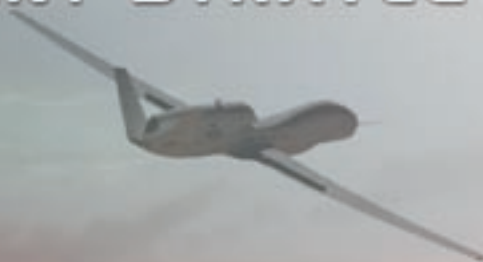




VANGUARD

ENGAGEMENT STRATEGY



TRANSFORMING
THE AIR NATIONAL GUARD

From the Chief

From the Chief

We find ourselves at a unique time in history when incredible opportunity and substantial risk are converging. The National Guard of tomorrow will not look like it does today. The issues are certainly complex but the choices are crystal clear: relevance or marginalization. We cannot afford to continue business as usual. We must all speak the one VANGUARD message with our many voices... and we must do so today! I strongly encourage you to lend VANGUARD your total support as we engage daily at all levels within the Administration, the Congress, and the Department of Defense while specifically planning to leverage opportunities and mitigate risks that affect our relevant futures.



H STEVEN BLUM
Lieutenant General, US Army
Chief, National Guard Bureau



From the Director

From the Director

The “**VANGUARD**” Engagement Strategy is my vision for transforming the Air National Guard to remain “out in front” as the Department of Defense addresses current realities and plans for an uncertain future. Our Air National Guard of tomorrow will be molded by our transformational approach and actions of today.

We must continue to lean on the strengths of our people, core values, core competencies, community connections and unique culture *while* participating in Air Force and Department of Defense Transformation, Jointness and Capabilities Based Relevance.

Now is the time for us to lead the way by considering, selecting and implementing new concepts and missions that leverage our unique strengths to improve Total Force capabilities in support of the Expeditionary Air Force and defense of the homeland. This can only be accomplished by involving all Air National Guard stakeholders, working toward a common goal... enhanced future relevance for the entire Air National Guard. Vanguard seeks the optimum synergy resulting from melding the right concepts and missions at the right times and places for the right reasons without jeopardizing our core values and historic traditional militia heritage and culture.

There is simply no Air Force mission or capability the Air National Guard cannot provide. Working with the Department of Defense and the Air Force, as accessible Total Force partners, we will ensure the “Ready, Reliable, Relevant — Needed Now and in the Future” Air National Guard remains at the vanguard of protecting and defending our communities, states and nation.

DANIEL JAMES III
Lieutenant General, USAF
Director, Air National Guard



The Environment

The Environment

The Air National Guard of today is quickly approaching numerous challenges and constraints, which will shape and define it organizationally for years to come. Over the next few years, influences on and from the Department of Defense will converge and overlap in such a manner that it is imperative for us to be prepared to face them head on with a well thought out plan for transformation.

We will need to continue to focus on our most valuable asset... our people. The Air National Guard membership encompasses some of the most talented individuals that our nation has to offer. Our accessibility, diversity, leadership, community ties, culture and civilian skills, in addition to our military skills, will have to be balanced within our transformational efforts. These attributes are what define the citizen airman.



The superiority of our conventional warfighting capabilities is no longer in doubt. However, based on the current global environment, many have argued that not only do we appear to have more capability than is needed, but a closer examination of our force mix is required. The shift from the Cold War garrison force to a 21st Century expeditionary force is driving many changes and creating many challenges.

Some of the substantive challenges we will be facing are defense of the homeland, Base Realignment and Closure, and the next Quadrennial Defense Review. All will weigh heavily on future defense planning and force structure. The requirements in support of the defense of the homeland are continuously being redefined and are expected to increase for years to come. Base Realignment and Closure and the Quadrennial Defense Review will influence the shape, basing and force composition. Regardless of our position on any of these challenges, we have numerous internal issues that need to be addressed.

