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**BEFORE THE  
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## **CNGB Executive Summary**

Today's National Guard plays a vital role in the security and welfare of our nation. On any given day, approximately 30,000 Guardsmen carry out Federal missions around the world, and an additional 10,000 Guardsmen conduct State and Federal missions within the United States and its territories. National Guardsmen are part of an operational force nearly 450,000 strong that provides strategic depth to our nation's Army and Air Force.

The National Guard brings unique relationships, authorities, and flexibility to the Joint Force. Due to the complex global security environment marked by rapid technological change, these attributes are instrumental in implementing the Department of Defense's (DoD) National Defense Strategy (NDS). The National Guard directly supports the three tenets of the NDS: building a lethal force ready for any fight, strengthening alliances and seeking new partnerships, and reforming to improve performance and affordability.

The National Guard also represents a tremendous value to the American taxpayer. Personnel costs for our citizen-soldiers and citizen-airmen are significantly lower, when not activated, than our Active Duty counterparts. We are a force that allows for the rapid expansion of the Army and the Air Force. When we are not activated, we offset risk in capacity, allowing for modernization and recapitalization that benefits the Active, National Guard, and Reserve forces. We are the primary combat reserve of the Army and Air Force. Furthermore, National Guardsmen leverage civilian skill sets in a military capacity, and conversely bring military training and knowledge to civilian communities.

As the Joint Force faces increasing demands in all corners of the globe, and with the ever-present threat of natural disasters and other unforeseen events taking place within our borders, the National Guard supports the NDS and serves the American people at home through three core missions: Warfight, Homeland, and Partnerships.

### **Warfight**

The warfight is a primary mission and at the heart of everything the National Guard does. Being ready to fight and win America's wars drives our training, our equipment and maintenance requirements, and our recruitment efforts. While we are able to use our training and equipment for State missions and DoD mission support, we provide ready forces to Combatant Commanders.

Our current threat environment requires the National Guard to be prepared for complex, global operations in the most demanding conditions. With the rise of China and Russia, we have shifted our focus from counterinsurgency operations to great power competition. China and Russia are undermining the international order through various means, exploiting all domains to change the character of warfare. We remain poised to surge to augment the Joint Force for national security threats from Iran, North Korea, and non-state violent extremists.

The changing and global nature of threats shapes the warfight, and the National Guard is evolving rapidly to meet new demands. We are the principal combat reserve of the Army and Air Force, making up 20 percent of the entire Joint Force providing strategic depth in support of combatant commands. Since 9/11, more than a million Guardsmen have mobilized and deployed; many have deployed multiple times. While the model of one weekend a month and two weeks a year provides the foundation of readiness across the National Guard, dynamic

employment and global operations will require more of our service members than ever before. In order to fully leverage readiness that lives in the National Guard and to empower our Guard men and women, mobilization requirements need to be predictable. This structure, predictable in time but geographically agile, will afford the DoD greater flexibility during this period of great power competition.

This flexibility in employment also requires an enterprise approach to modernization of the Total Force in order to remain deployable, sustainable, and interoperable with the Active Components. The Guard requires parity in our training, facilities and equipment. There is only one standard for readiness, and there should be only the highest standard for our equipment. Without parity, we cannot integrate with the Active Components; if we cannot integrate, we cannot be the lethal force necessary to help deter, fight, and win America's wars. Training, facilities, and equipment must strive for parity to keep our Guardsmen interoperable and our country competitive.

A prime example of a Fiscal Year (FY) 2019 action that supports National Guard parity is the arrival of F-35s to the Vermont Air National Guard. The presence of this cutting edge capability within the National Guard demonstrates a new commitment to the recapitalization and modernization necessary to ensure Guard readiness and interoperability.

## **Homeland**

The National Guard serves a dual State and Federal role within our borders. Guardsmen can be found in nearly every county of the United States, and this proximity allows us to respond quickly to any threat that endangers our homeland. Our skills, developed for and honed through the warfight, can play an important part in a unified response during domestic emergencies, and allow Guardsmen to assist first responders in times of crises.

The United States strives to never let the fight reach our borders. However, the reality of today's security environment makes clear our homeland is no longer a sanctuary. Cyber threats and new weapons' technology extend the reach of our adversaries.

National Guard Missile Defenders in places such as Fort Greely, Alaska, Schriever Air Force Base, Colorado, and Vandenberg Air Force Base, California, protect our homeland and stand ready to support DoD's efforts to adapt to the challenge of advancing missile threats that can reach our shores. The National Guard plays a critical role in our DoD's cyber enterprise and are a valuable resource to the States. More than 3,900 Soldiers and Airmen make up the Guard's cyber force. On a routine basis, these professionals directly support the U.S. Cyber Command's Cyber Mission Forces (CMF) construct. Additionally, our National Guard cyber teams, at the direction of their States, used their expertise to respond to ransomware attacks in Texas, Louisiana, California, Colorado, and Montana.

