



## The Rebalance of the Army National Guard

*The Army National Guard is an essential and integral component of the Army in the Joint and Interagency efforts to win the [war], secure the homeland, and provide disaster relief at home and abroad.*

General Richard A. Cody, Vice Chief of Staff, United States Army  
Testimony to the House Armed Services Committee, 13 June 2006

### Introduction

For more than 370 years, the Army National Guard (ARNG) has performed a vital role in the nation's defense at home and abroad, providing ready forces capable of performing full-spectrum operations in support of America's civil and military leadership. As the nation enters the seventh year of persistent conflict, the ARNG is well established as a battle-hardened and respected fighting force.

The Quadrennial Defense Review (QDR) of 2006 identified the requirement for a military force that provides greater emphasis on persistent

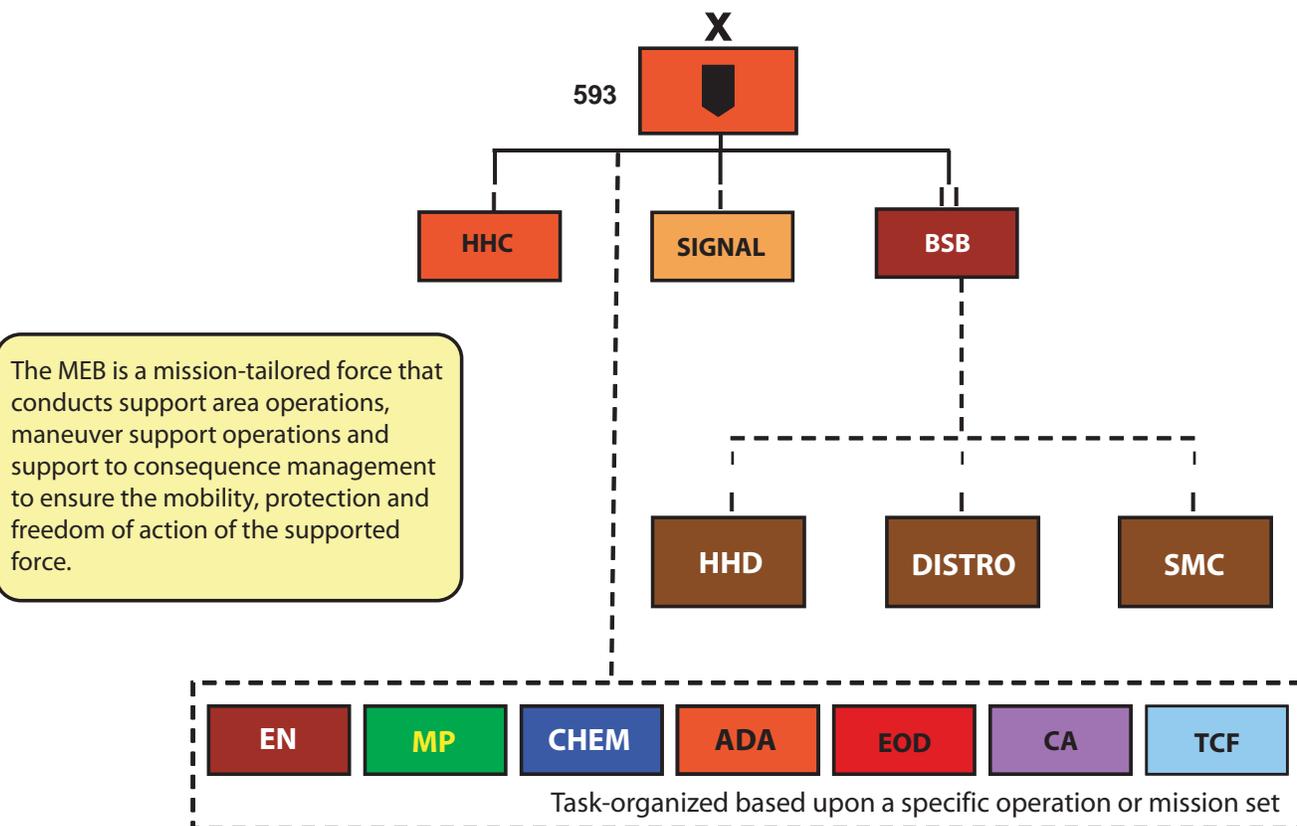
conflict, including long-duration unconventional warfare, counterterrorism, counterinsurgency and military support for stabilization and reconstruction efforts. In addition, the QDR recommended changes to the force structure, providing guidance for the Army to resource 70 brigade combat teams (BCTs), 28 of which will be in the ARNG. To meet these new challenges and threats and to comply with the guidance of QDR 2006, the ARNG began a comprehensive transformation and reorganization of its force structure known as the ARNG rebalance plan. The result is an ARNG force that is more flexible, more capable and more rapidly deployable with enhanced readiness for wartime missions, enhanced capabilities for state missions, and improved command and control within states and territories.