In the coming years, we face across the board attrition reserve problems within many of our legacy platforms. Force modernization issues and aging airframes will also force changes to the way we look and operate today. The Air Force will soon need to replace some of its legacy systems and the procurement of new systems will demand an even greater slice of an already constrained Defense budget. As such, we can expect the replacement systems to be fewer in number, but more capable. Even the most conservative projections show fixed federal budget entitlements increasing dramatically in the coming decades, resulting in a decreasing percentage of the budget being available for increasingly expensive military programs.


We cannot allow our ties to the past to threaten our preparations for the future. The global and fiscal environments have changed and will continue to change. We will embrace our new environment and plot a solid course to our future... a more relevant Air National Guard.

***“In the middle of every difficulty lies opportunity.”
(Albert Einstein)***

Transformation Transformation

The Air National Guard has always been on the VANGUARD of the Department of Defense transformation. Like our Active Duty Air Force counterparts, we have undergone constant change since our inception. In the 1950s and 1960s, we were considered a force in reserve. Our equipment and training was a decade older than that of the active force and the participation of our forces were held in reserve. In the 1970s and 1980s, we began our total force evolution; our equipment was still a decade older, but we began to integrate our activities and training into that of the active force. In the 1990s, we capably cemented ourselves as equal Total Force partners. Based on past decisions, our equipment today is compatible with our Active Duty counterparts, our training is comparable, and in many areas we have now become the Air Force's most experienced force.

Today, as we look toward our future relevancy, as indispensable and equal Total Force partners, we have to be prepared to transform with the Total Force. We are now in a position to make the decisions that will influence our next evolution... transforming the Air National Guard; however, we need to first understand real *Transformation*.



Transformation is not embracing the cascading legacy castoffs of our Total Force partners.

Transformation is not protecting flags at the expense of sound corporate decisions. Transformation is not planning for the one-for-one replacement of aging systems while turning a blind eye to exploring new missions and concepts. Transformation will require some level of risk of what you are today for what you may become tomorrow.

True Transformation is digging into and beyond our paradigms of current organizational constructs, embracing new concepts, exploring new ideas, and focusing on the needs of the joint warfighter. As we examine ourselves, we cannot afford to develop just one course of action, we need to develop many viable options, each of which promote our unique contributions to the Total Force.

Many of today's capabilities may not be required in the future. The future Air Force will rely heavily on technological advances in space, command and control, intelligence, and reconnaissance systems (C2ISR), information warfare, unmanned aerial vehicles, and the ability to conduct high volume and highly accurate attacks with significantly fewer platforms. For us to remain Total Force partners, we will have to carve out our own strategy in those areas and explore new organizational constructs. We have to expand our capabilities as joint warfighters and make the necessary changes to integrate seamlessly into the joint warfighting force. To remain relevant, we must listen to the messages that are being sent today.



Transformation is the message:

...We are Total Force partners.

...We will transform in harmony with our partners.

...We will take charge of our transformation destiny today so that our young airmen and lieutenants will not be disappointed twenty years from now by decisions we failed to make.

“Twenty years from now you will be more disappointed by the things that you didn’t do than by the ones you did do...”

(Mark Twain)

The Strategy

The Strategy

Air National Guard Transformation will require a balanced approach weighing our commitment to today's missions while managing the risks inherent in transforming for the future. Our connection and commitment to the Total Force requires that the Air National Guard actively participate in transformational efforts.

The Air National Guard will pursue future capabilities in support of the Expeditionary Air Force and defense of the homeland. Through transformation, we need to position ourselves to ensure continued engagement in new air and space capabilities. We have to plan for the eventuality of fewer platforms and reduced infrastructure. We have to align our capabilities to provide the maximum relevant contribution to the Air Force and the nation. As we explore new missions, our focus has to be on those missions that the Air Force is willing to support with the resources needed to execute the mission.

The Air National Guard must continue to transition some of its capability to *Transformational Organizational Constructs*, to include: Blended/Integrated Units, Associate Units, Sponsored Reserve, Mega Basing, Joint Basing and City Basing. To ensure relevance for tomorrow, everyone will need to pursue opportunities today in the Air National Guard's *Transformational Focus Areas*.

