



NATIONAL GUARD BUREAU

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APR 18 2018

NGB-JA

MEMORANDUM FOR DEPARTMENT OF DEFENSE

Office of Freedom of Information
1155 Defense Pentagon
Washington, DC 20301-1155

SUBJECT: Consultation of Freedom of Information Act (FOIA) Request – (Russ Kick - Case #17-F-0227)

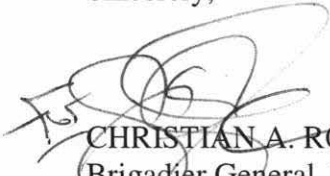
1. This letter is in response to the Freedom of Information Act (FOIA) Consultation request dated 22 Dec 16 for a review of FOIA case #17-F-0227 received on 4 Jan 17, as it pertains to the National Guard Bureau (NGB) (Our case #J-17-0029-C).
2. After a thorough review of the documents by the NGB Joint Capabilities and Planning Division, I have determined that portions of them are exempt from disclosure under the FOIA, FOIA, 5 U.S.C. § 552 (b)(5) and (b)(6). I recommend releasing a total of 41 pages in part.
3. The use of exemption (b)(5) is recommended as the release of this pre-decisional deliberation of budgeting and programmatic decisions may result in confusion as to what the final agency position is and/or the reasons supporting the adoption of the final position. The decision being deliberated will impact the revised President's Budget submission for FY18 and subsequent Future Years Defense Program (FYDP) for the FY19-23 Program Objective Memorandum (POM) efforts.
4. The use of exemption (b)(6) protects personnel, medical, and similar files the disclosure of which would constitute a clearly unwarranted invasion of personal privacy. Under this exemption, I recommend the withholding of names of DoD employees below the grade of General Officer and/or below the title of Commander or Director.
5. The FOIA Appeal Rights and Public Liaison information that should be given to the requestor for any NGB-recommended denial portion are as follows:

“If you are not satisfied with this response you have the right to appeal to Ms. Joo Chung, Director of Oversight and Compliance, Office of the Secretary of Defense at: ODCMO Directorate for Oversight and Compliance, 4800 Mark Center Drive, ATTN: DPCLTD, FOIA Appeals, Mailbox #24, Alexandria, VA 22350-1700. An appeal may also be made on-line through the OSD FOIA request portal at <http://pal.whs.mil/palMain.aspx>, or by e-mail to OSD.FOIA-APPEAL@mail.mil. If you use e-mail, please have the words “FOIA Appeal” in the subject of the email. Your appeal must be postmarked or electronically transmitted within 90 days of the date of this response and should include copies of your original request and this response, as well as a discussion of the reasons supporting your appeal.

For any further assistance and to discuss any aspect of your request, you have the right to contact the NGB FOIA Public Liaison Officer, Mr. Jim Hogan by email at osd.foialiaison@mail.mil or by phone at (571) 372-0462.”

6. If you have any questions regarding this consultation, please contact the NGB FOIA office at (844) 573-2939 or by e-mail, NGB.FOIA@mail.mil.

Sincerely,



CHRISTIAN A. ROFRANO
Brigadier General, USA
Chief Counsel

Enclosure

This document is made available through the declassification efforts
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TRANSITION BOOK

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**Initial Transition Book
National Guard Bureau**

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TAB 1

National Guard Bureau (NGB) Statement of Functions

Functions.

