

Air National Guard Capstone Principles



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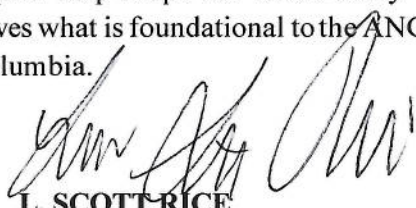
Air National Guard Capstone Principles

America relies on the Air National Guard (ANG) for ongoing federal and state missions and unexpected contingencies. When America calls, the ANG remains an integral and essential component of the Air Force, defending our nation while providing a myriad of capabilities supporting state and local authorities in protecting life and property. We must be agile, adaptable and remain flexible to function within these two contexts. To this end, it is important to routinely reaffirm our principles and root strategies in the foundational concepts represented by our Capstone Principles. We want to affirm that the American people have ready access to relevant and cost effective defense and domestic response capabilities in a robust and evolutionary twenty-first century threat environment. To guide this update, the Strategic Planning System-Steering Committee (SPS-SC), in collaboration with the Air National Guard has revised the 2011 ANG Capstone Principles.

This document refines and reaffirms our Capstone Principles, which serve as the compass guiding our strategic course and shape the future of the ANG. SPS field-driven Capstone Principles serve as a cornerstone document informing the ANG Strategic Master Plan, which in turn guides and recommends future investment and resource decisions to chart out ANG strategic direction. The signatures of the Director of the ANG (DANG) and the Chairman of SPS-SC demonstrates the collaboration between the "54" and ANG Leadership in charting a future course for the ANG. The ANG Staff will follow these principles when making resource decisions and in our strategic communications.

The SPS-SC and ANG Leadership fully support these enduring principles as foundational in helping shape and guide the future of the ANG. The SPS ensures synchronization of the "54" with the ANG Leadership by recognizing The Adjutants General (TAGs) as the cornerstone of the SPS. This forms a singular, powerful message, providing strategic guidance and direction we can take forward to the Chief, National Guard Bureau and ultimately to the Chief of Staff of the United States Air Force. Our commitment is to continue to strengthen the SPS/ANG staff partnership to produce documents that continually evolve through a deliberate, collaborative and transparent process.

Every day our Airmen demonstrate the tremendous value the ANG provides for America. They have proven they are up to any challenge, at home or abroad, across the spectrum of operations. We must continue to adapt to the changing strategic and domestic environment to meet the challenges to our nation's security and to best leverage the evolving capabilities of our Citizen Airmen. The ANG Capstone Principles help shape our future today by continuing to guide us in charting a course that preserves what is foundational to the ANG and best serves our Nation, States, Territories and the District of Columbia.



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Air National Guard Capstone Principles: Guiding Our Future

These Capstone Principles continue to guide the Air National Guard (ANG) in shaping its future missions, equipment, personnel and policies. These Principles flow from the nation's strategic needs, legislation, national and Air Force policy, and the security and disaster response imperatives of the states, territories and the District of Columbia, hereafter referred to as the "54". The Capstone Principles are rooted in the National Guard's constitutional duty as the nation's organized militia, providing the American people, states, and local communities a meaningful role in their defense and public safety.¹ These principles provide enduring guidance that will serve as our compass as we chart the ANG's future course.

Five principles guiding the ANG's future as a part of the Total Air Force:

1. Enhance missions utilizing the organized militia construct
2. Allocate at least one unit-equipped wing and flying squadron in each of the "54"
3. Maximize concurrent and balanced recapitalization and modernization
4. Capitalize on dual capabilities for federal and state missions
5. Develop Total Force leaders to lead ANG Airmen and manage ANG resources

Principle #1 – Enhance Missions Utilizing the Organized Militia Construct

ANG missions change as the Air Force and the strategic context evolve to meet twenty-first century challenges. The ANG must take care to ensure that our missions fit the organized militia construct and are appropriate for the Citizen Airmen of an operational reserve force. Citizen Airmen provide a cost-effective force that participates in state, federal and international efforts reflecting the National Guard priorities of homeland, warfight, and partnerships.

These community-based Citizen Airmen enhance mission accomplishment through:

- Years of experience in job skills and knowledge enhanced by diverse civilian work experience
- Providing globally-engaged operational capability
- Surge capacity while simultaneously providing a vital connection between the American people and the nation's defense

A viable organized militia mission construct will:

- Have a steady state predictable operational tempo model that allows Citizen Airmen to succeed in their primary civilian careers / endeavors while being capable of responding immediately to the nation's defense or state emergency
- Possess a drill-status to full-time ANG Airman complement to maintain mission ready status²

¹ *United States Constitution, Article I, Section 8 Clauses 15 & 16*

² *DoDD 1200.17, Managing the Reserve Component as an Operational Force, 29 Oct 08, 10k, p6*

- Benefit from the continuity of stable mission sets and accumulated Airman experience

The organized militia construct adds value providing an experienced force with surge capacity and which is held to the same training, readiness, evaluation, and inspection standards as the active component. It is critical to American unity of effort to ensure state and local governments are supportive of national-strategic military goals. The Air National Guard is uniquely suited for this intermediary role.

Principle #2 – Allocate at least one unit-equipped wing and flying squadron in each of the “54”

In line with the USAF Chief of Staff's *A Vision for the USAF*, the source of ANG airpower is the fighting spirit of Guard Airmen³ and operational ANG squadrons are the “beating heart” and fighting core of the ANG.⁴ Organizing Citizen Airmen in community-based, unit-equipped Wings based upon operational Unit Type Codes (UTCs) enables the ANG to deploy and employ as complete warfighting packages, not just augmentation personnel. These squadrons, in turn, are empowered and strengthened by their purpose within a wing structure organic to the Air Force model.

