

**STATEMENT BY**  
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**DIRECTOR, ARMY NATIONAL GUARD**  
**AND**  
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**BEFORE THE**  
**SENATE APPROPRIATIONS COMMITTEE**  
**SUBCOMMITTEE ON DEFENSE**

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**NATIONAL GUARD AND RESERVES**

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UNTIL RELEASED BY  
THE SENATE COMMITTEE ON APPROPRIATIONS

## National Guard Posture Statement 2010

# Introduction and Executive Overview

**General Craig R. McKinley**

*Chief, National Guard Bureau*

### **New Beginnings**

2008 was a year filled with positive change for the National Guard. The National Defense Authorization Act (NDAA) of 2008, enacted in January, designated the National Guard Bureau (NGB) as a joint activity of the Department of Defense (DoD). The law also elevated the grade of the Chief, National Guard Bureau to the rank of General. With this new stature and an explicit linkage to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff (CJCS), NGB is better positioned to represent National Guard issues and concerns at the highest levels in the DoD.

The Report of the Commission on the National Guard and Reserves and NDAA 2008 both identified the need for a new NGB charter. After almost a year of close collaboration among NGB, the Combatant Commanders, the CJCS, the Armed Services and the DoD staff, Secretary Robert M. Gates signed DoD Directive 5105.77, National Guard Bureau. This unprecedented directive formally lays out the full scope of NGB's functions, roles, and authorities - embedding NGB in DoD's strategic processes. It is sound DoD policy.

### **An Operational Force**

The depth provided by the National Guard is no longer the "once in a lifetime" use of a strategic reserve as envisioned during the Cold War. The National Guard has become an operational force that is an integral part of the Army and Air Force; it is populated by seasoned veterans with multiple deployments in support of operations in Iraq, Afghanistan, the Balkans, and many other locations around the world.

In addition to the thousands of National Guard Soldiers and Airmen currently activated for ongoing federal missions, the National Guard provides significant response to unexpected contingencies. Despite major overseas commitments, during the 2008 hurricane season over 15,000 Guardsmen responded on short notice to catastrophic events unfolding in Louisiana and Texas. The National Guard serving here at home also fought extensive fires and flooding and provided disaster relief to numerous states throughout the year.

### **Readiness**

#### *Personnel*

Our most precious assets flow from our communities. Citizen-Soldiers and Airmen are employed by their Governors every day to protect American lives and property in the homeland from weather-related events to suspected biochemical contamination. Despite all we have asked of them in the overseas warfight as well as here at home, we are recruiting and retaining National Guard members in impressive numbers. Americans join and stay in the National Guard. But as successful as we have been to date, we need continued support for recruiting and retention efforts as well as increased endstrength authorizations.

### *Equipment*

The National Guard must have modern equipment if we are to remain successful as defenders of the homeland at home and abroad.

Army National Guard (ARNG) units deployed overseas have the most up-to-date equipment available and are second to none. However, a significant amount of equipment is currently unavailable to the Army National Guard in the states due to continuing rotational deployments and emerging modernization requirements. Many states have expressed concern about the resulting shortfalls of equipment for training as well as for domestic emergency response operations.

The Army is programming \$20.9 billion for ARNG equipment for FY09 through FY13 to procure new equipment and modernize equipment currently on hand. We appreciate that support and also the strong interest of the Congress and the Department of Defense in closing the gap between our domestic requirements and the available equipment in our armories and motor pools.

The Air Force is in the midst of modernizing and recapitalizing its major weapons platforms, and the Air National Guard (ANG) must be concurrently recapitalized, particularly in order to avoid near to mid-term “age out” of the majority of its fighter force. Our primary concern is that 80 percent of our F-16s, the backbone of our Air Sovereignty Alert Force, will begin reaching the end of their service life in eight years. To that end, we support the Air Force’s recapitalization plan, but request that all roadmaps be inclusive of the Air National Guard as a hedge against this “age out.”

### **State Partnership Program**

The National Guard State Partnership Program (SPP) establishes enduring and mutually beneficial partnerships between foreign countries and American states through the National Guard. This program is an important component of the Department of Defense’s security cooperation strategy, the regional Combatant Commanders’ theater engagement program, and the U.S. ambassadors’ Mission Strategic Plans. A primary aim is to promote partnership among the many nations working with us to advance security, stability, and prosperity around the globe. Today, American states are partnered with 60 foreign nations (a 60 percent increase over the past five years) to focus on military-to-military, military-to-civilian, and civil security activities.

Created in 1993, SPP has helped the United States European, African, Southern, Pacific, and Central Commands engage the defense and military establishments of countries in every region of the globe. The program’s benefits include:

- Providing Combatant Commanders and U.S. ambassadors with avenues for building international civil-military partnerships and interoperability during peacetime by linking state capacities to the goals and objectives in the Foreign Assistance Framework of the U.S. Government.
- Enhancing current and future coalition operations by encouraging and assisting partner nations to support efforts such as NATO’s Operational Mentor and Liaison Team

program in Afghanistan, and exercises supporting the Association of Southeast Asian Nations region.

- Building more cultural and global awareness into Citizen-Soldiers and Airmen to help them operate in today's complex multi-national and multi-agency operations.

This valuable mutual security cooperation program will continue to expand in size and strategic importance to the Combatant Commanders, ambassadors, and broad U.S. Government interagency requirements as we enter the second decade of the 21st century.

### **The Future**

The National Guard, the nation's community-based force, will always answer the call of the President and the Governors.

Our priorities are constant:

- Provide for the security and defense of our homeland at home and abroad
- Support the Global War on Terror
- Respond to America's need for a reliable and ready National Guard that is transformed for the 21st century

It is an honor to be named the 26th Chief of the National Guard Bureau. As a synchronized joint activity, we will capitalize on momentum gained over the past several years and will build new relationships based on our new roles and responsibilities.

**The National Guard will remain "Always Ready, Always There."**

The following pages offer a full report on our recent accomplishments along with our ongoing responsibilities for FY10.

# **Army National Guard**

## ***Message from the Director***

**Lieutenant General Clyde A. Vaughn**

*Director, Army National Guard*

Army National Guard (ARNG) Citizen-Soldiers continue the proud tradition of service to our nation both at home and around the world. Our Citizen-Soldiers consistently proved themselves capable of operating across a wide spectrum of missions in Iraq, Afghanistan, Belgium, Bosnia, Djibouti, Egypt, Germany, Honduras, Kosovo, Kuwait, and the Philippines.

The ARNG continues to achieve outstanding results meeting recruiting and retention goals. As of December 31, 2008, Army National Guard assigned strength was 365,814 Citizen-Soldiers, a gain of approximately 35,000 Citizen-Soldiers in about three years. At the same time we have reduced our non-participating numbers to 5,404 (from 6,082 in July 2005).

With thousands of our Citizen-Soldiers “on the ground” in foreign lands, we are equally busy at home. National Guard units fought wildfires in California, aided hurricane victims on the Gulf Coast, and assisted numerous environmental clean-up activities around the country. These responses from across our land demonstrate the importance of training and equipping our Soldiers so they are ready to render service and assistance to home communities.

We are committed to deploying Citizen-Soldiers with the best equipment and training possible. The U.S. Army’s similar assurance and ongoing Congressional interest in the welfare of our people will ensure the success of the Army National Guard.

## ***Investing in Present and Future Value***

Mobilizations, deployments, modular force conversions, counterdrug assistance, and disaster response dominated the ARNG’s efforts to answer needs at home and abroad. But to remain America’s vital force, the ARNG must invest in people, equipment, operations, and technology like never before.

## ***Meeting Mission Requirements***

Heavy demands on personnel and declines in equipment-on-hand due to increased mobilizations and deployments continued in FY08. The Army National Guard effectively met mission requirements and continued to support ongoing conflicts. However, for some units returning from deployment, equipping and training levels decreased readiness.

## ***Modular Force Conversion and Rebalance***

The Army National Guard successfully met its 2008 goal of transforming 1,300 operating force units to a modular design. This brings the total number of units transformed to more than 2,800.

Converting Army National Guard units to modular configuration in an era of persistent conflict has significantly increased equipment and modernization requirements and has also increased equipment readiness.

The Army National Guard brigade combat teams (BCTs) are composed identically to the active Army and can be combined with other BCTs or elements of the joint force to facilitate integration, interoperability, and compatibility. The Army National Guard transformation into these modular formations provides an enhanced operational force. This is key to meeting the goal of making at least half of Army and Air assets (personnel and equipment) available to the Governors and Adjutants General at any given time. This transformation effort impacts over 87 percent of Army National Guard units across all 50 states, three territories, and the District of Columbia, and crosses every functional capability in the force.

### ***Investing in Personnel***

Our greatest asset is our people. We have the best trained force in the world. But we also have unparalleled support of our Citizen-Soldiers and their families. This support is paramount in maintaining our superior standing in the world.

#### **Endstrength: Recruiting and Retention**

As previously noted, recruiting and retention was exceptional with an end-of-calendar year assigned strength of 365,814 Citizen-Soldiers. The following programs provided the impetus for these gains.

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- The Army National Guard's Recruiting Assistance Program (G-RAP) is a civilian contract recruiting program that, as of December 9, 2008, has processed 80,000 enlistments since its inception in December 2005. At the end of FY08, approximately 130,000 recruiting assistants were actively working. In August 2007, G-RAP expanded to include incentives for officer accessions.
- The Recruit Sustainment Program (RSP), launched in 2005, improves our training success rate by easing newly enlisted National Guard Soldiers into the military environment through Initial Entry Training – a combination of Basic Combat Training and Advanced Individual Training.

The war on terror, transformation to modular formations, and domestic operations will continue to test the all-volunteer force. However, the Army National Guard is optimistic and confident that it will grow the force and have manned units to meet all missions at home and abroad.

