Vision 2020

Army National Guard Strategic Guidance

From the Director of the Army National Guard

The purpose of this *Vision 2020* document is to provide the Army National Guard (ARNG) staff and members of the Army National Guard in the States, Territories, and the District of Columbia my priorities —for the next four years—to win in a complex world.

Pursuit and attainment of theses strategic priorities will guide us as we develop plans and make decisions with far-reaching consequences. Our common purpose and shared focus will determine how we are positioned for the future. The priorities presented in *Vision 2020* will also ensure our continued excellence.

Lieutenant General Timothy J. Kadavy
20th Director, Army National Guard

> *"Our team has a long tradition of professionalism, individual sacrifice, bravery, and a willingness of the individuals in our ranks to place the country's safety and security ahead of their own."*

The ARNG *Vision 2020* provides strategic guidance to further the role of the ARNG within the Army Total Force Policy. Annual campaign plans, which include setting intermediate objectives along with the means to measure our effectiveness, will also be a key part of our strategic planning process.

I am honored to serve YOU—the men and women of the ARNG who serve each day across the 54 and around the world—as the Director, ARNG. Our team has a long tradition of professionalism, individual sacrifice, bravery, and a willingness of the individuals in our ranks to place the country's safety and security ahead of their own. Thank you for all you do. I appreciate your continued support and the opportunity to lead the organization as we reaffirm our commitment to the nation and our communities.

Front page photo: U.S. Army Sgt. Brandon Bregel, from the Massachusetts National Guard, prepares to clear a bridge during a quality assurance inspection along Highway 1 in Zabul province, Afghanistan.

Background photo: Staff Sgt. Gerald Ritter, a member of Troop C,1st Squadron, 180th Cavalry Regiment, 45th Infantry Brigade Combat Team, Oklahoma Army National Guard, prepares his squad for a follow-on reconnaissance training mission after conducting amphibious operations at Lake Elmer Thomas, Oklahoma, June 5, 2015.

Senior Leaders' Perspectives

We are experts, mentors, and advisors

Chief Warrant Officer 5
Peter Panos
Command Chief Warrant Officer,
Army National Guard

For the past two decades, the Warrant Officer profession has depended upon tactical and technical professional leaders. We are experts, mentors, and advisors. Now, we must ensure that our cohort contributes to realizing the Director's *Vision 2020* by…

- **Providing and maintaining a ready force** – The Warrant Officer cohort attracts some of the best talent in the Army. As the primary integrators and managers of Army systems, we bring unequalled knowledge, experience, and perspective within our areas of expertise. We must capitalize on our experience, perspective, and depth of knowledge.
- **Developing Warrant Officer leaders** – This includes formal education as well as the cumulative experience and self-development that prepare Warrant Officers for increased responsibilities. Training and education must be timely and targeted to support the goals of *Vision 2020.*
- **Mentoring** – As the cohort evolves, we must provide personal and professional mentorship to our junior Warrant Officers. We will grow adaptive leaders.

We take care of Soldiers and ensure they are ready

Command Sergeant Major
Brunk Conley
Command Sergeant Major,
Army National Guard

The Army is experiencing its slowest operational tempo in years, but leaders' priorities don't change. We still take care of Soldiers and ensure they are ready. Three timeless responsibilities align with *Vision 2020:* Developing leaders, maintaining readiness, and encouraging education.

- **Leader development** – This is crucial to the long-term success of the ARNG. As professional, adaptive leaders, we train our successors. We develop talented Soldiers by helping them complete professional educational requirements and compete for positions of greater responsibility.
- **Readiness** – Our mission across the Army is to build readiness. The Army's Sustainable Readiness Model offers guidance on making sure our Soldiers and units are prepared to respond at the State and national levels. In our rapidly changing environment, readiness is critical.
- **Education** – Many people join the Guard for educational benefits, so we need to make sure these benefits are available. As a high school teacher, I saw firsthand how education improves young people, helping them grow and expand their horizons. ARNG leaders are uniquely positioned to foster a positive atmosphere where Soldiers can learn. Leaders must always motivate Soldiers to take the initiative to develop themselves.

In addition to rewarding the contributions of individual Soldiers, good leaders foster cohesiveness and drive the whole team toward success.

Our Operational Environment

Our global, operational environment remains complex and chaotic. Conflicts and unrest endure and flashpoints arise. We face a wide range of challenges from adversaries to natural disasters. In our increasingly interconnected world, conflicts emerge from competing ideas and values. We must be able to champion our values and defend our national interests across this landscape.