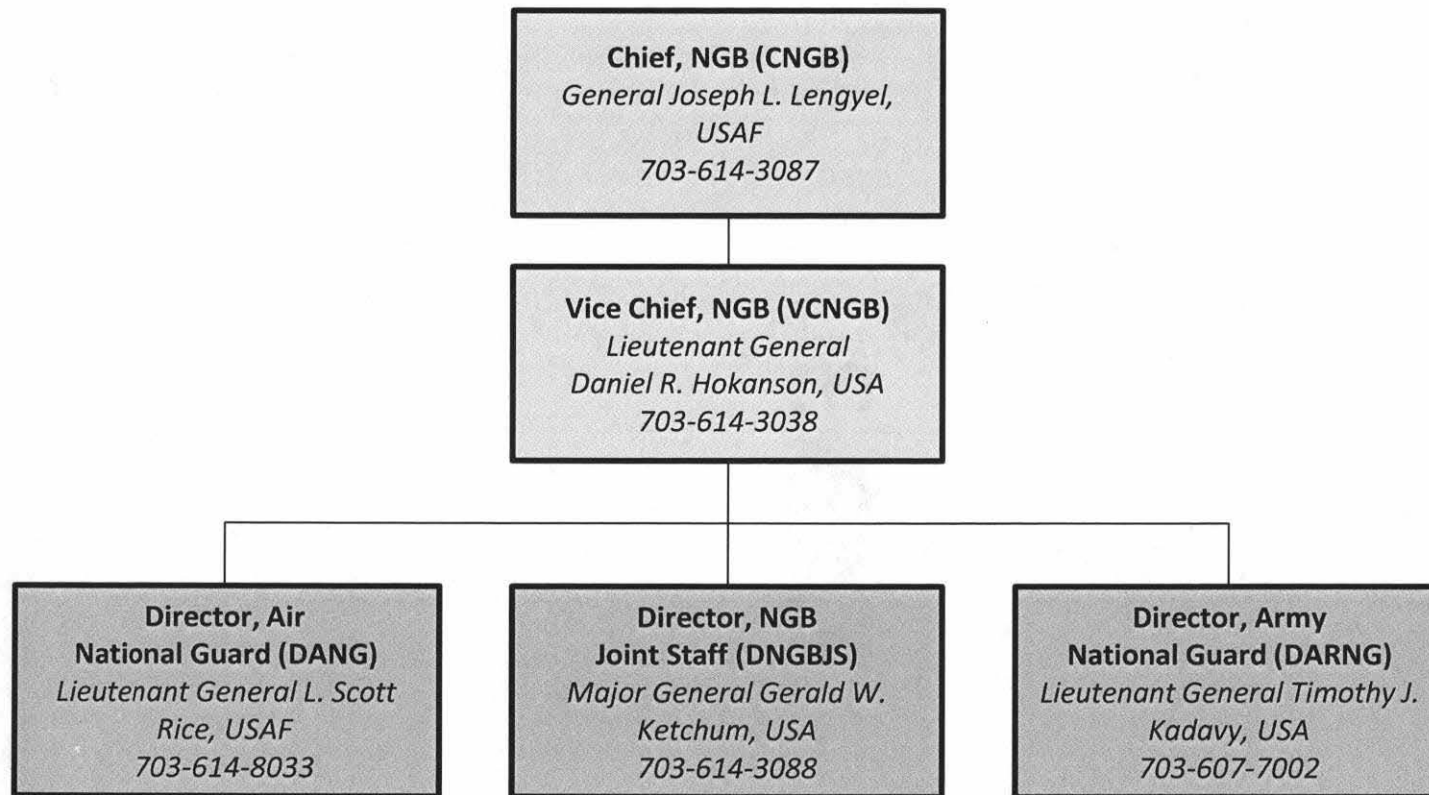
1. Implements DoD, Departments of the Army and Air Force guidance on the structure, strength authorizations, and other resources of the ARNG and ANG.
2. Prescribes the training discipline and training requirements as well as the allocation of federal funds for the training of the ARNG and ANG.
3. Ensures that units and members of the ARNG and ANG are trained by the States, in accordance with approved policies and programs of the Secretaries of the Army and Air Force.
4. Monitors and assists the States in the organization, maintenance, and operation of National Guard units to provide well-trained and well-equipped units capable of augmenting the active forces, and:
 - a. Supports force employment matters pertaining to homeland defense and defense support of civil authorities missions by advising the Chairman of the Joint Chiefs of Staff (CJCS) on the activities of the National Guard as they relate to those missions. Supports global force management and force reset matters by advising the Secretaries of the Army and Air Force, as applicable, on the potential impacts on the National Guard.
 - b. Facilitates National Guard readiness, availability, and responsiveness for DoD operations, consistent with national security objectives and priorities.
5. Plans, programs and administers the budgets of the ARNG and ANG.
6. Ensures that, in the performance of their duties, all officials and personnel of the NGB fully comply with applicable DoD, Departments of the Army and Air Force policies, issuances, publications, and legal opinions.
7. Consistent with Secretary of Defense, Secretary of the Army, Secretary of the Air Force and CJCS policies, administer such joint programs and functions as necessary to effectively integrate National Guard resources and capabilities into DoD joint functions.