#### **Full-Time Support**

Full-time support (FTS) personnel play a vital role in the ARNG's readiness both at home and abroad. Active Guard and Reserve (AGR) Soldiers and Military Technicians sustain the day-to-day operations of the entire Army National Guard. The AGR and Technician force is a critical component of readiness in the ARNG as the Reserve Components transition to an operational force.

## **Medical Readiness**

Funding, treatment authorities, and medical readiness monitoring through Medical Operations Data Systems (MODS) have helped the ARNG increase medical readiness throughout the nation and allow deploying units to report at all-time high medical readiness levels.

In 2008, 92 percent of ARNG Soldiers reporting to mobilization stations were determined to be medically deployable. This represents a significant improvement upon previous years. This increased readiness throughout the ARNG has reduced pre-deployment training time lost due to required medical corrective actions. The ARNG is implementing the Army Select Reserve Dental Readiness System that will enable commanders to achieve 95 percent dental readiness in support of DoD Individual Medical Readiness standards.

## **Incapacitation Pay**

The Army National Guard Incapacitation (INCAP) benefit provides interim pay to ARNG Soldiers with a service-connected medical condition (provided that they are not on active duty). The INCAP pay software, released in early FY08, facilitates the administration of this benefit.

The INCAP process provides compensation in two situations. First, a Soldier who is unable to perform military duty may receive military pay less any civilian earnings. Second, a Soldier who can perform military duty, but not a civilian job, may receive lost civilian earnings up to the amount of the military pay. INCAP incorporates a detailed accounting system of tracking Soldiers who receive INCAP pay, the date initiated, the amount received, and when terminated. INCAP quickly compensates Soldiers, therefore allowing them to concentrate on the rehabilitation process, and focus on their families.

## **Survivor Services**

The ARNG renders dignified Military Honors according to service tradition for all eligible veterans. The ARNG supports 79 percent of all Military Funeral Honors for the Army and 51 percent of all Funeral Honors for all services. In FY08, the ARNG provided Military Funeral Honors for over 97,000 veterans and 200 Soldiers killed in action.

## ***Investing in Equipment and Facilities***

Upgrading and maintaining our equipment and facilities is becoming increasingly vital as we face challenges at home and abroad. The era of persistent conflict demands nothing less.

## **Equipment on Hand and Equipment Availability**

The historic equipment on-hand (EOH) percentage for the ARNG has been about 70 percent. In FY06, EOH declined to approximately 40 percent due to cross-leveling of equipment to support immediate deployment requirements. It increased to about 49 percent in FY07. By the end of FY08, the ARNG had 76 percent of its required equipment on-hand when deployed equipment is included.

## **Equipment Readiness Levels**

When items supporting mobilized and deployed units are subtracted out of this equation, the current warfighting equipment on-hand percentage falls to 63 percent of Modification Table of

Organization and Equipment (MTOE) requirements available to the Governors of the 54 states and territories.

Domestic response is a critical ARNG mission. The Chief of the National Guard Bureau has pledged that 50 percent of Army and Air Guard forces will be available to a Governor at all times to perform state missions.

The Army has taken positive steps to improve the Army National Guard equipping posture. The Army's goal is to fully equip all BCTs, regardless of components, by 2015.

Congress has been very responsive to ARNG equipping requirements through funds in the National Guard and Reserve Equipment account. This much needed funding has been used to procure critical dual-use items to support the "Essential 10" capabilities.

### **Ground and Air Operating Tempo**

The ground operating tempo (OPTEMPO) program is one of the keystones in equipment readiness. Direct ground OPTEMPO pays for petroleum, repair parts, and depot-level repairables. Indirect OPTEMPO pays for expenses such as administrative and housekeeping supplies, organizational clothing and equipment, medical supplies, nuclear, biological and chemical (NBC) supplies and equipment, and inactive duty training (IDT) travel which includes Command Inspection, staff travel, and cost of commercial transportation for Soldier movement.

In 2008, ground OPTEMPO funding for the Army National Guard totaled \$901 million in base appropriation plus \$73 million in supplemental for a total of \$974 million. This funding directly impacts the readiness of ARNG units to participate in global operations as well as domestic preparedness. Significant equipment remains in theater after Guard units return from deployments. Equipment shortages at home stations compel greater use of what is available. These demanding conditions have resulted in rapid aging of equipment. While the ground OPTEMPO sustains equipment-on-hand, it does not replace major-end items that are battle-lost or left in the theater of operations.

The air operating tempo (OPTEMPO) program supports the ARNG Flying Hour Program which includes petroleum-oil-lubricants, repair parts, and depot-level repairables for the rotary wing helicopter fleet.

In 2008, air OPTEMPO funding for the Army National Guard totaled \$280 million in base appropriation plus \$128 million in supplemental for a total of \$408 million. This funding provides for fuel and other necessities so that 4,708 ARNG aviators can maintain currency and proficiency in their go-to-war aircraft. Achieving and maintaining desired readiness levels will ensure aircrew proficiency and risk mitigation, which helps to conserve resources. ARNG aviators must attain platoon level proficiency to ensure that they are adequately trained to restore readiness and depth for future operations.



## **Reset Process**

The Army continued to work with Army National Guard leaders to refine requirements for critical dual-use equipment and to ensure that the states and territories can adequately protect the lives and property of American citizens during a catastrophic event.

Several changes helped resolve reset issues during 2008. The biggest change provided funds directly to the Army National Guard. This allowed the ARNG to conduct reset operations at home stations. The Army National Guard's initial \$127 million, plus \$38 million from the Army, supported the ARNG's reset efforts. This streamlining process enabled the states to have their equipment immediately available.

## **Logistics-Depot Maintenance**

The Army National Guard Depot Maintenance Program continued to play an integral part in the ARNG sustainment activities during 2008. This program is based on a "repair and return to user" premise as opposed to the equipment maintenance "float" (loaner) system used by the active Army.

The amount of equipment qualifying for depot repair increased by 26.7 percent in FY09. This increase was due primarily to the rebuilding of the ARNG's aged tactical wheeled vehicle fleet. During 2008, the Army National Guard Depot Maintenance Program funded the overhaul of 3,405 tactical vehicles as well as calibration services.

## **Facilities and Military Construction**

In more than 3,000 communities across America, the local National Guard readiness center (armory) is not only the sole military facility but also an important community center. For National Guard members, these facilities are critical places where we conduct training, perform administration, and store and maintain our equipment. Many of our aging facilities are in need of repair or replacement. The continuing strong support of the Congress for Army National Guard military construction and facilities sustainment, restoration, and maintenance funding is crucial to our readiness.

In FY08, Congress made \$843 million available for facility operations and maintenance in the ARNG. This level of funding covered "must fund" operations including salaries, contracts, supplies, equipment leases, utilities, municipal services, engineering services, fire and emergency services, and program management.

## **Environmental Program**

Recent success in the ARNG's Environmental Program underscores its mission to excel in environmental stewardship to ensure the welfare of all citizens and communities while sustaining military readiness. Program highlights include:

- The Army Compatible Use Buffer (ACUB) program that supports Soldier training by protecting an installation's accessibility, capability, and capacity while sustaining the natural habitat, biodiversity, open space, and working lands. Since this program began in 2003, the National Guard, along with civilian partnership contributions, helped to protect 40,000 military-use acres from encroachment at nine ARNG training centers.

- Cleanup and restoration programs that continue to make steady progress at Camp Edwards, Massachusetts, where five major groundwater treatment projects have been completed.
- The final stages of cleaning up an open detonation area that will eventually become maneuver training land at Camp Navajo, Arizona.

### ***Investing in Operations***

Sound management practices demand that we stay focused on operational issues and missions such as readiness, training, ground operating tempo, and aviation, including the Operational Support Airlift Agency.

### **Domestic Operations**

The Army National Guard Domestic Operations Branch coordinates and integrates policies, procedures, and capabilities to ensure critical operations are continued in the event of an emergency, or threat of an emergency, anywhere in the U.S. and its territories.

The following missions in 2008 exemplify the National Guard's resolve in protecting and preserving the homeland.

- In June, National Guard troops provided sandbagging, search and rescue, power generation, logistical support, food and water distribution, debris removal, shelter set up, and support to law enforcement during Mississippi River flooding. Over a three-week period, more than 6,800 Soldiers from Iowa, Indiana, Illinois, Missouri, and Wisconsin provided their respective states with critical capabilities.
- In California last summer, 8,300 wildfires consumed over 1.2 million acres. The California ARNG supplied 1,350 Citizen-Soldiers to protect people and property around the state, including 400 Citizen-Soldiers deployed to the front lines to fight fires. California air crews, assisted by Army and Air National Guard aviation teams from 12 other states, dumped 4.2 million gallons of retardant to extinguish the blazes.
- In August, over 15,000 Citizen-Soldiers from Texas, Louisiana, and other states supported relief efforts after Hurricanes Gustav and Ike. Their mission included food and water distribution, search and rescue, air medical evacuations, communication support, hazardous material assessments, shelter operations, and debris removal.

Army National Guard Citizen-Soldiers stand ready throughout the 54 states and territories to respond to any crisis.

### **Operational Support Airlift Agency**

The Operational Support Airlift Agency is a Department of the Army field operating agency under the National Guard Bureau that supports 114 aircraft worldwide and over 700 personnel. During 2008, these aircraft flew over 54,000 hours, transported about 21 million pounds of cargo, and carried more than 100,000 passengers. This included combat support in the Middle East and Africa, relief efforts for the Gulf Coast and California wildfires, and criminal investigation task force efforts in Columbia and Cuba.

## **Training**

### *Muscatatuck Urban Training Center*

The 974-acre Muscatatuck Urban Training Center (MUTC), located in Indiana, is a self-contained, contemporary urban training environment.

In its second year of operation, more than 19,000 trainees from military (including 13,000 Army National Guard and Reserve Soldiers), government, and private agencies used the facilities at MUTC. Training helps prepare Soldiers to fight in foreign cities and helps prepare Soldiers and others to deal with the aftermath of attacks on U.S. cities. In the future, MUTC could train as many as 40,000 troops annually at the urban warfare practice facility.