Transformational Focus Areas



The Air National Guard Transformational Focus Areas were developed with the intent of positioning and reshaping our organization to take advantage of new and emerging missions. It is imperative for us to locate and exploit efficiencies within our current structure to allow for force reallocation, new opportunities and increased capability in critical areas. The Transformation Focus Areas are areas rich in opportunity to free up resources to transform.

1 Transformational Organization & Technology Improvements

Organizational efficiencies should be gained through the elimination of redundant practices and discarding capabilities rarely utilized. While technology is one of the keys to transformation, how we approach using that technology is just as important. Where the trade is affordable, effective incorporation of existing technologies or replacement of outdated technologies should improve missions and free up needed manpower resources. Whether we transform our organizational practices or make improvements through the effective use of technologies, the payback can be re-rolled to invest in our future.

2 Geographically Separate Units (GSU)

Today there are over 100 Geographically Separate Units in the Air National Guard, excluding state headquarters. We should engage in efforts to reduce the number of GSUs where it makes sense by relocating some and combining the activities of others. We will explore civilianizing and contracting civilian services for some of these activities. We must remember that the size and cost of each individual unit is not the issue, the cumulative effect of maintaining all of the units is the issue. The total savings gained will be redirected to provide a greater war-fighting, relevant capability.

3 Air National Guard Units with Like Missions & Equipment

This is the area where we can reap the greatest benefits. By integrating units with like missions and equipment, utilization rates can be improved while excess equipment and manpower should be redirected to solve attrition reserve problems or invest in new missions. Concepts to consider in this area include blended/integrated and associate type units.

4 States with Multiple Flying Units

We will examine these units to find out if advantages can be gained through co-locating and integrating some of the Base Operating Support functions, as well as sharing equipment and manpower to reduce infrastructure and redundant practices. We will invest the resources gained to other transformational efforts.

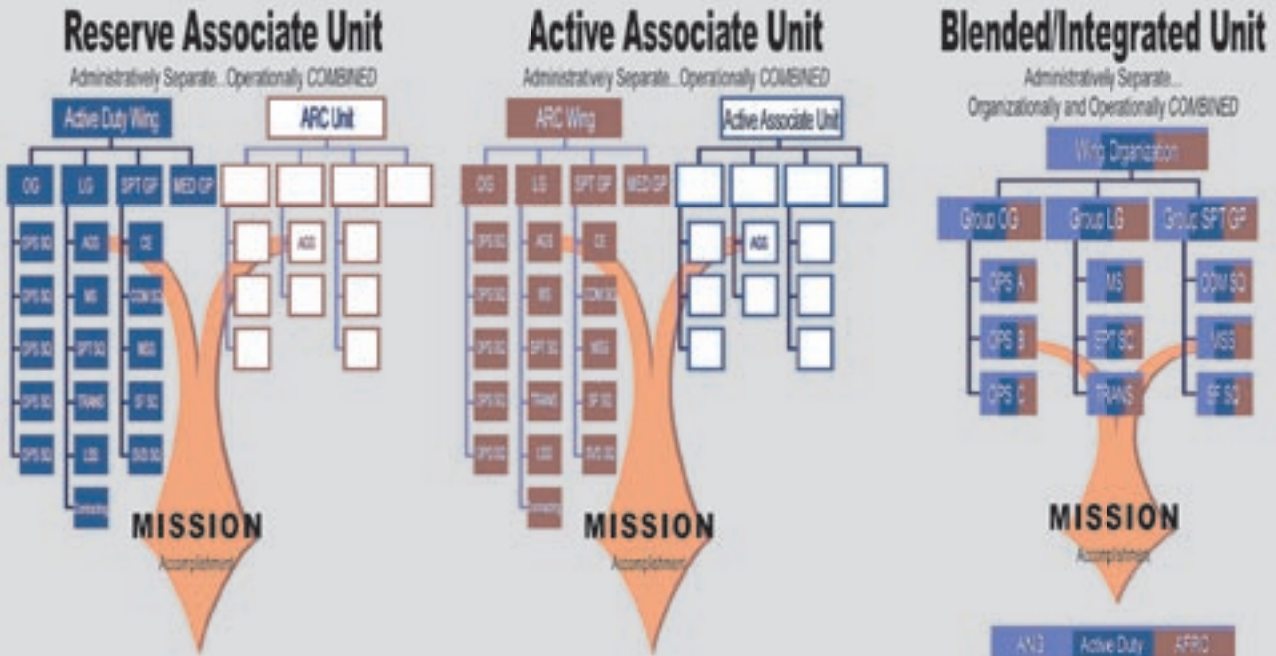
5 Air National Guard Units Located on or Near Active Duty Bases or Other Military Installations

