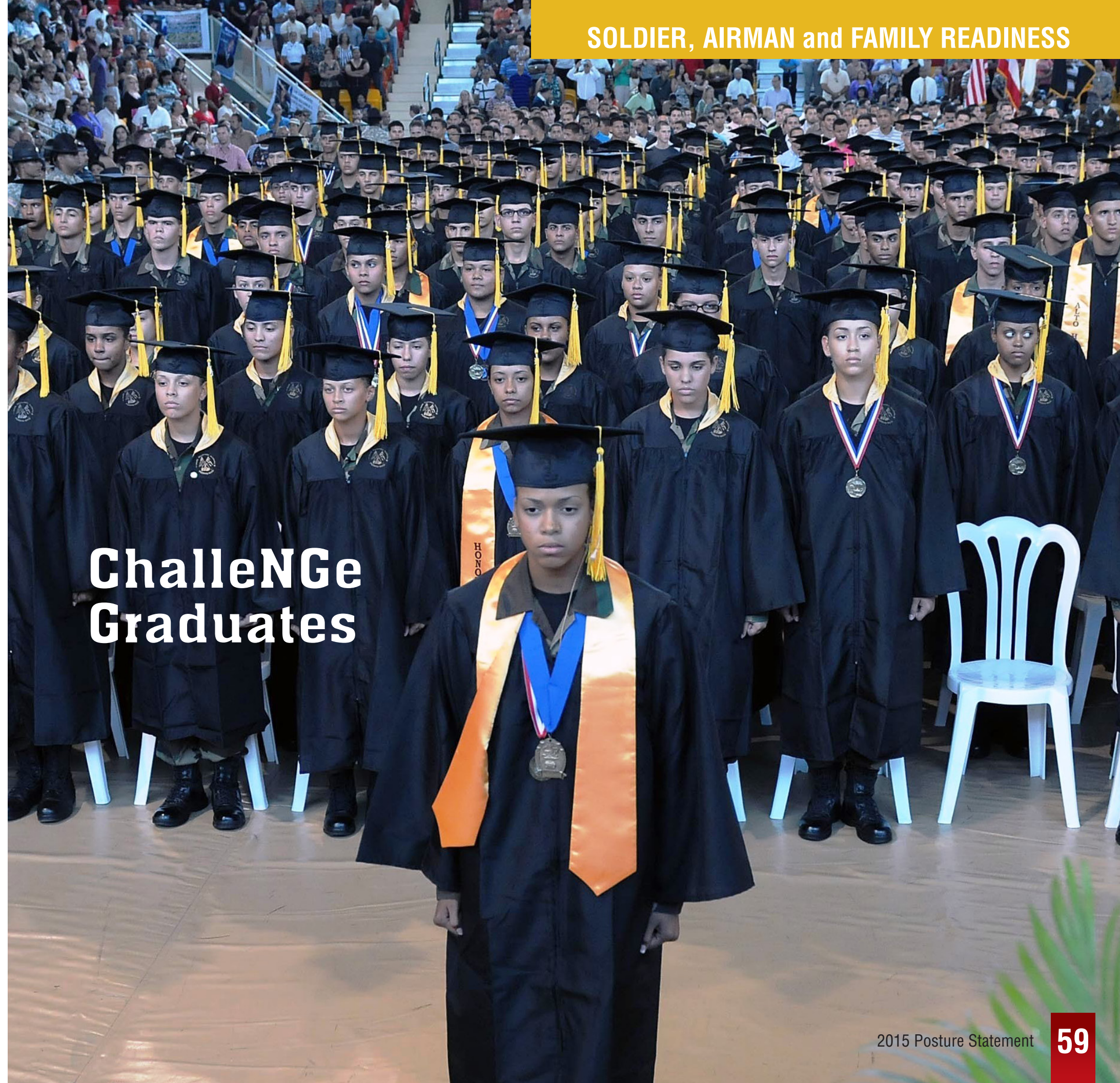
- The National Guard's Yellow Ribbon program sponsored 1,161 events that supported 66,164 Service members, 53,222 family members and 6,799 designated representatives in FY13.
- The Army Guard conducted 870 Yellow Ribbon events that were attended by 56,552 Service members, 48,542 family members and 6,190 designated representatives.
- The Air Guard hosted 291 Yellow Ribbon events that impacted 9,612 Service members, 4,680 family members and 609 designated representatives. Citizen Airmen also participated in 157 joint events hosted by other Services.