### *ARNG eXportable Combat Training Capability*

The Army National Guard's eXportable Combat Training Capability (XCTC) is a fully instrumented group of field training exercises that provide tough, realistic training for every ARNG unit during pre-mobilization training.

This training incorporates the most current tactics, techniques, and procedures used in theater. In FY08, the ARNG conducted two XCTC rotations (Illinois and Oregon) and trained a total of eight battalions. Planning is underway to conduct six XCTC rotations that will provide training for 18 battalions.

By training and certifying pre-mobilization training tasks, the XCTC reduces post-mobilization training time and thus increases the availability of units for "boots on the ground" time in the warfight.

## ***Investing in Information Technology***

During FY08, ARNG information technology (IT) resources supported these network security projects:

### **Network Services**

The ARNG IT organization reviewed the communications and network service capabilities that states and territories will require in the event of a natural or man-made disaster or contingency. The solution restores access to network services should a readiness center (armory) lose connectivity regardless of local infrastructure availability. Each deployment will bring a virtual Joint Force Headquarters (JFHQ) node to the affected area and provide voice, video, Internet Protocol (IP) data, and push-to-talk services to a site within 36 hours.

Other specific actions include:

- Acquiring network simulator training that provides network operators and defenders a safe network environment to conduct initial qualification, mission qualification, crew training, position certification, and exercises.
- Planning and implementing secure network access for deploying Brigade Combat Teams and their supporting Battalions.

- Strengthening the Enterprise Processing Center by incorporating backup and storage capability in accordance with the National Guard Bureau's continuity of operations requirements.

# Air National Guard

## *Message from the Director*

**Lieutenant General Harry "Bud" Wyatt III**

*Director, Air National Guard*

The Air National Guard (ANG) is both a reserve component of the Total Air Force (USAF) and the air component of the National Guard. As a reserve component of the Total Air Force, the ANG is tasked under Title 10 U.S. Code, “to provide trained units and qualified persons available for active duty in the armed forces, in time of war or national emergency...” – in essence, a combat-ready surge capability. The ANG augments the regular Air Force by providing operational capabilities in support of Homeland Defense both domestically and overseas. As the air component of the National Guard, the ANG provides trained and equipped units and individuals to protect life and property, and to preserve peace, order, and public safety.

As a reserve component of the Total Air Force, ANG members regularly perform operational missions both in the U.S. and overseas. For example, over 6,000 ANG members vigilantly stand guard protecting the homeland. Overseas, more than 7,000 National Guard Airmen are deployed at any given time, whether in Southwest Asia or little known locations around the world, providing airpower capabilities such as strike, airlift, air refueling, and intelligence, surveillance, and reconnaissance (ISR) to joint and coalition forces.

The ANG provides a myriad of capabilities to support state and local civil authorities in protecting life and property. We provide capabilities in areas such as airlift, search and rescue, aerial firefighting, and aerial reconnaissance. We also furnish critical support capabilities such as medical triage and aerial evacuation, civil engineering, infrastructure protection, and Hazardous Materials (HAZMAT) response. During 2008, National Guard Airmen helped their fellow citizens after Hurricanes Gustav, Hanna, and Ike; protected life and property from wildfires in the West, tornados in the Midwest, and blizzards and ice storms across the country; and assisted with security at the Republican and Democratic National Conventions.

The ANG faces today’s challenges by examining the past, serving in the present, and planning for the future. We are preserving our heritage as a community-based, predominantly part-time force while we adapt to numerous force structure changes, placing our ANG on a clear path for future missions. While we cannot know every potential threat we will face, we do know that success depends on our ability to continually adapt and evolve toward new and exciting missions and capabilities. In order to adapt and effectively support our national security objectives, we must focus our efforts in three areas:

- Modernize and recapitalize the aging ANG fleet of aircraft to ensure that we, as the proven leader in air dominance today, do not become complacent and fail in our vigilance against those who seek to challenge our mastery of the air.
- Maximize the use of associations and community basing to better support the Air Force mission.

- Evolve future mission areas to better support the overall Air Force mission.

## ***A Quick Review***

The ANG's global presence throughout 2008 was felt in the following ways:

- Deployed 20,231 service members to 85 countries on every continent, including Antarctica.
- Participated in missions in Iraq, Afghanistan, and Bosnia; humanitarian airlifts to Southeast Asia and Africa; drug interdiction in Latin and South America; exercises in Europe and Japan; and many other missions.
- Provided not only airpower capabilities, but capabilities in medical, logistics, communications, transportation, security, civil support, and engineering.

This was another crucial year for the ANG as its men and women continued to defend America's interests worldwide in waging the Global War on Terror. Simultaneously, we continued to bring our force structure into balance following historic mission changes initiated by Base Realignment and Closure (BRAC), and Air Force modernization and recapitalization initiatives.

## ***Developing Adaptable Airmen***

The Air National Guard values our Airmen, their families, employers, and our civilian employees as our greatest resources. The current corps of Air Guard members contains some of the most skillful and talented in our history. We remain committed to recruiting, retaining, and cultivating Airmen who are ready, willing, and capable of meeting 21st century challenges and leading with a vision that looks beyond tomorrow.

## ***Recruiting and Retention***

With the support of Congress, and the use of innovative approaches by our recruiters, the ANG finished FY08 with an assigned strength of 107,679 Airmen. We surpassed our recruiting objective for the first time since 2002, achieving 126 percent of our goal. This accomplishment occurred despite a historically high operational tempo, executing BRAC decisions, and implementing Total Force Initiatives.

## ***G-RAP***

One program proving highly successful for ANG recruiters was the Guard Recruiting Assistance Program (G-RAP). With the help of current and former (including retired) members, our recruiters tapped into a larger circle of influence that let friends, family, and associates know about the tangible and intangible rewards that come with service in the Air National Guard. In FY08, 3,676, or 34 percent, of our enlistments originated from leads generated by G-RAP volunteers. An overall 90 percent retention rate also bolstered our recruiting success for FY08. By maintaining a high retention rate, the Air National Guard decreases the cost of replacing valuable members.

## ***Readiness***

Even though we met our recruiting and retention goals this year, we face the growing challenge of training the right people with the right skills to meet mission changes while responding to high

wartime commitments and dealing with resource constraints. To deal with this we must focus on the three primary areas of readiness – personnel, training, and equipment.

### **Personnel**

Personnel readiness, including skills affected by equipment shortages which bear upon our ability to train, has the greatest impact upon ANG overall readiness rates. As previously mentioned, working through a period with such a large number of units changing missions also skews the percentages. To a lesser degree, but still important, are the numbers of personnel on medical or dental profiles – an issue that affects our ability to deploy worldwide. The Air National Guard is placing increased emphasis upon these many challenges that affect our personnel readiness.

The ANG continues to maintain personnel readiness by supporting our people returning from deployments. We must maintain the ANG readiness posture by ensuring our Airmen receive appropriate and timely medical and dental assessment and treatment at all levels. We offer this through Frontline Supervisors and Landing Gear training programs, and through the Post Deployment Health Reassessment process.

### **Training**

Training readiness is an ongoing challenge as we strive to meet training standards. In order to retain our highly qualified, experienced personnel, we must have the ability to train to both domestic operations and combat standards while meeting deployment demands. Equipment shortages of emergency management equipment for ANG civil engineers, weapons for security forces, and aircraft engines adversely impact training capabilities, and could negatively affect retention rates. While the volume of mission-related training requirements seems to grow exponentially, we will continue to explore and take advantage of every opportunity to meet training requirements in a timely manner.

The most significant challenge for the ANG, however, has been to fit its wartime requirements and mission changes into the traditional framework of a community-based, predominately part-time force. Our members have a history of answering the call to service, and have not lost sight of their mission: to be a combat-ready Air Force composed of dedicated, professional Airmen serving in both state and federal roles.

### **Equipment**

ANG equipment readiness presents greater challenges as long-term costs in operating and maintaining older aircraft continue to rise due to more frequent repairs, fuel prices, and manpower requirements. Although fuel prices have declined in recent months, the cost of aircraft maintenance continues to rise significantly as we struggle to extend the life of our aging fleet.

The current air traffic control system is 1950s technology that received minor radar upgrades in the 1980s. Replacement parts are obsolete and no longer available on the market. Modifying and upgrading the old system would cost more than a new system. The Air National Guard provides 62.5 percent of the United States Air Force's air traffic control (ATC) wartime mission. In support of Operations Enduring Freedom and Iraqi Freedom, the ANG deployed five mobile

ATC Radar Approach Controls. Additionally, the ANG has peacetime obligations to support the National Airspace System, providing ATC services at designated military/civil airports.

In the final analysis, the Air National Guard will meet 21st century challenges by proactively shaping its future with combat-ready, adaptable Airmen at its core.

### ***Modernize and Recapitalize***

The age of the ANG fleet is of grave concern. Aircraft and equipment in both the regular Air Force and the ANG are quickly wearing out. The average age of ANG aircraft is now over 25 years, with KC-135s being the oldest at 49 years. The high operational tempo since 1990 has added flying hours that have accelerated this aging process. As already mentioned, long-term costs to operate and maintain these older aircraft have increased. Additionally, our potential adversaries have improved their capabilities, raising concerns about the ability of our current aircraft to defend U.S. interests around the globe.

Modernization of our equipment and training platforms is based on capabilities needed by the Air Force. As the ANG moves increasingly into the worlds of command and control, intelligence, reconnaissance, surveillance, unmanned systems, and cyberspace, the process has expanded to include expert warfighters in these areas. As a capabilities-based force, the ANG can better assess, plan, and support its federal (Title 10) and state (Title 32) missions, remain relevant to operations, and be interoperable with other forces.

Changing the force structure and orientation of units away from airborne platforms to unmanned systems and capabilities is a difficult, yet necessary transition. These efforts to redefine the ANG will be expanded upon in the Future Mission Areas section of this report.