Many potential adversaries possess formidable weapons. Others possess the ability to adapt available technology to destructive purposes. We must remain vigilant toward this proliferation of lethal threats. When these hostile forces are unleashed, we must be ready to respond decisively.

To succeed, we must be ready for operations in an array of complex environments. We are forging enduring partnerships with nations across the globe. We train to confront a wide spectrum of threats as part of the Joint Force. Whether we are providing assistance or fighting to preserve American interests, we are prepared to conduct our mission at home or abroad.

The ARNG has answered the call since 1636. We are ready to act now. We will be prepared to win in the future.

Background Photo: U.S. Army Staff Sgt. Steven Tessitore, 3rd Platoon, Company B, 2nd Battalion, 162nd Infantry, Oregon Army National Guard, provides security in Paghman, Afghanistan.

Photo bottom right: Louisiana National Guard members with the 844th Engineer Company, 527th Engineer Battalion, construct a sandbag barrier wall around Dupree #23 Pump Station in Pineville, Louisiana, June 10, 2015.

Director's 90-day Strategic assessment letter

NATIONAL GUARD BUREAU
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Director, Army National Guard

JUL 7 2015

The Honorable John M. McHugh
Secretary of the Army
101 Army Pentagon
Washington, DC 20310-0101

General Raymond T. Odierno
200 Army Pentagon
Washington, DC 20310-0200

General Frank J. Grass
Chief, National Guard Bureau
1636 Defense Pentagon Ste 1E169
Washington, DC 20301-0001

Dear Secretary McHugh, General Odierno, and General Grass:

I have completed my initial assessment of the Army National Guard. I outline below what I see as the priorities for my time as Director, Army National Guard. With your support I intend to advance the role of the Army National Guard as a more integrated and vital element of the Army's Total Force.

I assess that your Army National Guard leaders want to maintain an operational role in the Nation's defense. This role requires increased emphasis on leader quality and development. Active component relationships, Theater Security Cooperation, and Overseas Deployment Training supplement the operational role and preparedness for Army missions. Fiscal constraints will continue to challenge the ability to build individual and unit readiness. I understand we may only be able to afford a portion of our forces in an operational posture in the future. I am prepared to make tough decisions to keep our force as operationally ready as possible to meet Army requirements.

My initial priorities focus on developing leaders, balancing readiness, maintaining an operational posture, sustaining resilient communities, and instilling accountability and oversight. We will seek to retain our combat arms heritage while optimizing resources to achieve an adaptable, accountable, resilient, and balanced force prepared to respond to the Nation, States, Territories, and the District of Columbia.

A. LEADER DEVELOPMENT. The leadership challenges of the future require us to invest in key developmental and cross-component assignments, professional military education, and broadening opportunities for our officers and non-commissioned officers. Collective training opportunities, active component integration, and relationships are also important to developing competent leaders of character.

B. READY FORCES. I will balance readiness generation with pre-mobilization goals. Balancing resource allocation will allow us to focus available funding for professional military education and to optimize readiness across the force without overproducing readiness in any one area.

C. OPERATIONAL FORCE. I assess your Army National Guard leaders and Soldiers are committed to maintaining an active role in the Army's operational force. We are proud members of the Army committed to finding the best solutions for our Army. My priority is to achieve the optimal operational balance of our formations to maintain interoperability. This provides the Army with needed depth and capabilities to mitigate risk for unified land operations in an uncertain world.

D. RESILIENT COMMUNITIES. The past commitment levels to our Soldiers and Families have created high expectations for continued support. We need to take a comprehensive community approach to address the enduring needs of our Army Guard members, their families, and employers within anticipated resources. We will leverage community-based services and relationships. My goal is for Army National Guard Soldiers, families, communities, and employers to be mutually supportive and resilient.

E. ACCOUNTABILITY AND OVERSIGHT. Effective accountability and oversight is crucial to the Army National Guard's execution and delivery of Army programs. I will be transparent in all that I do; ensuring proper fiscal accountability and oversight is nested in each of my strategic priorities.

These five focus areas are an initial basis for my strategic plan. I understand we must be flexible as we plan together for the Army's future. The predictable and cyclic model we have used over the last decade has worked well for the Total Force. I look forward to your leadership in optimizing our readiness with available resources to convert Army National Guard capacity into Army capability.