### The Army National Guard Rebalance Plan

In early 2006, a collaborative effort began between Headquarters, Department of the Army (HQDA), the ARNG and the Adjutants General to establish the way ahead for ARNG force structure in response to the guidance provided in the QDR. The result was the ARNG rebalance plan, an effort that converted six BCTs into four maneuver enhancement brigades (MEBs) and two battlefield surveillance brigades (BfSBs). In addition, the ARNG was able to retain in the force structure 17 tactical combat forces (TCFs) consisting of 11 infantry battalions, three heavy



## Maneuver Enhancement Brigade (MEB)



ADA – Air Defense Artillery  
BSB – Brigade Support Battalion  
CA – Civil Affairs  
CHEM – Chemical

DISTRO – Distribution  
EN – Engineer  
EOD – Explosive Ordnance Disposal  
HHC – Headquarters & Headquarters Company

HHD – Headquarters & Headquarters Detachment  
MP – Military Police  
SMC – Support Maintenance Company  
TCF – Tactical Combat Force

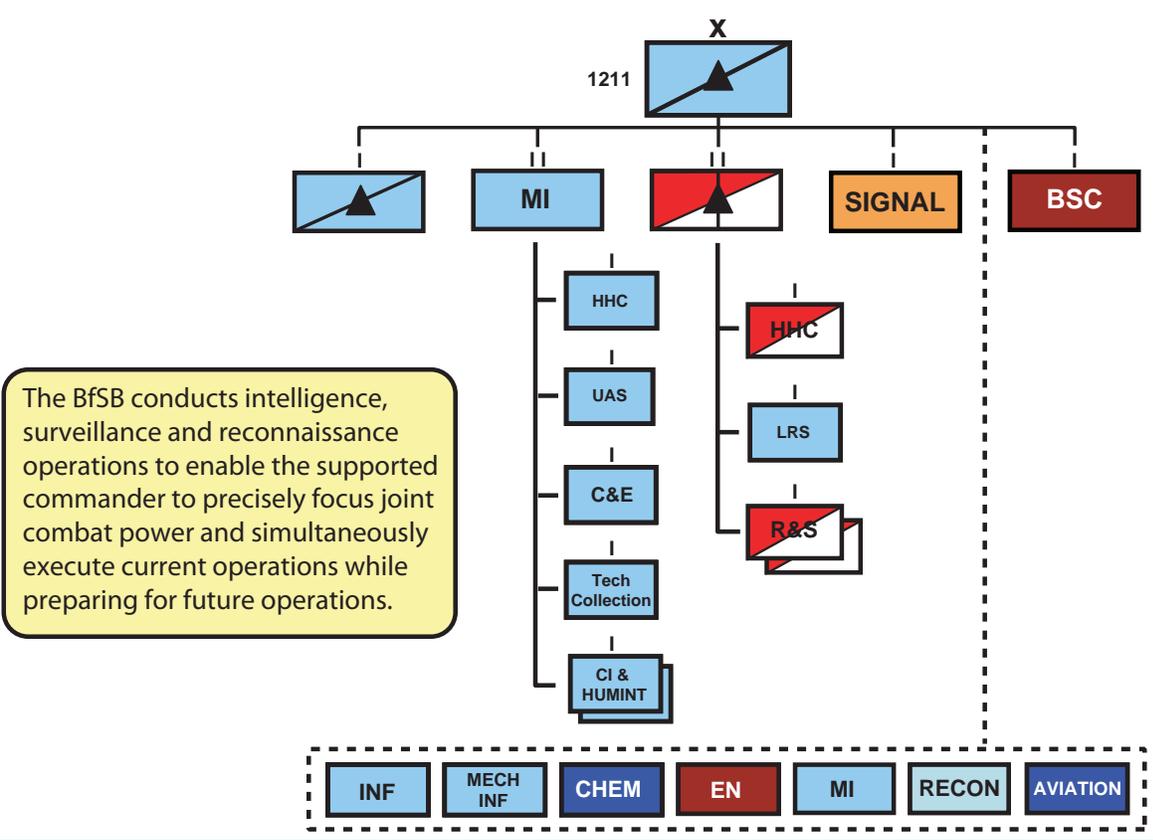
Source: Army National Guard

maneuver battalions and three reconnaissance, surveillance and target acquisition squadrons, all aligned with the ARNG MEBs. The TCFs provide the MEB an important advantage in combat power and force protection during all operations. (Note: TCF units are not currently organic to brigade formations but are attached as reinforcing elements to units deploying into a theater of operations.) The total cost to fully equip the new force structure is \$4.8 billion. This plan is funded in the President's Budget for Fiscal Year (FY) 2008 as well as the Program Objective Memorandum (POM) 2009-2013 and includes funds requested in the FY 2009 Global War on Terror supplemental appropriation request. The ARNG rebalance agreement—signed by Army Vice Chief of Staff General Richard A.