National Guard Bureau (NGB) Mission Statement

Mission Statement. The NGB, a joint activity of the Department of Defense (DoD) {10 USC 10501} is the channel of communications on all matters pertaining to the National Guard, the Army National Guard (ARNG) of the United States, and the Air National Guard (ANG) of the United States between the Departments of the Army and the Air Force and the several States.

TAB 2

National Guard Bureau (NGB)



TAB 3

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ACCESSING THE RESERVE COMPONENTS (RC)

Information as of: 15 September 2016

Summary: Department of Defense (DoD) policy directs the Services to manage their respective Reserve Components (RCs) as an operational force to provide operational capabilities while maintaining strategic depth. DoD already continually accesses trained and qualified RC units and individuals to meet DoD requirements via various authorities. Continued DoD emphasis is required to ensure appropriate use of the RC to provide flexibility and capacity to balance demands while strengthening the health of the all-volunteer Total Force. Ongoing legislative and programmatic changes seek to further refine authorities and expand resources to enhance RC ability to support the Total Force.

Current Status: DoD recently updated policy and guidance on access and use of the RC and is currently leading efforts to simplify RC duty status structure, as directed by the 2016 National Defense Authorization Act (NDAA). DoD is evaluating and executing recommendations from both The National Commission on the Structure of the Air Force (NCSAF) and The National Commission on the Future of the Army (NCFA) reports to support the implementation of the Total Force Policy and advocate increased readiness and operational use of the RC. DoD proposed five legislative changes in Fiscal Year (FY) 2017 with little success and intends to revisit these for FY18. Success in legislative changes would better align benefits for RC service members on active duty in support of Service requirements or contingency operations and increase flexibility for use of Title 10 U.S.C. §12304b authority. This relatively new statute authorizes Service Secretaries to mobilize up to 60,000 of the RC for preplanned missions in support of combatant commands.

Discussion: Utilization rules govern frequency, duration, and timelines of RC activations. These rules guide, but in no way limit, service use of the RC, especially when leveraged for predictable and recurring missions. The NCFA concluded greater use of the RC would relieve stress on the Active Component (AC), conserving AC readiness and responsiveness for emergent requirements while improving the depth of operational experience in the RC. DoD continues to seek more streamlined authorities and shape Service programs to further enable use of the RC.

References: Title 10 U.S.C.; DoD Instruction (DoDI) 1200.17; DoDI 1235.12; DoDI 1215.06; NCFA Report to the President and Congress of the United States, 28 Jan 16; RAND Corp. brief, "Reserve Component Duty Status 101," Feb 16; Report of the Military Compensation and Retirement Modernization Commission, Jan 15; NCSAF Report to the President and Congress of the United States, 30 Jan 14.

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Upcoming Critical Decisions/Actions: In December 2016, duty status reform analysis will be finalized to better align RC compensation and benefits with that of the AC. On 8 September 2016, the President continued the Declaration of National Emergency (DNE) under Presidential Proclamation 7463, authorizing access to the RC under 10 U.S.C. §12302 (partial mobilization authority). DoD continues analysis of potential policy and legislative actions that would expand access to the RC under 10 U.S.C. §12304 (presidential reserve call up) and §12304b if the DNE expires or is rescinded.