National Guard Youth ChalleNGe Program

Recognized as America's premier program for at-risk youth, this program leads, trains, and mentors high school dropouts to reclaim their lives by producing graduates with the values, skills, education, and self-discipline necessary to succeed. Available in 27 states, the District of Columbia and Puerto Rico, ChalleNGe offers a five-month "quasi-military" residential phase and a one-year post-residential mentoring phase for at-risk youth ages 16-18.

- With 1.2 million youths dropping out each year, the cost to the American economy is \$329 billion in lost productivity and earnings over the students' lifetime.
- Since its inception in 1993, more than 121,000 student cadets have graduated from the program; more than 8,800 cadets graduated from the program in 2013.
- ChalleNGe offers opportunities to high school dropouts who could otherwise statistically become non-productive young adults.
- ChalleNGe alumni serve as role models, mentors, and successful productive citizens.
- On average, 80% of the ChalleNGe graduates earn their high school diploma or GED, 26% attend college, 12% enter the military; the rest join the work force.
- Cost per ChalleNGe student averages \$17,300 compared to the \$40,000 per year cost for a youth in juvenile custody.
- A recent RAND Corporation study highlighted the ChalleNGe program as having a significant return on investment by providing a return of \$2.66 for every dollar spent to operate the program.
- Since 1993, cadets across the country performed over 8,480,000 hours of community service worth an estimated \$163.9 million in lifetime public benefits.

ChalleNGe Graduates





“There’s wide agreement in our (Senate) caucus with this independent commission’s findings that the National Guard is the most cost-effective solution for the nation’s defense.”

Senator Patrick Leahy (D-Vt.)

Proven Security America Can Afford

What size force can best keep America safe? Today’s ready and accessible National Guard provides a cost-friendly, high-quality hedge against future uncertainty. Just as important, the National Guard has proven itself as indistinguishable from active forces in battle at around one-third the cost to sustain during peacetime.

Significant savings can be realized by maintaining Brigade Combat Teams (BCTs) in the Army Guard. Three National Guard BCTs can be sustained during peacetime for the cost of just one active duty brigade, preserving needed surge capacity without breaking the budget. Further, that Army Guard unit would give governors the peace of mind of knowing that they have 3,500 trained, ready and equipped Soldiers with proven command and control capabilities available to them in the event of a disaster.

- An on-demand force, more than 80 percent of the National Guard is not paid full-time.
- For around one-third the cost, National Guard forces achieve readiness levels upon deployment that are equal to active duty standards.
- Air Guard units are located at 68 civilian airports; saving millions in overhead costs.
- National Guard Soldiers and Airmen serving in the homeland can be employed by their governors without having to first receive approval from the Department of Defense – saving time and lives.
- National Guard Soldiers and Airmen and their equipment are used on the battlefield and in protecting the homeland – same people, same gear...one cost.
- National Guard forces cost the same as active forces when deployed (\$88,600 per year, per member) – but unlike active duty forces, Guard members cost about one-third when not deployed.
- It takes far longer to recruit and train new units than it does to bring an existing National Guard unit up to peak readiness in time of need.
- The National Guard and Reserve Equipment Account has been the lifeblood of our efforts to equip and modernize our force to meet the demands for dual-purpose equipment.



The Way Ahead



- **Fighting America's Wars:** Defense capability and capacity can be preserved and maintained at maximum readiness levels by leveraging the National Guard's cost-effective structure and its proven combat expertise.
- **Protecting the Homeland:** Based in 3,000 communities, no other military force has the training, equipment or track record to respond when a crisis strikes the homeland.
- **Building Global Partnerships:** The National Guard is structured to build enduring security partnerships better than any other DoD force. America's global security interests will be greatly enhanced by the quality of our security relationships with our partner Nations.

National Guard Bureau 1636 Defense Pentagon Washington DC 20301-1636
<http://www.NationalGuard.mil/Features/PostureStatement.aspx>