The ANG is committed to seamlessly integrating into the operational environment. Our modernization program is based on Air Force and Combatant Command requirements and vetted among reserve component and active duty warfighters. Some examples include:

#### *Mobility Aircraft*

The ANG will pursue further modifications to flight instruments, communications, navigation, and terrain/traffic avoidance systems along with upgrades to engines and missile warning and countermeasures on ANG mobility aircraft (C-5, C-17, C-130, KC-135) and other aircraft.

#### *Combat Aircraft*

Air National Guard combat aircraft (A-10, F-15, and F-16) comprise about one-third of the Air Force's combat capability. Eighty percent of our F-16s will begin reaching the end of their service life in eight years. While our maintainers continue to keep our fleet combat ready and available, we must replace our legacy systems to remain viable and relevant.

#### *Unmanned Aircraft Systems*

The Air National Guard expansion into the world of unmanned aircraft systems continues to move forward in Arizona, California, North Dakota, New York, Nevada, and Texas Air National Guard units, as illustrated with the development of integrated Predator and MQ-9 Reaper Operations Centers. These centers will not only allow smooth operation and control of current



and future transformational warfighting and homeland defense missions, but will integrate multiple systems currently running independently. The RQ-4 Global Hawk continues to provide high quality intelligence, surveillance, and reconnaissance (ISR) support for Operation Iraqi Freedom while also supporting homeland missions.

#### *MC-12 and Project Liberty*

Mississippi's 186th Air Refueling Wing is taking on an additional mission, training aircrews for the Air Force's newest manned ISR platform, the MC-12. Designated Project Liberty, the program will train nearly 1,000 Airmen during the next two years at Key Field near Meridian, Mississippi, at a cost of about \$100 million. The MC-12 is expected to bolster the Department of Defense's intelligence gathering capability in Operations Iraqi Freedom and Enduring Freedom.

#### *Dual-Use Capabilities*

Developing and fielding "dual-use" capabilities are the cornerstone to the ANG's cost effective contribution to combat and domestic operations. Many domestic operations capabilities are outlined in the National Guard Bureau's "Essential 10" core military capabilities relevant to Civil Support. In FY10, with the support of Congress, we will address critical shortfalls in medical, communications, transportation, logistics, security, civil support teams, engineering, and aviation. The ANG will continue to increase capabilities for use during domestic missions for the foreseeable future.

Competing sustainment costs and funding requirements for recapitalization present challenges for the Total Force. However, by similarly equipping the ANG and the regular Air Force, we directly support efforts in Total Force Integration (TFI). In short, the ANG needs to be concurrently equipped with the active duty force to support our total Air Force mission – to be the dominant air power, second to none.

#### **Maximize Associations and Community Basing**

Since Vietnam, the Air Force has understood the importance of unit integrity on combat effectiveness, and has reflected this in war plans for unit mobilizations. As such, the ANG, Air Force Reserve (AFRES), and active Air Force have formed unique alliances that promise to increase mission effectiveness while reducing costs.

Under three types of constructs known as "associations," ANG, AFRES, and active Air Force units share not only facilities and equipment, but knowledge and experiences (many ANG members spend their careers with the same unit and equipment).

- Under "classic associations" the active duty unit retains principal responsibility for its equipment and the reserve unit shares in operating and maintaining it.
- With "active associations" active duty personnel are assigned to reserve units in local communities where they share in the operation and maintenance of reserve-assigned assets.
- The last association, called "reserve associate," is similar to the "active" and "classic" relationships in that one air reserve unit retains ownership of the assets and another unit shares in operating and maintaining the equipment as an air reserve component associate unit.

“Community basing” is a core characteristic that forms the foundation of our competitive edge as a cost effective combat-ready reserve. Over 60 percent of the ANG force consists of “traditional” part-time, professional Airmen, who train to the same standards, supply the same capabilities and provide the same response times as the regular Air Force.

The ANG is closely tied to our communities. Generally our members are recruited locally, hold civilian jobs there, and maintain close ties throughout most of their careers in the ANG. Unlike regular Air Force Bases which tend to be self-sufficient, we also depend on our local communities for many common resources needed to support the mission. Shared infrastructure, such as retail stores and housing, reduces operating costs significantly (66 of 88 ANG flying units are co-located at civilian airports, sharing runways, taxiways, and fire/crash emergency response).

The synergy resulting from these relationships is fundamental to the mission readiness of the ANG in these ways:

- Ties to the local area provide personnel stability, resulting in a high level of unit integrity and experience.
- Long-term relationships position the ANG to plan, exercise, and respond to natural and man-made domestic emergencies.
- Shared civil/military work force provides the ANG and the community with broad skill sets.

### **Future Mission Areas**

The ANG is prepared to take on more mission sets to better support the overall Air Force mission. The ANG will continue to work with the Adjutants General to refine and update the modernization and recapitalization plans outlined previously. We will not only support our Governors at home with quick responses to natural and man-made disasters, but will also support the Combatant Commanders with improved mobility, agile combat support, and other mission sets, both tried and new.

#### *Rapid Global Mobility*

Continuing ANG participation in inter-theater or strategic airlift (C-5, C-17), intra-theater or tactical airlift (C-130, future C-27/JCA), and air refueling (KC-135, KC-10, future KC-45) is important. Within the Strategic Reserve construct, strategic airlift and air refueling are central due to their surge-to-demand operation and ability to meet scheduled operational force requirements rapidly. Tactical airlift fits well with dual capabilities required by the ANG’s state and federal roles. Its versatility makes it especially valuable in responding to domestic needs, such as Modular Aerial Fire Fighting (MAFF), and aerial delivery of food and supplies to disaster victims, and in search and rescue.

#### *Agile Combat Support*

Expeditionary Combat Support (ECS) units will continue to provide essential combat service support in sustaining all elements of operating forces, providing medical support, services, security forces, civil engineers, transportation, logistics support, and airfield maintenance. ECS

also includes ANG support to National Guard Civil Support Teams (CSTs) and Chemical, Biological, Radiological, Nuclear, and high-yield Explosives (CBRNE) Enhanced Response Force Packages (NG-CERFP) to assist civil authorities' response to domestic CBRNE incidents. These units are at the forefront of our dual-use capabilities in responding domestically to man-made and natural disasters as well as overseas disasters and operational missions.

#### *Intelligence, Surveillance, and Reconnaissance (ISR)*

The ANG can help meet rapidly increasing ISR requirements for the Joint Force, in areas such as the following:

- ISR in Special Operations
- Distributed Ground Stations
- Human Intelligence
- National Tactical Integration
- ISR Center of Excellence (Nellis AFB, Nevada)
- Air Force Expeditionary Signals Intelligence
- Computer Network Exploitation
- Tactics Analysis
- Global Aviation Analysis Support Team
- All Source Intelligence Analysis

United States Special Operations Command (USSOCOM) requested investment in manning ISR aerial ports, which points to the need to further invest in small aircraft to support specific ISR requirements, something the ANG is uniquely qualified to do since it already possesses the appropriate aircraft and experienced aircrews. Platforms such as these have dual-use capability for both homeland and expeditionary operations. Specifically, it can support DoD's "Building Partnership Capacity" efforts with nations desiring a partnership arrangement involving a low-cost multi-utility platform, which could further enhance the National Guard State Partnership Program (SPP). This manned ISR mission, using the small aircraft platform, is potentially the most promising initiative for the ANG in the near future.

#### **Cyberspace**

This year the Air National Guard continued to grow into cyberspace by establishing three more information operations squadrons, raising the number of operational units to eight. These new units include the 166th Network Warfare Squadron based at New Castle Airport, Delaware, the 273rd Information Operations Squadron (IOS), Lackland AFB, Texas, and the 229th IOS, located in the Vermont National Guard Armory. While the specifics of each unit's mission vary slightly, all are dedicated to deterring the ever growing number of daily attacks against this nation's cyber-based infrastructure.

#### **Space Operations**

ANG units support space and missile operations at several locations in Alaska and the continental United States. Air Force Space Command desires increased ANG involvement in space operations, to include Missile Warning associate squadrons, Missile Operations support squadrons, Distributed Command and Control Mission expansion, and Space Launch/Range operations.

### **Continuing Missions**

The ANG will retain some existing mission sets, such as those associated with Global Persistent Attack. This mission is a surge task that requires a large number of fighter aircraft, particularly in the early stages of a conflict. The Air Force Reserve Components provide the most cost effective way to maintain this surge capability.

The Air Force will not be able to recapitalize its fighter force structure on a one-to-one basis, which means that some ANG fighter units have been required to transition to other mission areas. Developing active and classic associations such as those mentioned above are now underway as we transform to new and promising mission sets.

For FY10, fully rebalancing and training will involve a complex interchange of people, training, and resources. These mission changes will directly impact about 15,000 Air National Guard members across the nation.

In an environment where change is considered a constant instead of a variable, we continue to move forward knowing a more capable Air National Guard will better serve the needs of our nation tomorrow and far into the future.

## **Joint Staff**

### ***Message from the Director***

**Major General Peter M. Aylward**

*Director, Joint Staff, National Guard Bureau*

Today's National Guard faces a more complex and challenging world than ever before. There are no easy solutions to our comprehensive problems. America must remain ready to fight and win across the full range of military operations. Enemies are finding new ways to overcome the difficulties of geographic distance. The increase in travel and trade across U.S. borders has created new vulnerabilities for hostile states and actors to exploit opportunities to perpetrate devastating attacks on the U.S. homeland. U.S. military forces enjoy significant advantages in many aspects of armed conflict, but we will be challenged by adversaries who possess or design novel concepts to overcome our advantages.

At home, the terrorism threat coincides with violent drug-trafficking organizations and border security challenges. These trends produce a geopolitical setting that is increasingly complex and unpredictable. Therefore, the National Guard must be flexible and prepared for the unexpected. In addition, the way the National Guard is organized, equipped, and trained provides the unique ability to respond quickly and effectively to natural disasters and man-made catastrophic events. The National Guard Bureau's Joint Staff has taken on these challenges with the following efforts, teams, and programs.