Cody, Army National Guard Director Lieutenant General Clyde A. Vaughn and Adjutants General Force Structure Committee Chairman Major General Bennett Landreneau in October 2007—**pledges to fully equip and resource the ARNG in the same manner as the active component.**



## Battlefield Surveillance Brigade (BfSB)



The BfSB conducts intelligence, surveillance and reconnaissance operations to enable the supported commander to precisely focus joint combat power and simultaneously execute current operations while preparing for future operations.

BSC - Brigade Support Company	HHC - Headquarters & Headquarters Company	MI - Military Intelligence
C&E - Collection & Exploitation	HUMINT - Human Intelligence	R&S - Reconnaissance and Surveillance
CHEM - Chemical	INF - Infantry	RECON - Reconnaissance
CI - Counterintelligence	LRS - Long Range Scout	Tech - Technical
EN - Engineer	MECH INF - Mechanized Infantry	UAS - Unmanned Aircraft Systems

Source: Army National Guard

By 2013, the fully implemented rebalance plan will provide a total of 112 brigade formations in the ARNG that include 28 BCTs,<sup>1</sup> 46 multifunctional brigades<sup>2</sup> and 38 functional brigades.<sup>3</sup> This fully-funded array of forces sets the stage for the ARNG to successfully transition from a strategic to an operational reserve while simultaneously maintaining a high state of readiness for operations at home and abroad.

### Enhanced Readiness for the Wartime Mission

The ARNG is an integral part of the Army. It is organized in accordance with Army force

management policies and processes, enabling seamless integration into the Army force mix, providing more predictability to leverage their readiness and availability for deployment. Prior to the tragic events of 11 September 2001, most of the ARNG did not enjoy the same level of manning, equipping and training as the active component due to many decades of being resourced as a strategic reserve. As a result, personnel and equipment had to be cross-leveled to build whole units for mobilizations and deployments. Implementing the rebalance plan is enhancing unit readiness to meet the challenges of the current operational environment.

<sup>1</sup> Seven heavy, 20 infantry and one Stryker brigades.  
<sup>2</sup> Sixteen maneuver enhancement, six battlefield surveillance, seven fires, nine sustainment and eight combat aviation brigades.  
<sup>3</sup> Seven engineer, two air defense artillery, three military police, one chemical, five theater aviation, two signal and one explosive ordnance disposal brigades and 17 regional support groups.



To increase unit readiness, the ARNG reorganized its force structure to meet its congressionally-mandated endstrength of 350,000 Soldiers, which will increase to 358,200 by FY 2010. By already recruiting above authorized endstrength, the ARNG was able to create operational depth needed in units to maintain a higher state of combat readiness. At the end of FY 2007, the ARNG's actual endstrength was 352,707.

With the Army's commitment to fully fund the rebalance plan, the ARNG is able to seamlessly provide needed capabilities to the combatant commanders on a continuous, cyclic basis. To do so, the Army established a model to coordinate cycles of readiness and training for units called Army Force Generation (ARFORGEN). Within ARFORGEN, the ARNG's five-year rotation model divides forces into three pools: ready, available and reset/retrain. Higher-level collective training in preparation for deployment and mission preparation

is performed by the ready force pool. The available force pool consists of those ARNG units available for operations. The units returning from a major operation in theater make up the reset/retrain pool. Units will train for a specific number of days each year during the five-year cycle and deploy if needed. This kind of predictability provides critical peace-to-war transition for Soldiers, their families, employers and unit commanders.

To sustain personnel and equipment readiness of this magnitude, the Army has pledged to boost ARNG spending by \$23 billion through 2011, with further increases in subsequent years. The goal is to ensure that the ARNG has 75 percent of its needed equipment by 2013, and is on track to be fully equipped, consistent with all components of the Army. Essential to sustaining this initial success is continued support from the Department of Defense and Congress.