Sincerely,

Timothy J. Kadavy
Lieutenant General, US Army
Director, Army National Guard

The commitment of the ARNG to Army Total Force Policy includes providing ready forces for Unified Land Operations and an emphasis on leader development.

Photo top right: Company B, 3rd Battalion, 187th Infantry Regiment Soldiers lay in the prone position after exiting a UH-60 Black Hawk helicopter operated by Co. B, 2-147th Assault Helicopter Battalion during an air assault exercise near Camp Buehring, Kuwait, January 19, 2015. AH-64 Apache helicopters with 4-501st Attack Reconnaissance Battalion simulated suppressing fire during the exercise.

Photo bottom right: Spc. Angela Warden of the 1st Battalion, 143rd Infantry Regiment (Airborne), provides security on the airfield after exiting a C-17 "Globemaster" during a training mission at North Texas Regional Airport.

Our Strategic Direction

The ARNG will continue its unique role as both the combat reserve of the Army and the land component response force for domestic operations. Given these dual roles, the ARNG *Vision 2020* incorporates key plans, policies, and strategies.

***Vision 2020* integrates strategic guidance from the Departments of Defense and Homeland Security with the Army Plan and additional direction from the Chief, National Guard Bureau.**

Each higher echelon document specifies objectives and milestones as a method of directing each organization to fulfill specific missions as articulated by the National Military Strategy.

> ***"Readiness converts ARNG capacity into Army capability."***
>
> **Lt. Gen. Timothy Kadavy, Director, Army National Guard**

The intent of the ARNG is to align higher-level goals with unified, attainable, and measurable objectives, tasks, and metrics for the ARNG across all States, Territories, and the District of Columbia.

Strategy of Balanced Readiness

Strategic Design

Photo top right: Sgt. Jeffrey Carroll, a member of the 48th Infantry Brigade Combat Team, Georgia Army National Guard, practices advanced marksmanship skills during mobilization training at the Joint Forces Training Center, Camp Shelby, Mississippi.

ARNG Vision 2020: Lines of Effort

Leader Development

End State: Competent Leaders of Character who inspire, plan, and execute Mission Command in Unified Land Operations, Homeland Defense, and Senior Army Leadership Engagements in support of a ready ARNG operational force.

Defined by: Competent and adaptable Leaders of Character who are identified early, mentored, and provided diverse duty experiences.

Accountability is integral to each line of effort

Without ethical decision making, transparent processes, thorough oversight and fiscal responsibility, we cannot succeed.

Ready Forces

End State: Warfighting-capable and Governor-responsive forces with resource allocation at ARNG level and expenditure at the State/unit level are balanced to maximize readiness across the force without overdriving readiness in any one area or in any one unit.

Defined by: Prescribed resource level, Army Sustainable Readiness Model (SRM) Aimpoints, Quality Force vs. Quantity of Force.

Operational Force

End State: ARNG units are resourced, modern, continuously utilized, and rotationally available to provide a full spectrum capability in combat contingency, Defense Support to Civil Authorities (DSCA), Humanitarian Assistance (HA), and Security Cooperation efforts in order to maintain combat readiness, meet domestic response requirements and enhance retention.

Defined by: Predictable resources, flexible execution, disciplined bands of readiness, sustained deployment capability and continuous utilization.

Resilient Communities

End State: ARNG Soldiers, Families, communities, and employers understand, support and are prepared for the ARNG's role in the Nation's defense.

Defined by: Personal and Family readiness integrated with an involved community throughout the Soldier life cycle.

Photo back page, from left to right: Spc. Lounnee Minor, of the Minnesota National Guard, helps remove nails from wood forms for potential reuse of the materials on June 18, 2015.

Staff Sgt. Antonio Nieto, 50th Personnel Services Battalion, New Jersey Army National Guard, laughs with his daughter Antonella after returning from a year-long deployment in Afghanistan.

Georgia Guardsman Capt. Jason Royal and his son, Pvt. 1st Class Hector Royal, a fellow Guardsman, prepare to jump out of a UH-60 Blackhawk helicopter during airborne operations at Paulding County Airport in Dallas, Georgia, July 16, 2014.

Background photo back page: Massachusetts Governor Charlie Baker presents the Soldier's Medal to Army Capt. Stephen Fiola, with the Massachusetts Army National Guard in Salem, Massachusetts, Saturday, April 11, 2015. The Guardsman received the award in recognition of his actior during the 2013 Boston Marathon bombings.

For more information, visit the ARNG webpage: http://arng.ng.mil

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