### ***Domestic Operations***

#### **Weapons of Mass Destruction Civil Support Teams (WMD-CST)**

The National Guard continues to strengthen its ability to respond to chemical, biological, radiological, nuclear, and high-yield explosive incidents with 55 WMD-CSTs and two newly established units going through the DoD certification process. These units are manned by 22 full-time Army and Air Guard personnel who provide each Governor with an immediate response capability, specialized expertise, and technical assistance that can be provided to local incident commanders nationwide. WMD-CSTs do not duplicate state CBRNE response capabilities, but support civil authorities by identifying CBRNE agents or substances, assessing current or projected consequences, advising on response options, and assisting with requests for state support. Congress recently expanded the use of CSTs to include response to intentional or unintentional HAZMAT incidents and natural or manmade disasters.

The National Guard's Civil Support Teams, which are so essential to the security of the American people on an almost daily basis, depend on the availability of adequate operations and maintenance funds to carry out their tasks. Any reduction in funding below that requested carries the risk of hindering the operational capability of these essential teams.

### **Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) - Enhanced Response Force Package (CERFP) Teams**

Army and Air National Guard Citizen-Soldiers and Airmen with technical response skills in this area make up 17 CERFP teams covering every region of the country. The CERFP team is designed to locate and extract victims from a collapsed structure in a contaminated environment, perform medical triage and treatment, and conduct personnel decontamination from a weapon of mass destruction incident.

### **CBRNE Consequence Management Response Forces (CCMRFs)**

Each CCMRF provides 4,700 trained and equipped active and reserve component military personnel ready to assist civil authorities in response to a CBRNE incident. CCMRF capabilities include:

- CBRNE reconnaissance and detection
- Casualty search and extraction
- Decontamination
- Hazardous material handling and disposal
- Medical triage, treatment, and care
- Aero-medical evacuation
- Explosive ordnance disposal
- Air and land transportation
- Mortuary affairs

The National Guard Bureau continues to support planning for the standup of all CCMRFs.

### **Joint Force Headquarters-State (JFHQ-State)**

The National Guard continues to strengthen and refine the 54 Joint Force Headquarters throughout the United States. JFHQ-State works to enable effective domestic responses while conducting traditional state National Guard training responsibilities for Army and Air Force reserve component forces. Each JFHQ-State provides the Governor with information and command and control for effective National Guard response; provides improved situational awareness to DoD before, during, and after an emergency response; and facilitates unity and continuity of military (federal and state) effort during Continental U.S. (CONUS) operations.

### **Critical Infrastructure Program – Mission Assurance Assessment (CIP-MAA) Teams**

National Guard CIP-MAA teams are comprised of Citizen-Soldiers and Airmen trained to assess the vulnerability of industrial sites and critical U.S. Government infrastructure to attack. Their analysis helps various government agencies direct prevention, deterrence, mitigation, and response efforts. Currently, three teams are assessing Defense industrial base sites and ten teams are assessing Department of Homeland Security sites.

### **Joint Enabling Team (JET)**

The National Guard Bureau's highly trained professionals making up Joint Enabling Teams establish a logistics and support link between NGB, the supported state, and supporting states and agencies. The JETs help identify potential mission shortfalls and facilitate missions by assisting with the collection, reporting, and sharing of information. They ensure that resources

are available and that personnel directly involved in the mission are effectively supported for domestic operations involving floods, hurricanes, and tropical storms.

### **National Guard Reaction Force (NGRF)**

Within hours of an incident, upwards of 500 individuals can assist state and local law enforcement by providing site security, presence patrols, show-of-force, establishment of roadblocks and/or checkpoints, control of civil disturbances, force protection and security for other responders, and protection of DoD assets as required.

### **Task Force for Emergency Readiness (TFER)**

The TFER program enlists National Guard officers at the state level to write comprehensive “state” Homeland Security Plans that address the eight national planning scenario sets. The Federal Emergency Management Agency (FEMA) is currently funding five pilot states (Hawaii, Massachusetts, South Carolina, Washington, and West Virginia) with the intent of expanding TFER to all states based on the anticipated success of the pilot program.

### ***Counterdrug Programs***

In 2008, some 2,400 National Guard personnel supported law enforcement agencies in seizing illegal drugs with a street value of approximately \$28 billion. The National Guard supports law enforcement counterdrug operations with 125 specially equipped Army National Guard OH-58A helicopters and 11 Air National Guard counterdrug RC-26B fixed-wing aircraft.

Synchronizing counterdrug information-sharing among law enforcement agencies, the National Guard, and Department of Defense agencies has greatly increased the efficiency and speed of the effort.

### **Stay on Track**

In 2008, National Guard personnel reached over 3 million people with their positive anti-drug messages. Drug demand reduction programs such as Stay on Track have reached over 115,000 middle school students in 215 schools around the country since 2007. In 2009, Stay on Track plans to reach out to another 150,000 students.

### ***Operation Jump Start***

The National Guard and the U.S. Border Patrol marked the end of the Operation Jump Start (OJS) mission in 2008 with ceremonies in Washington, D.C. Operation Jump Start began June 15, 2006, and officially ended July 15, 2008. At its peak, the operation saw up to 6,000 National Guard Citizen-Soldiers and Airmen assisting the Border Patrol to increase security and vigilance along the nation’s southern border.

OJS assistance not only freed up hundreds of Border Patrol agents to perform their normal law enforcement duties, but it also allowed time for the Border Patrol to hire and train more agents.

“Within law enforcement, there is one word that we put a lot of weight on,” said David V. Aguilar, Chief of the Border Patrol. “That is the word ‘partner.’ Today, I am very proud to call every individual who wears the uniform of the National Guard, has ever worn it, or will wear it, or is in any way affiliated with the National Guard ... our true partners, and for that we truly thank you.”

Over the two-year period, more than 29,000 troops from all 54 states and territories participated. As we look back on this operation, we count the following successes:

- Assisted with over 176,000 immigration violation apprehensions
- Aided in seizing over 315,000 pounds of marijuana
- Aided in seizing 5,000-plus pounds of cocaine
- Helped build more than 19 miles of road
- Helped repair more than 717 miles of road
- Helped construct 38 miles of fencing
- Helped erect 96 miles of vehicle border barriers

The National Guard provided the Border Patrol logistical and administrative support by operating detection systems, providing communications, and analyzing border-related intelligence. Citizen-Soldiers and Airmen also built new infrastructure, conducted training, and provided additional aviation assets and ground transportation.

### ***Joint and Interagency Training***

To continue providing quick and effective support of local and state response forces, the National Guard must continue expanding its capacity to conduct joint and interagency training in a domestic environment. We can accomplish this by increasing the number of National Guard, state and local response forces, DoD, and federal agencies participating in the U.S. Northern Command (USNORTHCOM) and NGB Joint Interagency Training Capability (JITC) programs.

Increased participation by these and other agencies will improve tactical interoperability as well as unity of effort among state, local, and federal agencies during catastrophic man-made or natural disasters. Increasing the number and scope of National Guard regional training centers (such as the Joint Interagency Training and Education Center (JITEC) in West Virginia) will also improve response proficiency and standardize tactics, techniques, and procedures for National Guard teams dealing with chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE).

### **Joint Interagency Exercise Program (VIGILANT GUARD)**

This exercise program conducts four National Guard regional exercises each year that provide valuable experience and training opportunities to the following force elements:

#### *JTF Commander Training Course*

This course prepares potential JTF commanders to operate, organize, and function in the unique federal and state environment. The four-day in-residence course is conducted twice a year at USNORTHCOM in Colorado Springs.

#### *JFHQ/JTF Staff Training Course (JSTC)*

This course provides comprehensive training and education for joint staff to support JFHQ and JTF missions in state or federal status.



### *Collective CBRNE Training Program*

Seventeen CBRNE Enhanced Response Force Packages (CERFPs) and 57 Weapons of Mass Destruction – Civil Support Teams (WMD-CSTs) learn to respond to a catastrophic CBRNE event in this program.

### *Joint Interagency Training and Education Center (JITEC)*

In addition to the Joint Interagency Training Capability, JITEC plays an integral part in continuing the National Guard's transformation for the future by building relationships and capabilities with our interagency partners. Joint Interagency highlights include:

- Providing more than 30,000 duty-days of training and interaction in over 800 exercises to some 90 different organizations and agencies since September 11, 2001
- Scheduling more than 200 training, exercise, or assessment activities in 2010

With continuing support from both DoD and Congress, the National Guard will continue to transform itself into a premier homeland security and defense organization, leveraging state and federal responses, capabilities, and expertise.

### **Technology Revolutionizes Emergency Response and Training**

Technology has played a key role in enhancing the National Guard Joint Staff's effectiveness in America's emergency preparedness and response. Emergency response training, information exchange, and command and control activities are more robust than ever to support local communities during a time of catastrophic events. The following highlights our progress.

### **Joint CONUS Communications Support Environment (JCCSE)**

The JCCSE is the National Guard Bureau and USNORTHCOM umbrella platform that establishes communications and information sharing for Homeland Defense and Civil Support missions from the national to the state or territory level. The JCCSE platform ensures the National Guard's capacity to provide Command, Control, Communications, and Computer (C4) support necessary to carry out National Guard responsibilities. These capabilities directly supported FEMA operations during Hurricanes Gustav and Ike.

Communications, situational awareness, and command and control were bolstered with the following JCCSE enhancements:

- NGB acquired 84 Joint Incident Site Communications Capability (JISCC) systems to be distributed to the 54 states and territories. These sets provide interoperable communications at the incident site along with a satellite link to command and control centers to share information and tools needed to request or direct support.
- NGB established a Joint Command, Control, Communications, and Computer (C4) Coordination Center (JCCC) to monitor the status of all National Guard communications to the Joint Force Headquarters in each state, FEMA, and all emergency agencies involved. During an incident, the JCCC provides help-desk and satellite link support to teams deploying with JISCC.