These units should review their operations and streamline “like” activities. We should examine our locations and determine if efficiencies can be harvested through our own relocation or repositioning Active Duty or other components’ activities to Air National Guard locations. In many instances, Air National Guard units and the organizations with which they are sharing real estate are performing Base Operating Support functions separately. By integrating certain functions and aligning ourselves more closely, we can strengthen our joint warfighting capability and push jointness to the lowest appropriate level. Sharing equipment, facilities and manpower should increase joint training opportunities, provide a more efficient use of resources and better position us for future missions.

The Strategy

Transformational Organizational Constructs

Transformational Organizational Constructs are Future Total Force concepts intended to provide a basis for Total Force transformation. The definitions below are general in nature and not intended to fit every situation. Any combinations of blended/integrated, active associate or reserve associate and other organizational constructs tailored to fit mission needs and maximize mission effectiveness can be used. Each state will have to examine their own unique situation when deciding which organizational construct best fits their circumstance. We envision Active, Reserve or other components located and operating on Air National Guard installations, and Guard units on Active, Reserve or other components' installations. The intent is to provide the maximum Air Force capability to the Combatant Commander and garner efficiencies that can be redirected to new capabilities.



Blended/Integrated Units

Personnel, all assigned to the same wing or squadron - Active, Guard, Reserve, civilian - that are administratively separate, but organizationally and operationally combined.

Active Associate Units

Active Duty units assigned to a Guard or Reserve wing or squadron that are administratively and organizationally separate, but operationally combined.

Reserve Associate Units

Guard or Reserve units assigned to an Active Duty wing or squadron that are administratively and organizationally separate, but operationally combined.

Mega Basing

Combining several like or disparate units from the same Service on a single base.

Joint Basing

Co-locating units from different Services on a single base.

City Basing

By adding Active Duty force structure to existing Guard or Reserve locations, City Basing could include outsourcing or privatizing non-military/non-critical functions on location or within the local community to reduce the Department of Defense infrastructure.