National Guard cyber support to State and local municipalities in 2019 are an indication of the future cyber environment; and our actions demonstrate both the effectiveness and value of the Guard's cyber capabilities.

The National Guard is often at its most visible in American communities in the aftermath of natural disasters, and 2019 was no exception. The National Guard responded to snowstorms, wildfires, and floods, and provided full-spectrum recovery and support to all those affected by Hurricane Dorian. Our collaboration with State, local, and Federal (including military)

entities helps the National Guard respond quickly and effectively in times of disaster. In addition, we are constantly training and are ready to respond to incidents in the homeland, whether natural or man-made. We are America's military first responders in times of disaster.

The National Guard also provides support to civilian law enforcement agencies through DoD's National Guard Counterdrug Program. Through this program, the National Guard has provided support to more than 300 Federal, State, local, tribal, and territorial civilian law enforcement agencies across all 54 states and territories for more than 30 years. While Guardsmen do not conduct law enforcement missions, they provide expertise such as analysis support, communications, and linguist services to law enforcement entities. This helps law enforcement combat cartels, positively reach at-risk youth, and seize billions of dollars in illegal narcotics. This program is another way the National Guard is making a difference in the homeland.

### **Partnerships**

The National Guard is unique in the depth and breadth of its relationships. Whether its security cooperation activities with international partners or emergency response coordination with State and local governments, or collaborating within the federal interagency process, these relationships strengthen alliances and partnerships.

Partnerships are vital to our military strength and success. Every day, our allies and partners join us in deterring war and preserving a free and open international order. By working together with our allies and partners, we share the burdens and responsibility for our common defense. These relationships also offer unique perspectives and positions that help us understand and access critical regions of the globe.

When building alliances with foreign nations, the National Guard's State Partnership Program (SPP) is one of the premier security cooperation initiatives within DoD. The SPP is a scalable and tailored approach to security cooperation that formally links a state's National Guard with the armed forces of a partner country. The National Guard consults and coordinates with combatant commanders, U.S. Embassies and their country teams, and host nations to understand the full range of issues they face. SPP events are led by respective state adjutants general who seek engagements on a broad array of interests that are beneficial to both nations.

Today, 84 countries around the world are partnered with the National Guard through this program. Through the SPP, we do more than conduct military-to-military engagements; we leverage whole-of-society relationships and capabilities. These partnerships also help us counter malign influence, support combat and security operations deployments, and assist with disaster response. Given the benefits of this program, consistent funding is critical to the continued success of the SPP, and the long-term advancements of our national security interests.

Owing to our role as State-controlled militias, the National Guard inherently has close relationships with state and local agencies and officials. Our skills and abilities developed for the warfight—including manpower, training, leadership, organization, logistics and communications—augment Governors' and community partners' emergency response strategies, ultimately responding to the needs of Americans in the homeland.

## **Three Priorities for the Future of the Guard**

Today's National Guard is the finest in its history. However, we must not become complacent and must continue to evolve for the threats ahead. We will be responsive to global trends and prepare for the challenges of the future by committing to three priorities: readiness, people, and innovation.

### ***Priority #1: Readiness***

Guard Soldiers and Airmen support DoD missions across every geographic combatant command and respond to disasters in communities across the nation. As an operational force, we provide strategic depth to the Army and Air Force. We must remain interoperable in light of increasing global demands, train and equip our Guardsmen, and maintain our facilities to this standard.

The National Guard needs functional facilities to accomplish critical domestic response and warfight missions. We cannot be ready for the challenges of the future with yesterday's training, equipment, or facilities. Like the need for cutting edge equipment, our Soldiers and Airmen deserve the best facilities while serving our communities or preparing for overseas operations.

The Army National Guard (ARNG) is committed to generating forces that are both warfighting- capable and governor-responsive. Combatant Commanders depend upon ARNG Soldiers during every phase of conflict abroad and governors depend upon them during emergencies at home.

In FY 2019, the ARNG contributed to missions in Afghanistan, Kuwait, Jordan, Qatar, Ukraine, Kosovo, Eastern Europe, the Horn of Africa and the Sinai Peninsula. ARNG units also conducted vital, multinational exercises and performed more than 2 million duty days while assisting communities during devastating hurricanes, floods, winter storms and wildfires.

In its Federal role, the ARNG's primary task is to generate combat-ready forces for the U.S. Army and the Joint Force. The Army designates select ARNG formations as Army Response Forces (ARF) that are available to rapidly deploy and conduct contingency operations. Additionally, four ARNG brigade combat teams and enablers will complete decisive-action training rotations at the Army's premier combat training centers. The ARNG's primary focus in FY 2020 is to sustain gains in recruiting and address challenges in retention that threaten readiness. All of these activities will be overlaid with deployments and exercises for tens of thousands of our Citizen-Soldiers around the world.