- NGB established the Joint Information Exchange Environment (JIEE) as a web-based application to provide a common operating picture of all non-federalized National Guard activities. JIEE provides the ability to monitor, track, and share operational information with mission partners in a trusted domestic operations environment that extends down to the incident level. This capability is not currently available in DoD programs of record.

The domestic information environment in which JCCSE must interoperate continues to evolve. Consequently, NGB will continue to request funding to both sustain and adapt JCCSE capabilities as the domestic response requirements emerge.

### **Emergency Management Staff Trainer (EMST)**

The Emergency Management Staff Trainer is a new virtual training application that provides extremely low-cost, scenario-driven training that can be repeated as many times as needed. This capability offers training that is geographically specific, allowing National Guard and civilian emergency management personnel to engage in training specific to their own city or state.

Scenarios developed to date include Hurricane Preparation and Response, Earthquake Response, Building Collapse, and Pandemic Influenza Response.

### **Regional and State Online Resource – Emergency Management (RaSOR-EM)**

RaSOR-EM supports training activities by combining commercially available mapping programs with links to thousands of emergency management databases and other information sources, dramatically enhancing speed and access to this critical information. All 54 states and territories, numerous federal agencies, and personnel from the Department of Homeland Security currently use the program. Data layers have been added to include critical infrastructure data, locations of schools and reserve centers, and other valuable data.

## ***Supporting the Warfighter***

An effective Citizen-Soldier or Airman is one who knows his or her family is safe, secure, and able to function efficiently while he or she is deployed. An effective Soldier or Airman also needs support in transitioning back to civilian life after long deployments. Keeping our Soldiers and Airmen ready, both physically and mentally, requires the National Guard's support through programs for the individual and the family.

### **Transition Assistance Advisors**

Sixty-two Transition Assistance Advisors (TAAs) were hired in the states, territories, and District of Columbia to provide personalized service to Guard and family members. They educate and assist them on constantly evolving benefits information, assist them in obtaining their federal and state benefits and entitlements, and help them file and track benefits claims. These personalized services include linking Guard members and families to behavioral health resources, disability claims filing, and obtaining disability compensation. These advisors work closely with the liaisons from the NGB and Department of Veterans Affairs (DVA) and have proven themselves invaluable by educating National Guard leadership, Guard members, and veterans on the myriad of complex benefits and entitlements earned through their military service.

In one instance, the TAA, the Seattle Veterans' regional office, and the Washington National Guard teamed up to test an idea that allows persons to file for Veterans Administration benefits and process them within six to eight days of their units returning from active duty – a method previously reserved only for returning active duty units. This is made possible by allowing access to military medical records, often a large factor for delays in claims. The units also complete medical benefits forms on site.

### **National Guard Joint Family Program**

The National Guard Joint Family Program (JFP) provides direct support to the 54 state and territory family program directors, youth coordinators, and 92 Wing Family Program Coordinators. The JFP office provides guidance, resources, and support to National Guard families when Guardsmen are deployed at home or abroad. JFP conducts all training events and national-level seminars and workshops for all of the above positions as well as for an estimated force of over 10,000 National Guard family volunteers.

The program office provides training to families via computer-based training modules, centralized classes, and locally provided training to help make families self-reliant throughout the deployment cycle process.

### **Family Assistance Centers**

Consider these actual family situations:

*A New Jersey National Guard Soldier, training for deployment to Afghanistan, receives word that his family's home is gutted by fire.*

*A Soldier suffers from severe post traumatic stress disorder as he deals with his wife's declining health and the threat of losing their home.*

*A catastrophic auto accident has left a Soldier a quadriplegic.*

These are just a few of the situations Family Assistance Centers (FACs) deal with each day to help our Soldiers. More than 300 FACs across the 54 states and territories provide information, referral, and outreach to families of geographically dispersed members from all services, whether active or reserve component. Family Assistance Centers are critical to mobilization and demobilization and to the long-term health and welfare of service members and their families. The FAC team believes that Soldiers who know their families are cared for, safe, and secure at home, can better concentrate on their tasks and missions in theater.

### **Yellow Ribbon Reintegration Program**

The Yellow Ribbon Program provides information, services, referrals, and proactive outreach to service members, spouses, employers, and youth from the beginning through the end of the mobilization lifecycle.

The program provides a flexible family support system to meet the service member and family readiness needs of the expeditionary service component and geographically dispersed families.

The program focuses on ensuring service members and their families receive the information and tools necessary to cope during the mobilization lifecycle.

Yellow Ribbon Program services include:

- Marriage Enrichment
- Employer Support for the Guard and Reserve (ESGR)
- Warrior Transition Unit Information
- Traumatic Brain Injury Information and Support
- Child Behavioral Counselors
- Veterans Affairs Information
- TRICARE/Medical Benefit Information
- Family Counseling
- Legal Counseling
- Financial Counseling
- Community Relations
- School Support
- Child Care Services
- Informational meetings and briefings
- Preparations for reintegration
- Employment opportunities

### **Division of Psychological Health**

The newly created Division of Psychological Health will direct and manage a comprehensive psychological health service dedicated to Guard members and their families on a variety of conditions associated with post traumatic stress disorder(s) and/or traumatic brain injury. Fifty-four licensed mental health practitioners will cover all the states and territories.

The Psychological Health service goals include:

- Providing high quality services that are National Guard member-specific
- Overseeing an individual's mental health and readjustment needs to civilian life
- Addressing individual health care situations that may hinder reintegration to civilian life
- Consulting state and territory National Guard senior management on specific mental health needs and trends based on membership demographics

The NGB Division of Psychological Health is committed to providing quality care and will develop and implement a program that is practical, meaningful, and beneficial for our Guard members and their families, thereby ensuring our maximum operational readiness.

### **A Leader in Equal Opportunity**

In 2008, the National Guard Bureau Office of Equal Opportunity and Civil Rights developed Reasonable Accommodations procedures that are a model for other federal agencies. The National Guard Bureau is also officially partnering with Operation War Fighter through job fairs, resume reviews from the internet, and participation in ongoing work groups to enhance employment opportunities within NGB for wounded service members during their rehabilitation.

This office ensures the effective management of National Guard Affirmative Action programs to achieve a military and civilian work force structure that reflects the diversity of the 54 states and territories.

With the on-going support from Congress and the American people, the National Guard will continue to secure the American homeland while defending her interests abroad.

**Your National Guard is “Always Ready, Always There.”**

## State Adjutants General

### **Alabama**

Major General Abner C. Blalock Jr.

### **Alaska**

Major General Craig E. Campbell

### **Arizona**

Major General (AZ) Hugo E. Salazar

### **Arkansas**

Major General William D. Wofford

### **California**

Major General William H. Wade II

### **Colorado**

Major General H. Michael Edwards

### **Connecticut**

Major General Thaddeus J. Martin

### **Delaware**

Major General Francis D. Vavala

### **District of Columbia**

Major General Errol R. Schwartz,  
Commanding General

### **Florida**

Major General Douglas Burnett

### **Georgia**

Major General William T. Nesbitt

### **Guam**

Major General Donald J. Goldhorn

### **Hawaii**

Major General Robert G. F. Lee

### **Idaho**

Major General Lawrence F. Lafrenz

### **Illinois**

Major General William L. Enyart Jr.

### **Indiana**

Major General R. Martin Umbarger

### **Iowa**

Major General (Ret.) G. Ron Dardis

### **Kansas**

Major General Tod M. Bunting

### **Kentucky**

Major General Edward W. Tonini

### **Louisiana**

Major General Bennett C. Landreneau

### **Maine**

Major General John W. Libby

### **Maryland**

Brigadier General (MD) James A. Adkins

### **Massachusetts**

Major General (MA) Joseph C. Carter

### **Michigan**

Major General Thomas G. Cutler

### **Minnesota**

Major General Larry W. Shellito

### **Mississippi**

Major General (MS) William L. Freeman Jr.

### **Missouri**

Brigadier General (MO) Stephen L. Danner

### **Montana**

Brigadier General (MT) John E. Walsh

### **Nebraska**

Major General (NE) Timothy J. Kadavy

***Nevada***

Major General Cynthia N. Kirkland

***New Hampshire***

Major General (Ret.) Kenneth R. Clark

***New Jersey***

Major General Glenn K. Rieth

***New Mexico***

Major General (NM) Kenny C. Montoya

***New York***

Major General Joseph J. Taluto

***North Carolina***

Major General William E. Ingram Jr.

***North Dakota***

Major General David A. Sprynczynatyk

***Ohio***

Major General Gregory L. Wayt

***Oklahoma***

Major General Myles L. Deering

***Oregon***

Major General Raymond F. Rees

***Pennsylvania***

Major General Jessica L. Wright

***Puerto Rico***

Brigadier General (Ret.) Antonio J Vicens-Gonzalez

***Rhode Island***

Major General Robert T. Bray

***South Carolina***

Major General (Ret.) Stanhope S. Spears

***South Dakota***

Major General Steven R. Doohen

***Tennessee***

Major General Gus L. Hargett Jr.

***Texas***

Major General Charles G. Rodriguez

***Utah***

Major General Brian L. Tarbet

***Vermont***

Major General Michael D. Dubie

***Virginia***

Major General Robert B. Newman Jr.

***Virgin Islands***

Major General (VI) Renaldo Rivera

***Washington***

Major General Timothy J. Lowenberg

***West Virginia***

Major General Allen E. Tackett

***Wisconsin***

Brigadier General (WI) Donald P. Dunbar

***Wyoming***

Major General Edward L. Wright

## In Memoriam

National Guard Soldiers and Airmen lost during the attacks on 9/11, Operation Noble Eagle, Operation Enduring Freedom and Operation Iraqi Freedom as of January 1, 2009.