POC: Mr. Charles G. Carpenter, SES, Director NGB J8, 571-256-7293,

(b)(6)

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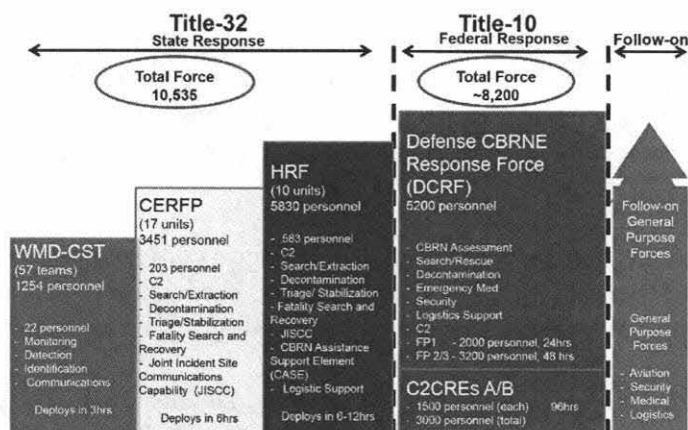
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CHEMICAL, BIOLOGICAL, RADIOLOGICAL, NUCLEAR, AND HIGH-YIELD EXPLOSIVES (CBRN) RESPONSE ENTERPRISE (CRE): ADAPTING TO DOMESTIC CHALLENGES

Information as of: 15 September 2016

Summary: National and Department of Defense (DOD) policies and strategies are adapting to evolving Weapons of Mass Destruction (WMD) threats from state and non-state actors. The result is an emerging interagency domestic Countering-WMD (CWMD) prevention/ response framework. The National Guard (NG) is assessing the roles, missions, and capability requirements of its CRE to ensure it can continue to meet existing domestic CWMD challenges while also contributing to the emerging interagency prevention and response framework.

Current Status: The DOD organizes, trains, and equips the DOD CRE for domestic CBRN response. The DOD CRE includes: 57 Weapons of Mass Destruction-Civil Support Teams (WMD-CST); 17 CBRN Enhanced Response Force Packages (CERFPs); 10 Homeland Response Forces (HRFs); one (1) Defense CBRN Response Force (DCRF), and two (2) Command and Control (C2) CBRN Response Elements (C2CREs). The WMD-CSTs, CERFPs and HRFs under the command and control of the supported state governor, provide life-saving capabilities directly to the state and local responders. The DCRF and C2CREs under the command and control of United States Northern Command, provide life-saving capabilities through the designated lead federal agency.



Discussion: NG CRE must be capable of supporting the prevention of radiological/nuclear (R/N) disasters, while sustaining its broader WMD response capabilities. Recent mission analysis highlighted capability challenges for interagency (DOD, Department of Homeland Security, Department of Energy, Department of Justice, and state/local agencies) shared situational awareness, meshed sensor networks, R/N area search, special materiel identification, and biological detection/identification capabilities. The NG will continue to assess NG CWMD roles, missions, and capability requirements as CWMD policies and strategies adapt to meet evolving the WMD threats.

References: 10 USC Subtitle E Part II Chapter 1209 §12310, as amended by PL 109-364; Presidential Policy Directive) 25; DOD Strategy for CWMD; and DOD Strategy for Homeland Defense and Defense Support of Civil Authorities.

Upcoming Critical Decisions/Actions (If any): N/A

POC: Maj Gen James Witham, NG-J3/7, 703-607-5650, (b)(6)

COUNCIL OF GOVERNORS

Information as of: 15 September 2016

Summary: The formation of the Council of Governors (CoG) was required by the Fiscal Year 2008 National Defense Authorization Act (NDAA) which stated: “The President shall establish a bipartisan Council of Governors to advise the Secretary of Defense, the Secretary of Homeland Security, and the White House Homeland Security Council on matters related to the National Guard and civil support missions.” (NDAA FY2008, Sec 1822). Executive Order 13528, signed on 11 January 2010, established a CoG to strengthen the partnership between the Federal Government and State Governments to protect the United States against all types of hazards. When appointed, the CoG reviews matters involving the National Guard of the various States; homeland defense; civil support; synchronization and integration of State and Federal military activities in the United States; and, other matters of mutual interest pertaining to National Guard, homeland defense, and civil support activities. The CoG consists of ten currently serving State Governors—no more than five members from the same party—appointed by the President to serve for two years, with two members serving as co-chairs (also not of the same political party).

Current Status: The National Governors Association, which staffs the Council, holds two plenary sessions a year—summer and winter. Current discussion issues are the future of the dual status military technician program, policy changes to the Dual Status Commander, use of Federal Reserve forces in Defense Support to Civilian Authorities, and the establishment of new cyber policy.