The Air Force principal organizational construct is the Wing with squadrons as the fundamental building block to organize, train and equip our force. The Wing provides the support structure for squadrons to achieve, maintain and ensure readiness. Squadron readiness is inspected, evaluated and validated through effective parent wing implementation of the Air Force Inspection System (AFIS).⁵

States also benefit from the wing construct that includes not only globally engaged operational units, but also base operational support capabilities (firefighting, security forces, civil engineering, medical, explosive ordnance disposal, command and control - which play a significant role in domestic operations). When not in federal service, governors have immediate access to these capabilities⁶ for homeland response and disaster relief.

The non-located nature of ANG units provides a critical fiscal as well as offensive/defensive security role through decentralization. The dispersed distribution of flying squadrons, along with their supporting groups and parent wings among the states, territories and the District of Columbia provides emergency response capability to the Homeland and promotes the vital purpose of connecting America's communities to the military.

Principle #3 – Maximize concurrent and balanced recapitalization and modernization⁷

Recapitalization and modernization of the ANG is vital to preserve the relevant operational capability and strategic capacity necessary for the Air Force to meet our national defense obligations and global challenges.⁸ The ANG requires interoperable, first-rate equipment that can seamlessly employ as operationally indistinguishable units with the active component.⁹

³ *Vision Statement for the USAF, “Airmen, Mission, and Innovation,” General Mark Welsh, Chief of Staff, USAF, January 2013*

⁴ *The Beating Heart of the Air Force...Squadrons! General David Goldfein, Chief of Staff, USAF, Jul 16*

⁵ *Air Force Instruction 90-201, AFGM2016-01, 27 Sep 16, The Air Force Inspection System, Chapter 5, 21 Apr 15*

⁶ *National Guard Bureau NGR 500-1/ANGJ 10-1081, 13 Jun 08, Chapter 5.*

⁷ *DoDD 1200.17, Managing the Reserve Component as an Operational Force, 29 Oct 08, page 7, paragraph c.*

⁸ *DoDD 1200.17, Managing the Reserve Component as an Operational Force, 29 Oct 08, page 1, paragraph 4a.*

⁹ *U.S. Air Force Strategic Master Plan, page 26, May 2015.*

Concurrent, balanced recapitalization and modernization entails the re-equipping and upgrading of our Total Air Force--Regular, Guard, and Reserve--based on mission requirements. The term concurrent indicates an expectation for the Total Force components to receive new equipment and/or weapon system upgrades at a simultaneous rate, commensurate with the desired end-state balance. This helps ensure the Governors have input in the national dialogue with regard to mobilization, mission assignment, Total Force associations, and recapitalization of ANG resources. The term balanced highlights the need to assign missions across the Total Force to maximize strengths of the respective components, versus assigning missions in strict proportion to component end-strengths.

Principle #4-- Capitalize on dual capabilities for federal and state missions¹⁰

A key element of the ANG's mission is Domestic Operations in support of the "54". The ANG engages with state and local partners to respond to Homeland Defense and Civil Support capability gaps. The states, territories and district expect the ANG to be ready to support their civil authorities when natural or manmade disasters strike.

The ANG's force posture and legal status provide advantages in supporting state and local agencies during times of natural or manmade emergencies. Our Airmen have local knowledge and contacts, which provide a robust command and control network in any domestic emergency.¹¹

We serve a dual role as Citizen Airmen in our state and federal missions. Governors gain important capabilities with the availability of dual role ANG Airmen and dual use ANG equipment along with mission support and logistics functions organic to a wing construct.

Principle#5-- Develop Total Force leaders to lead ANG Airmen and manage ANG resources

The majority of ANG personnel have civilian careers and when called to duty they serve in a federal or state capacity. ANG personnel are experts in operating within the National Guard's dynamic mission sets, manning constructs, and duty statuses, with experience in domestic operations and enduring partnerships with local and state first responders. The Total Force leader must have breadth and depth of experience to ensure Citizen Airmen warfighters are postured for dual roles in executing both federal and state missions while efficiently managing allocated resources.

The ANG must collaborate with other components, to include the Joint Force, to develop Total Force leaders capable of leading 21st Century Airmen and managing ANG resources. The ANG must also work with the other components to change corporate policies that do not adequately address the unique characteristics of being a Citizen Airmen.

Conclusion

This document reaffirms the ANG Capstone Principles that serve as a compass to guide and shape our strategy, organizational development, and inform our programming choices. The Capstone Principles and ANG Strategic Master Plan (SMP) are complementary documents. Capstone Principles serve as a

¹⁰ 10 USC paragraph 18238, 32 USC paragraph 104 (A), (C), & (F), 32 USC paragraph 109, AFI 90-1001, 3.1.13.7, Executive Order 13528, Establishment of the Council of Governors, 11 Jan 10.

¹¹ Comprehensive Review of the Future Role of the Reserve Component: Volume 1, 5 Apr 11, page 8.

cornerstone, providing a foundation and direction for the ANG SMP and shaping our approach to building an agile, inclusive, and resilient force positioned to thrive in an evolving and complex 21st century threat environment. The ANG SMP, which lays out recommendations and pathways to shape ANG strategic vision and direction, embraces the Capstone Principles, aligns with Air Force strategy documents and nests in the Air Force's Strategy, Planning, and Programming Process.

After decades of sustained operations, the ANG remains an integral and essential component of the Total Force, providing experienced warfighters to combat operations and homeland demands. The ANG provides the nation with a superb return on investment while preserving operational capability, offering surge capacity, and enabling the Total Force to reduce strategic risk while recapitalizing and modernizing the force. In keeping with our dual-role heritage, the ANG continues to deliver forces to the states, territories and the District of Columbia when needed while strengthening enduring relationships at home and abroad.