CPT Clayton L. Adamkavicius, KY  
PVT Algernon Adams, SC  
SGT Jan M. Argonish, PA  
SFC Brent A. Adams, PA  
SGT Leonard W. Adams, NC  
SGT Spencer C. Akers, MI  
SPC Segun F. Akintade, NY  
PFC Wilson A. Algrim, MI  
SPC Azhar Ali, NY  
SGT Howard P. Allen, AZ  
1LT Louis E. Allen, PA  
SSG William A. Allers III, KY  
SFC Victor A. Anderson, GA  
SPC Michael Andrade, RI  
SGT Travis M. Arndt, MT  
SSG Daniel L. Arnold, PA  
SSG Larry R. Arnold, MS  
SGT Jesse A. Ault, VA  
SGT Christopher J. Babin, LA  
SFC Travis S. Bachman, KS  
SSG Nathan J. Bailey, TN  
SPC William L. Bailey, NE  
SPC Ronald W. Baker, AR  
SGT Sherwood R. Baker, PA  
MSG Scott R. Ball, PA  
1LT Debra A. Banaszak, IL  
SGT Derek R. Banks, VA  
1LT Gerard Baptiste, NY  
SGT Michael C. Barkey, OH  
1LT Christopher W. Barnett, LA  
SPC Bryan E. Barron, MS  
SGT Michael Barry, KS  
SSG Robert J. Basham, WI  
SPC Todd M. Bates, OH  
SSG Tane T. Baum, OR  
SPC Alan Bean Jr., VT  
SGT Bobby E. Beasley, WV  
SSgt Brock A. Beery, TN  
CPL Joseph O. Behnke, NY  
SGT Aubrey D. Bell, AL  
SSG Keith A. Bennett, PA  
SGT Darry Benson, NC

SPC Bradley J. Bergeron, LA  
LTC Richard J. Berrettini, PA  
SSG David R. Berry, KS  
SSG Sean B. Berry, TX  
SSG Harold D. Best, NC  
SSG Richard A. Blakley, IN  
SGT Dennis J. Boles, FL  
SFC Craig A. Boling, IN  
SSG Jerry L. Bonifacio Jr., CA  
SSG Darryl D. Booker, VA  
COL Canfield Boone, IN  
SPC Christopher K. Boone, TX  
CPL Samuel M. Boswell, MD  
SSG Collin J. Bowen, MD  
PFC Samuel R. Bowen, OH  
SGT Larry Bowman, NY  
SSG Hesley Box Jr., AR  
SSG Stacey C. Brandon, AR  
SPC Kyle A. Brinlee, OK  
SSG Cory W. Brooks, SD  
SFC John G. Brown, AR  
SGT Lerando Brown, MS  
PFC Nathan P. Brown, NY  
PFC Oliver J. Brown, PA  
SPC Philip D. Brown, ND  
SPC Timothy D. Brown, MI  
SGT Charles R. Browning, AZ  
SFC Daniel A. Brozovich, PA  
SSgt Andrew C. Brunn, NY  
SPC Jacques E. Brunson, GA  
PFC Paul J. Bueche, AL  
CPL Jimmy D. Buie, AR  
SSG James D. Bullard, SC  
SPC Alan J. Burgess, NH  
SGT Casey Byers, IA  
SGT Charles T. Caldwell, RI  
MAJ Jeffrey R. Calero, NY  
SSG Joseph Camara, MA  
1LT Jaime L. Campbell, WA  
LTC David C. Canegata III, VI  
SGT Deyson K. Cariaga, HI  
SPC Frederick A. Carlson, PA



SSG Nicholas R. Carnes, KY  
SPC Jocelyn L. Carrasquillo, NC  
MSG Scott M. Carney, IA  
SGT James D. Carroll, TN  
SPC Dane O. Carver, MI  
SGT Frank T. Carvill, NJ  
SFC Virgil R. Case, ID  
CPT Christopher S. Cash, NC  
SPC Stephen W. Castner, WI  
SPC Jessica L. Cawvey, IL  
CPL Bernard L. Ceo, MD  
SPC James A. Chance III, MS  
SSG William D. Chaney, IL  
MSG Chris S. Chapin, VT  
SSG Craig W. Cherry, VA  
SPC Don A. Clary, KS  
MSG Herbert R. Claunch, AL  
SGT James M. Clay, AR  
SPC Brian Clemens, IN  
SSG Thomas W. Clemons, KY  
SGT Russell L. Collier, AR  
SFC Kurt J. Comeaux, LA  
SPC Anthony S. Cometa, NV  
SGT Brian R. Conner, MD  
SFC Sean M. Cooley, MS  
SSG Travis S. Cooper, MS  
SPC Marcelino R. Corniel, CA  
SGT Alex J. Cox, TX  
SFC Daniel B. Crabtree, OH  
MSG Clinton W. Cubert, KY  
SSG Daniel M. Cuka, SD  
SPC Carl F. Curran, PA  
CPT Patrick D. Damon, ME  
SGT Jessie Davila, KS  
SPC Daryl A. Davis, FL  
SSG Kevin D. Davis, OR  
SPC Raphael S. Davis, MS  
SSG David F. Day, MN  
PFC John W. Dearing, MI  
SGT Germaine L. Debro, NE  
MSG Bernard L. Deghand, KS  
SGT Felix M. Del Greco, CT  
SPC Daryl T. Dent, DC  
SPC Daniel A. Desens, NC  
CPT Bruno G. Desolenni, CA  
PFC Nathaniel E. Detample, PA  
CPL Scott G. Dimond, NH  
SPC Joshua P. Dinger, GA  
SGT Philip A. Dodson Jr., GA

SPC Ryan E. Doltz, NJ  
SSgt Geronimo "Jerome" M. P. Dominguez,  
NY  
1LT Mark H. Dooley, NY  
SPC Thomas J. Dostie, ME  
SSG George R. Draughn Jr., GA  
SGT Duane J. Dreasky, MI  
SPC Christopher M. Duffy, NJ  
CPL Ciara M. Durkin, MA  
SGT Arnold Duplantier II, CA  
Sgt Lance O. Eakes, NC  
SFC Amos C. Edwards Jr., GA  
CWO Corry A. Edwards, TX  
SFC Mark O. Edwards, TN  
2LT Michael I. Edwards, AK  
SGT Michael Egan, PA  
SGT Christian P. Engeldrum, NY  
SGT Daniel M. Eshbaugh, OK  
CPT Phillip T. Esposito, NY  
SPC Michael S. Evans II, LA  
SPC William L. Evans, PA  
SSG Christopher L. Everett, TX  
SGT Justin L. Eyerly, OR  
SPC Huey P. Long Fassbender, LA  
SGT Gregory D. Fejeran, GM  
CPT Arthur L. Felder, AR  
SGT Robin V. Fell, LA  
SGT Christopher J. C. Fernandez, GM  
SPC William V. Fernandez, PA  
SPC Jon P. Fettig, ND  
SGT Damien T. Ficek, WA  
SGT Courtney D. Finch, KS  
SGT Jeremy J. Fischer, NE  
CPT Michael T. Fiscus, IN  
SPC David M. Fisher, NY  
SGT Paul F. Fisher, IA  
CW3 William T. Flanigan, TN  
CW3 John M. Flynn, NV  
SSG Tommy I. Folks Jr., TX  
SGT Joseph A. Ford, IN  
SGT Joshua A. Ford, NE  
SPC Craig S. Frank, MI  
SSG Bobby C. Franklin, GA  
SSG Jacob Frazier, IL  
SPC Carrie L. French, ID  
SPC Armand L. Frickey, LA  
SSG Joseph F. Fuerst III, FL  
SFC Michael T. Fuga, AS\*  
SSG Carl R. Fuller, GA

SPC Marcus S. Futrell, GA  
CSM Marilyn L. Gabbard, IA  
SGT Jerry L. Ganey Jr., GA  
SGT Seth K. Garceau, IA  
SPC Tomas Garces, TX  
SGT Landis W. Garrison, IL  
PFC Alva L. Gaylord, MO  
SGT Christopher Geiger, PA  
SPC Christopher D. Gelineau, ME  
SPC Mathew V. Gibbs, GA  
2LT Richard B. Gienau, IL  
SSG Charles C. Gillican III, GA  
SGT Terrell W. Gilmore, LA  
SPC Lee M. Godbolt, LA  
SGT Jaime Gonzalez, TX  
CPL Nathan J. Goodiron, ND  
SPC Richard A. Goward, MI  
SGT Shawn A. Graham, TX  
SGT Jamie A. Gray, VT  
SGT Kevin D. Grieco, IL  
SPC James T. Grijalva, IL  
SGT Shakere T. Guy, CA  
SGT Jonathon C. Haggin, GA  
SFC Peter J. Hahn, LA  
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SGT Joshua R. Hanson, MN  
SGT Joshua W. Harris, IL  
SSG Asbury F. Hawn II, TN  
SPC Michael R. Hayes, KY  
CPT Bruce E. Hays, WY  
SGT Paul M. Heltzel, LA  
SPC Kyle M. Hemauer, VA  
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SSG Kenneth Hendrickson, ND  
SFC John M. Hennen, LA  
SGT Gary M. Henry, IN  
SPC Michael L. Hermanson, ND  
SPC Brett M. Hershey, IN  
MSG Michael T. Hiester, IN  
SGT Stephen C. High, SC  
CPT Raymond D. Hill II, CA  
SGT Shawn F. Hill, SC  
SFC Matthew L. Hilton, MI  
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SFC Robert L. Hollar Jr., GA  
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SPC Jeremiah J. Holmes, ME  
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SSG Lance J. Koenig, ND  
SGT Allen D. Kokesh Jr., SD  
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SPC Kurt E. Krout, PA  
SPC John Kulick, PA  
SFC William W. Labadie Jr., AR  
SGT Joshua S. Ladd, MS  
SGT Dustin D. Laird, TN  
SFC Floyd E. Lake, VI  
SPC Charles R. Lamb, IL