## Enhanced Capabilities for State Missions

The events surrounding Hurricane Katrina clearly demonstrated the need to ensure state governors have capabilities available to them to handle future domestic operations. As the nation's first military responders for support to civil authorities and homeland defense operations, the ARNG must



have the ability to function as an interchangeable operational force. One of the signature elements of the rebalance effort was the growth in the “essential 10” capabilities which include aviation, engineer, security, transportation, civil support teams and force protection, medical, maintenance, logistics, signal and Joint Force Headquarters and command and control capabilities. The enduring vision of the ARNG is to have these essential 10 capabilities positioned in every state and territory. **A major step forward for the ARNG was the addition of 16 MEBs to the force, providing a strong array of engineer, military police and chemical capabilities for use not only in wartime but also critically essential to the ARNG domestic mission.**



### **Improved Command and Control Within the States, Territories and the District of Columbia**

A key element of ARNG rebalance was the geographical alignment and stationing of units. Distance between many units ranged in the thousands of miles, making access, collective

training and command and control very cumbersome for the Adjutants General and unit commanders. For example, Alaska’s 207<sup>th</sup> infantry BCT (IBCT) had organic and assigned battalions stationed in Arizona, Guam, Nebraska and New Mexico. Those battalions, in turn, had subordinate companies stationed in several other states, making training and command and control very difficult and creating “the tyranny of distance,” the complicated effort of manning, equipping, training and mobilizing the force over great distances. ARNG rebalance provided the ARNG with the unique opportunity to station complete units (as much as possible) within the borders of a single state. By converting the 207<sup>th</sup> IBCT to a BfSB, the ARNG was able to station the entire brigade formation in Alaska, facilitating the exercise of command and control by the Adjutant General and unit commanders.



### **Way Ahead**

The Army’s senior leadership has a clear vision and focused game plan to ensure that the Army National Guard is a force that is fully manned, trained and equipped to defend America both at home and abroad. Key to meeting this important strategic vision is ensuring that the ARNG force structure is fully modernized and that timely



## Army National Guard Rebalance and Grow Recapitalization

Pre-Rebalance	→	Post-Rebalance
<b>306,500 Operating Force</b> <b>35,500 Generating Force</b> <b>8,000 TTHS Account</b>	→	<b>320,700 Operating Force</b> <b>35,500 Generating Force</b> <b>2,000 TTHS Account</b>
<b>34 Brigade Combat Teams</b> 10 Heavy, 23 Infantry, 1 Stryker	→	<b>28 Brigade Combat Teams</b> 7 Heavy, 20 Infantry, 1 Stryker
<b>41 Multifunctional Brigades</b> 10 MEB, 2 BfSB, 7 Fires, 9 Sustainment, 8 CAB, 5 TAB	→	<b>46 Multifunctional Brigades</b> 16 MEB, 6 BfSB, 7 Fires, 9 Sustainment, 8 CAB
<b>32 Functional Brigades</b> 6 EN, 2 ADA, 3 MP, 1 Chemical, 2 SIG, 1 EOD, 17 RSG	→	<b>38 Functional Brigades</b> 7 EN, 2 ADA, 3 MP, 1 Chemical, 5 TAB, 2 SIG, 1 EOD, 17 RSG
<b>No Tactical Combat Forces</b>	→	<b>17 Tactical Combat Forces</b> 11 Infantry Bns, 3 Heavy Maneuver Bns, 3 RSTA Squadrons (all aligned with ARNG MEBs)
<b>Legend:</b> ADA – Air Defense Artillery ARNG - Army National Guard BCT – Brigade Combat Team Bns - Battalions BfBS – Battlefield Surveillance Brigade CAB – Combat Aviation Brigade Chem – Chemical EN – Engineer EOD – Explosive Ordnance Disposal TTHS – Trainee, Transients, Holdeses and Students MEB – Maneuver Enhancement Brigade MP – Military Police RSG – Regional Support Group RSTA – Reconnaissance, Surveillance and Target Acquisition SIG – Signal TAB – Theater Aviation Brigade		

*Source: Army National Guard*

and predictable resources are made available. The ARNG and the Adjutants General worked closely with HQDA directors of Force Management and Force Development<sup>4</sup> to assemble the current force structure strategy that consists of 112 brigade formations including 28 BCTs, 46 multifunctional brigades and 38 functional brigades at a cost of \$4.8 billion. For the ARNG to continue its role as an integral part of the Army’s operational reserve and the nation’s first military responder for the homeland, the Department of Defense and Congress must fully fund all aspects of the ARNG rebalance plan.

While this will not be the final structuring of the Army National Guard, the reserve component must continue to transition from a strategic to an operational reserve, employed on a cyclical basis to add depth to the active force. The goal is a reserve component that is predictable, accessible, manned, equipped, trained and organized to serve as an effective part of the Joint force within the framework of ARFORGEN while preserving the citizen Soldier. A failure to achieve this goal is a degradation in overall capability and adversely affects the quality of life for more than 350,000 ARNG Soldiers and their families.

<sup>4</sup> The ARNG formed the Adjutant General General Officer Steering Committee (TAG GOSC) to involve the states in the process, as well as represent all the states and territories during rebalancing. The TAG GOSC consisted of 20 TAGs and Assistant TAGs representing a cross section of the nation.