



DEPARTMENTS OF THE ARMY AND THE AIR FORCE  
NATIONAL GUARD BUREAU  
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NGB-ZA

14 July 2003

MEMORANDUM FOR THE ADJUTANTS GENERAL OF ALL STATES, PUERTO RICO, THE US VIRGIN ISLANDS, GUAM, AND THE COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

SUBJECT: (All States Log # P03-0044) Joint Force Headquarters – State Transformation Guidance

1. References:

- a. Memorandum, NGB, NGB-ZA, 1 Jul 03, subject: (All States Log # P03-0038) National Guard Bureau Transformation
- b. Memorandum, NGB, NGB-ZA, 1 Jul 03, subject: National Guard Bureau Transformation
- c. Memorandum, NGB, NGB-ZA, 1 Jul 03, subject: National Guard Bureau Transformation – Initial Operational Capability
- d. Memorandum, NGB, NGB-ZA, 1 Jul 03, subject: Appointment of National Guard Bureau Joint Staff Directors
- e. Memorandum, NGB, NGB-ZA, 9 Jul 03, subject: Appointment of National Guard Bureau Joint Staff Directors
- f. NGBM 10-5/38-101, Organizations and Functions of the National Guard Bureau, 8 Feb 02
- g. NGBM 10-5/38-101 (PROVISIONAL), Organizations and Functions of the National Guard Bureau, 1 Jul 03
- h. NGB JFHQ – ST Transformation Guidance (NGB-ARF and ANG/XPM Working Group)

Warrior Network Broadcast Information

2. As promised, the National Guard Bureau is now operating as a Joint Staff. I promised you that by 15 Jul 03 each of you would see the initial results of the NGB's transformation and receive a framework for you to use to achieve an Initial Operational

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Capability (IOC) for your Joint Force Headquarters-State. With the NGB transformation underway, the next critical phase is to achieve an IOC at your Joint Force Headquarters-State (JFHQ-State) by 1 October 2003. The majority of your guidance is contained in the NGB JFHQ – ST Transformation Guidance plan, reference h above and available on-line. Our intent in this guidance is to have you apply appropriate scale (small, medium, large) to the objective staffing models as required for your state and particular circumstance.

3. We will continue the transformation process for the foreseeable future. The Directors of the Army and Air National Guard and I agree that this is not simply an act of changing office symbols. The mid-range goal of this process is to achieve Full Operational Capability (FOC) of each JFHQ-State within 3 years, to include doctrinally sound joint operations performed by JFHQ-State based on formally approved joint manning documents and joint duty positions. The Adjutants General (TAG) retain authority to size, structure, and declare their JFHQ IOC (as provisional organizations). IOC will be specifically defined by TAGs within their state, but should follow the JFHQ State Transformation Guidance where practical. Again as we have previously agreed, TAGs have as much latitude as possible.

4. Joint Force Headquarters – State Transformation Guidance, with supporting annexes and the references listed above, will be available on-line at the following locations NLT 0900 EDT, 15 Jul 03:

a. Guard Knowledge On-Line (GKO): <https://gko.ngb.army.mil> (What's Hot)

b. Air National Guard On Line: <http://www.ang.af.mil/> (Joint Force Headquarters-State Transformation Guidance)

5. Your staffs need to access the URLs and download the JFHQ-ST Transformation Guidance and supporting annexes as soon as possible in order to meet some short suspense requirements. The first suspense is 15 August 2003 for the submission of JFHQ-ST Transformation Plans and Organizational/Functional descriptions (modeled on NGBM 10-5/38-101).

6. The ANG Training and Education Center Warrior Network (McGhee Tyson ANGB, TN) will broadcast a JFHQ-State Transformation planning session, 22 July 2003, from 1200-1400 EDT. The ARNG Chiefs of Staff and ANG Executive Support Staff Officers, or your selected representative are asked to attend the nearest available Warrior Network broadcast site. Two of my senior staff members will host the session, which is intended to share information and provide feedback and problem resolution for this

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initial guidance package. Please contact your closest ANG (Wing or State Headquarters) Training Manager or Multimedia Manager for viewing arrangements.

7. The NGB Plans, Policy, and Interoperability Directorate (NGB J-5/7) is the NGB Office of Primary Responsibility for state/territory assistance in achieving JFHQ-State IOC. For service specific support, the points of contact are NGB-ARF, COL James A. Barrineau, (703) 607-7800 or DSN 327-7800 and ANG/XPM, Col Jim Demeritt, (703) 607-2887 or DSN 327-2887 .

8. This guidance is effective immediately and remains in effect one year from date.

9. Point of contact is Col J. Michael Turner, NGB J-5/7, (703) 607-2262, DSN 327-2262, or e-mail at [james.turner@ngb.ang.af.mil](mailto:james.turner@ngb.ang.af.mil).



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