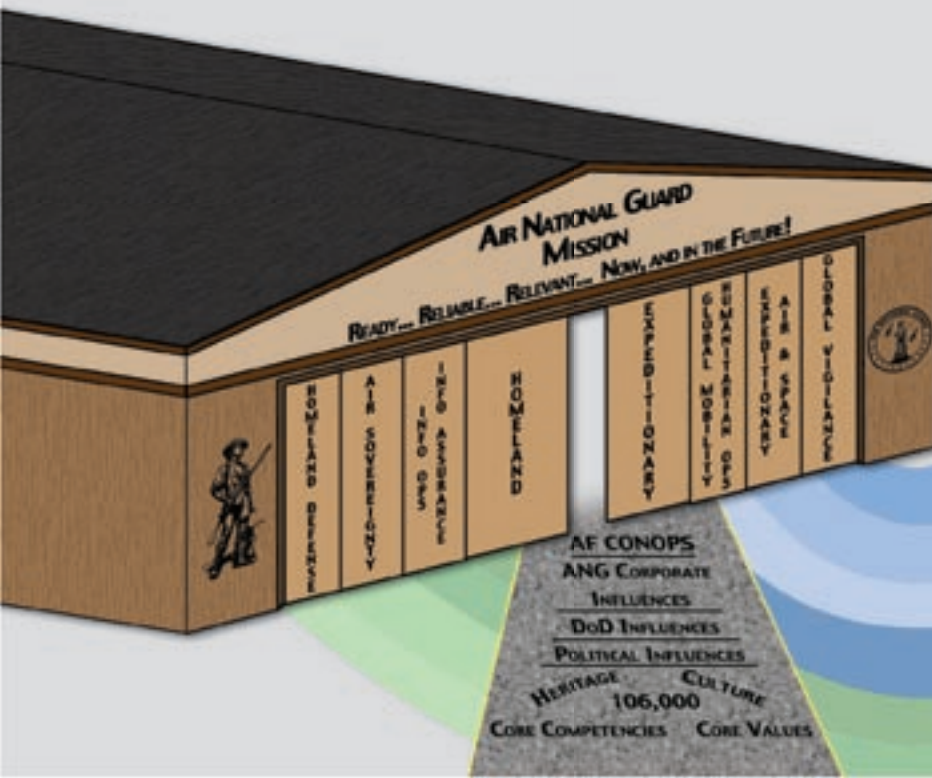
The Strategy

Strategic Planning

In addition to the *Transformational Focus Areas*, the Air National Guard will engage in defining its presence for the 21st century by outlining a strategic direction. This will guide the development of Air National Guard future capabilities, requirements, corporate investment and organizational decisions.

Included within Strategic Planning are two mission areas: ***Expeditionary*** and ***Homeland***, which are supported by six focus areas that crosscut the Air Force's Concepts of Operations.

These mission and focus areas were identified because they encompass the Air National Guard culture, values and heritage while maximizing our support to the Total Force and the Department of Defense.



Mission Areas

Expeditionary

Confirms our commitment to continue to provide warfighting and humanitarian forces capable of seamlessly integrating into the Air Expeditionary and Joint Forces.

Homeland

Confirms our commitment to community support while providing support to defense of the homeland.

Mission Focus Areas

Global Vigilance

Provide persistent Intelligence, Surveillance and Reconnaissance (ISR) to detect, track, identify, assess or preempt friendly, neutral and adversarial effects or actions on government or civilian infrastructure, systems or forces when under federal or state authority.

Expeditionary Air & Space

Air and space forces equipped with required infrastructure and equipment to rapidly respond and sustain operations under federal or state authority.

Global Mobility & Humanitarian Operations

Global mobility and humanitarian operations forces equipped with required infrastructure and equipment to provide assets to state or federal civilian and military authorities.

Information Operations & Information Assurance

Secure Total Force and critical civilian information systems from attack or infiltration by adversarial forces or individuals and provide ability to effectively gather, interpret and disperse essential information on potential or current adversaries.

Air Sovereignty

Orchestrate interagency efforts to secure and maintain absolute control and authority over U.S. airspace.

Homeland Defense & Force Protection

Deter, prevent and respond to any attack on the United States.

Bottom Line

Bottom Line

...We will be **full** participants in
Department of Defense Transformation

...We will **divest irrelevant** missions
and equipment while embracing new
transformational concepts and ideas

...While transforming, we will
maintain our core values,
community linkage, and
unique Guard culture

Next Step... Next Step...

Take charge **now** and involve all stakeholders in developing actionable plans to ensure relevancy of your mission, unit, state and the Air National Guard.

“Now is the accepted time, not tomorrow, not some more convenient season. It is today that your best work can be done and not some future day or future year. It is today that we fit ourselves for the greater usefulness of tomorrow.”

(W.E.B. DuBois)

C H A L L E N G E

The challenge to the Air National Guard is to step boldly through the constraints of our new environment, while transforming into an organization that everyone will look back on with pride and know that your efforts during this critical time were something special. Together we will lead the way and set the Transformational example while leaving a mark of enduring brilliance on our road to...

"Ready, Reliable, Relevant... Needed Now, and in the Future"... Air National Guard!

"I don't hide the fact that I'm history conscious, I want the organization to be remembered in such a way that everyone who was a part of it will look back and know that they were part of something special."

(Tex Schramm)



<https://airguard.ang.af.mil/>

Ready • Reliable • Relevant