Given this level of activity, ARNG leaders are managing the cumulative impacts of training and operations to ensure we keep faith with Families and civilian employers. Doing so is essential to support the people who underwrite our Soldiers' service year after year.

The Air National Guard (ANG) commitment to readiness provides our nation and Air Force with significant flexibility. After more than two decades as a proven operational force, the ANG has become a critical component to the nation's strategic deterrence, operational capability, and first-in capability. Furthermore, the ANG possesses strategic capacity across each of the Air Force Core Competencies: Air and Space Superiority; Intelligence,

Surveillance, and Reconnaissance; Rapid Global Mobility; Global Strike; and Command and Control.

In FY 2019, the men and women of the Air National Guard supported 14,692 deployments to 52 countries and on any given day, there are more than 5,000 Guard Airmen serving around the world in support of the combatant commands.

The Air National Guard's focus on readiness assures dominance in air, space, and cyberspace. We do so by preparing 21<sup>st</sup> century Air Guardsmen for today's fight, while building for tomorrow's fight. Our objective is to provide our nation with an operational and lethal force with rapid response capability, which is fully interoperable with the United States Air Force and the Joint Force, and able to deter aggressors and defeat threats to our national interest.

In addition, the National Guard remains a valued and loyal partner to our national security space enterprise. Our National Guard space units ensure we dominate that domain as it gains prominence in warfare. Since the United States Space Force was formally established by the December 20, 2019 National Defense Authorization Act, the National Guard has supported and will continue to support the newest military service. Specifically, the National Guard supplies the Department of Defense 100 percent of its unit-equipped, surge-to-war operational reserve component space force structure. To date, the National Guard provides 40 percent of the operational expeditionary space electronic warfare capabilities in the Space Force, and is rapidly growing to 60 percent with the addition of two squadrons in Guam and Hawaii. Furthermore, the National Guard retains decades of space-related depth and expertise. For example, every day the space professionals at Clear Air Force Station Alaska monitor missile threats in the Pacific, and National Guard space intelligence experts in Ohio monitor space threats. Most recently, space electronic warfare units from California and Florida returned from overseas deployments that were critical to combatant command success. For the future success of our newest service, it is vital the National Guard's expertise and capabilities continue to be available to the Space Force enterprise.

Readiness requires that our leaders remain focused on the mission and empower our men and women to reach our objectives.

### ***Priority #2: People, Families, and Employers***

No one who puts on a uniform serves alone. This is particularly true in the National Guard, where our Guardsmen balance service with civilian careers. We strive to balance the needs of both our drilling and full-time Guardsmen with the demands of the mission, and provide support to the families of our service men and women.

Our Guardsmen come from communities all across the country, bringing with them diverse cultures, experiences, and skills. Our National Guard culture values diversity and inclusion, which are fundamental to organizational readiness and help us reach and maintain the highest standards. We are at our best when we reflect the communities we serve.

To build for the future, we must recruit people with the right skills and experience. That is why focusing on active duty service members who are transitioning to civilian life is a critical piece to our recruitment. We want to ensure we capture the talent and skills of these service members and show them the benefits of continued service to their country. We must recruit the very best men and women, therefore we must also have competitive incentives—such as education

benefits. We must share our story, our history, our legacy.

We also have a responsibility to support the Guardsmen in our ranks. We are emphasizing mental health and resilience for our Soldiers and Airmen through the Suicide Prevention and Readiness Initiative, which helps Guard units identify risk factors and effective intervention techniques. Through the Warrior Resilience and Fitness Innovation Incubator, the National Guard is also taking a grassroots approach to find ways to address mental health crises at a local level.

To support our Guard members' families, we provide family readiness programs, employment assistance programs, and ensure that families know where to turn if they need help. Family programs not only benefit service members and their families, but also have a positive effect on a unit's morale and readiness.

### ***#3 Innovation***

We have a responsibility to improve the National Guard—to leave it better than we found it, so we can be ready for the challenges of the future. Innovation—whether in business processes, technology, partnerships, or culture—is in our DNA. We must constantly look forward, educating and empowering our Guardsmen to implement innovative measures.

Technology has radically shaped our lives, and it has radically reshaped our national defense. Success no longer goes to the country that develops a new technology first—it goes to the country that adapts its way of fighting fastest. The National Guard continues to be a catalyst for DoD's technological initiatives, including artificial intelligence, robotics, biotechnology, “big data,” and advanced computing.

### **Conclusion**

The National Guard traces its lineage back 383 years. In that time, we have fought in every American war, responded to our countrymen in need, and developed partnerships that have strengthened our national defense. However, we are just getting started. With the incredible skills and talents of our men and women, we are ready for today and building for the future.

We will undoubtedly face new challenges, but our values, our vision, and our willingness to fight and secure our nation runs deep. Today and tomorrow, the National Guard is Always Ready, Always There.