SPC David E. Lambert, VA  
SGT Denise A. Lannaman, NY  
SFC Issac S. Lawson, CA  
CW4 Patrick D. Leach, SC  
SGT Terrance D. Lee Sr., MS  
SGT David L. Leimbach, SC  
PFC Ken W. Leisten, OR  
SSG Jerome Lemon, SC  
SPC Brian S. Leon Guerrero, GU  
SPC Timothy J. Lewis, VA  
SSG Nathaniel B. Lindsey, OR  
SGT Jesse M. Lhotka, MN  
SSG Victoir P. Lieurance, TN  
SFC Daniel R. Lightner Jr., PA  
SPC Justin W. Linden, OR  
SSG Tommy S. Little, AL  
SPC Jeremy Loveless, AL  
SSG David L. Loyd, TN  
CPT Robert Lucero, WY  
2LT Scott B. Lundell, UT  
SPC Audrey D. Lunsford, MS  
PFC Jonathan L. Luscher, PA  
SPC Derrick J. Lutters, CO  
SPC Wai Phyo Lwin, NY  
CPT Sean E. Lyerly, TX  
SGT Stephen R. Maddies, TN  
SPC Anthony L. Mangano, NY  
SSG William F. Manuel, LA  
SPC Joshua S. Marcum, AR  
SPC Jeremy E. Maresh, PA  
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PFC Ryan A. Martin, OH  
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PV2 Bobby Mejia II, MI  
SPC Mark W. Melcher, PA  
SPC Jacob E. Melson, AK  
SPC Kenneth A. Melton, MO  
SPC Jonathan D. Menke, IN  
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SPC Chris S. Merchant, VT  
SSG Dennis P. Merck, GA  
SGM Michael C. Mettill, MN  
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SSG Brian K. Miller, IN  
SPC John W. Miller, IA  
SGT Kyle R. Miller, MN  
CPT Lowell T. Miller II, MI  
SPC Marco L. Miller, FL  
PFC Mykel F. Miller, AZ  
SFC Troy L. Miranda, AR  
SGT Ryan J. Montgomery, KY  
SPC Samson A. Mora, GU  
SGT Carl J. Morgain, PA  
SPC Dennis B. Morgan, NE  
SGT Steve Morin Jr., TX  
SGT Shawna M. Morrison, IL  
SPC Clifford L. Moxley, PA  
LTC Charles E. Munier, WY  
SPC Warren A. Murphy, LA  
SGT David J. Murray, LA  
SPC Nathan W. Nakis, OR  
SPC Creig L. Nelson, LA  
SGT Paul C. Neubauer, CA  
SPC Joshua M. Neusche, MO  
SGT Long N. Nguyen, OR  
SPC Paul A. Nicholas, CA  
SFC Scott E. Nisely, IA  
SGT William J. Normandy, VT  
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SPC Richard P. Orengo, PR  
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SGT Timothy R. Osbey, MS

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SSG Michael C. Ottolini, CA  
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SGT Mark C. Palmateer, NY  
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SGT Richard K. Parker, ME  
SSG Saburant Parker, MS  
SGT Lawrence L. Parrish, MO  
SSG Michael C. Parrott, CO  
SPC Gennaro Pellegrini Jr., PA  
SGT Theodore L. Perreault, MA  
SSG David S. Perry, CA  
SGT Jacob L. Pflingsten, MN  
SSG Joseph E. Phaneuf, CT  
PFC Sammie E. Phillips, KY  
SGT Edward O. Philpot, SC  
SGT Ivory L. Phipps, IL  
SSG Emanuel Pickett, NC  
CW2 Paul J. Pillen, SD  
PFC Derek J. Plowman, AR  
SGT Foster Pinkston, GA  
SGT Darrin K. Potter, KY  
SGT Christopher S. Potts, RI  
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SFC James D. Priestap, MI  
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SGT Joseph E. Proctor, IN  
SPC Robert S. Pugh, MS  
SFC George A. Pugliese, PA  
SPC Joseph A. Rahaim, MS  
SPC Eric U. Ramirez, CA  
PFC Brandon Ramsey, IL  
SPC Christopher J. Ramsey, LA  
SSG Jose C. Rangel, CA  
SGT Thomas C. Ray II, NC  
SSG Johnathan R. Reed, LA  
SSG Aaron T. Reese, OH  
SGT Gary L. Reese Jr., TN  
SGT Luis R. Reyes, CO  
SPC Jeremy L. Ridlen, IL  
SPC James D. Riekena, WA  
SGT Greg N. Riewer, MN  
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SSG Milton Rivera-Vargas, PR  
CPL John T. Rivero, FL  
SSG William T. Robbins, AR  
SSG Christopher L. Robinson, MS  
CPL Jeremiah W. Robinson, AZ

SGT Nelson D. Rodriguez Ramirez, MA  
SSG Alan L. Rogers, UT  
SFC Daniel Romero, CO  
SGT Brian M. Romines, IL  
SFC Robert E. Rooney, NH  
SPC David L. Roustum, NY  
SGT Roger D. Rowe, TN  
CW3 Brady J. Rudolf, OK  
SGT David A. Ruhren, VA  
CW4 William Ruth, MD  
SPC Lyle W. Rymer II, AR  
SPC Corey J. Rystad, MN  
SFC Rudy A. Salcido, CA  
SGT Paul A. Saylor, GA  
SSG Daniel R. Scheile, CA  
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SFC Richard L. Schild, SD  
SGT Jacob S. Schmuecker, NE  
SPC Jeremiah W. Schmunk, WA  
PFC Benjamin C. Schuster, NY  
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SGT Bernard L. Sembly, LA  
SPC Daniel L. Sesker, IA  
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SGT Kevin Sheehan, VT  
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1LT Andrew C. Shields, SC  
SPC Bradley N. Shilling, MI  
PFC Ashley Sietsema, IL  
SGT Alfred B. Siler, TN  
SGT Alfredo B. Silva, CA  
SGT Isiah J. Sinclair, LA  
SPC Roshan (Sean) R. Singh, NY  
SPC Channing G. Singletary, GA  
SPC Aaron J. Sissel, IA  
SSG Bradley J. Skelton, MO  
1LT Brian D. Slavenas, IL  
SGT Eric W. Slebodnik, PA  
SPC Erich S. Smallwood, AR  
SGT Keith Smette, ND  
CW4 Bruce A. Smith, IA  
CPL Darrell L. Smith, IN  
SGT Michael A. Smith, AR  
SPC Norman K. Snyder, IN  
SGT Mike T. Sonoda Jr., CA  
Lt Col Kevin H. Sonnenberg, OH  
SGT Matthew R. Soper, MI

SGT Kampha B. Sourivong, IA  
SFC Theodore A. Spatol, WY  
SFC William C. Spillers, MS  
SPC David S. Stelmat, NH  
SGT Patrick D. Stewart, NV  
SGT Jonnie L. Stiles, CO  
SGT Michael J. Stokely, GA  
Maj Gregory Stone, ID  
MSG John T. Stone, VT  
SPC Brandon L. Stout, MI  
SPC Chrystal G. Stout, SC  
2LT Matthew R. Stoval, MS  
SGT Francis J. Straub Jr., PA  
SGT Matthew F. Straughter, MO  
SGT Thomas J. Strickland, GA  
WO1 Adrian B. Stump, OR  
SSG Daniel A. Suplee, FL  
SSG Michael Sutter, IL  
SGT Robert W. Sweeney III, LA  
SGT Deforest L. Talbert, WV  
SFC Linda A. Tarango-Griess, NE  
SPC Christopher M. Taylor, AL  
SPC Deon L. Taylor, NY  
CPT Michael V. Taylor, AR  
SGT Shannon D. Taylor, TN  
SGT Joshua A. Terando, IL  
MSG Thomas R. Thigpen Sr., GA  
SGT John F. Thomas, GA  
MSG Sean M. Thomas, PA  
SGT Paul W. Thomason III, TN  
CPL Michael E. Thompson, OK  
1LT Jason G. Timmerman, MN  
SGT Humberto F. Timoteo, NJ  
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SSG Robin L. Towns Sr., MD  
SPC Seth R. Trahan, LA  
SPC Quoc Binh Tran, CA  
SSG Philip L. Travis, GA  
CW4 Chester W. Troxel, AK  
SGT Robert W. Tucker, TN  
SGT Gregory L. Tull, IA  
SPC Nicholas D. Turcotte, MN  
1LT Andre D. Tyson, CA  
SPC Daniel P. Unger, CA  
PFC Wilfredo F. Urbina, NY  
SGT Michael A. Uvanni, NY  
1LT Robert Vallejo II, TX  
SGT Gene Vance Jr., WV  
SGT Travis A. Vanzoest, ND

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SPC Chad J. Vollmer, MI  
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SPC Jason E. von Zerneck, NY  
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SGT Andrew P. Wallace, WI  
SGT Daniel W. Wallace, KY  
SFC Charles H. Warren, GA  
1SG William T. Warren, AR  
SFC Mark C. Warren, OR  
SPC Glenn J. Watkins, CA  
MSG Davy N. Weaver, GA  
SGT Matthew A. Webber, MI  
SFC Kyle B. Wehrly, IL  
SSG David J. Weisenburg, OR  
SPC Michael J. Wendling, WI  
SPC Cody Lee L. Wentz, ND  
SPC Jeffrey M. Wershow, FL  
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SPC Lee A. Wiegand, PA  
LTC James L. Wiley, OR  
1LT Charles L. Wilkins III, OH  
SGT David B. Williams, NC  
SPC Michael L. Williams, NY  
SFC Christopher R. Willoughby, AL  
SSG Clinton L. Wisdom, KS  
SPC Robert A. Wise, FL  
SPC Michelle M. Witmer, WI  
SSG Delmar White, KY  
SGT Elijah Tai Wah Wong, AZ  
SPC John E. Wood, KS  
SFC Ronald T. Wood, UT  
SGT Roy A. Wood, FL  
SSG James Wosika, MN  
SPC Brian A. Wright, IL  
SGT Thomas G. Wright, MI  
SGT Joshua V. Youmans, MI  
SPC Christopher D. Young, CA

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