Discussion: CoG membership may change as governors are reappointed or replaced. In addition, some of the CoG Charter federal participants, such as the Secretaries of Defense and Homeland Security, may not be confirmed by the time of the CoG winter meeting.

References: Section 1822 of the National Defense Authorization Act (NDAA) of 2008 and Presidential Executive Order 13528 (11 January 2010).

Upcoming Critical Decisions/Actions (If any): None. The next CoG event is the winter meeting, currently scheduled for 17 February 2017.

POC: MG Patrick Murphy, NGB-J5, 571-256-7358, (b)(6)

NATIONAL GUARD COUNTERDRUG CAPABILITIES

Information as of: 15 September 2016

Summary: The National Guard (NG) Counterdrug Program (CDP) serves as a critical force-multiplier for law enforcement agencies (LEA) and community-based anti-drug organizations (CBO) combating the convergent threats of drug trafficking organizations, transnational criminal organizations, and drug use through the application of military-unique capabilities. Not only do these activities benefit law enforcement, coalitions, and national security, they contribute to improved readiness for soldiers and airmen.

Current Status: The NG has Counterdrug Programs in 54 states, territories, and the District of Columbia. Five training centers provide a myriad of support activities. Counter drug activities include criminal and counter threat finance analysis, aerial and ground reconnaissance, civil operations, training, transportation, engineering, and other technical support. These centers provide training to interagency partners with a law enforcement (state or federal) nexus.

Discussion: The NG CDP is funded through a combination of both the DoD's Presidential budget request and congressional marks. The NG CDP works closely with state and federal LEAs throughout the 54 states, territories, and the District of Columbia. Additionally, the NG CDP works with multiple combatant commanders to thwart drug trafficking organizations and transnational criminal organizations, taking the fight to them vice waiting for the fight to come to U.S. shores. Additionally, the NG DCP is an integral partner with the interagency effort for combatting violent extremist organizations through the National Counterterrorism Center.

References: National Defense Authorization Act, Fiscal Year 1989, Public Law 100-456

Upcoming Critical Decisions/Actions: None

POC: Maj Gen James Witham, NG-J3/7, 703-607-5650, (b)(6)

NATIONAL GUARD CYBER CAPABILITIES

Information as of: 15 September 2016

Summary: The National Guard (NG) has built dual-use cyber capabilities that can perform both federal and non-federal missions in support of a whole-of-government approach to defending the nation against cyber threats. Characteristics unique to the NG include proximity to cyber-vulnerable critical infrastructure and relationships with its owners and operators, unique law enforcement support authorities, and additional civilian-acquired skills.

Current Status: Although the NG is still developing portions of its recently programmed cyber force structure, it currently has approximately 1,200 Guardsmen with military and civilian acquired cyber skills. The Air National Guard (ANG) has two cyber protection teams (CPTs) mobilized in support of U.S. Cyber Command (USCYBERCOM). The Army National Guard (ARNG) has one full-time, federalized CPT directly supporting U.S. Army Cyber Command (ARCYBER). The balance of the NG cyber units are in various stages of manning and training to become fully mission capable, and will be comprised mostly of traditional drilling Guardsmen and a small cadre of fulltime staff.

Discussion: The NG's contribution to the nation's cyber mission is supported by the 2014 National Defense Authorization Act (NDAA) which directed DoD to integrate the NG into its overall cyber strategy. The DoD Cyber Mission Force (CMF) is comprised of 133 teams from all services. The ANG has 15 Cyberspace Operations Squadrons (COS) that provide support to the CMF (2 x CPTs and part of a National Mission Team). In addition, the ANG has established four Cyber ISR squadrons which will support cyber intelligence requirements. The ARNG is developing ten CPTs through FY2018 that will support the Army's needs, although the CPTs are not currently included in the CMF. The NG's cyber capabilities will eventually include more than 3,000 cyber professionals by FY2018 located across all 54 states, territories, and the District of Columbia ready to defend our nation against cyber threats.

The 2016 Cybersecurity National Action Plan joined with PPD 41, "U.S. Cyber Incident Coordination Policy" directs the Department of Homeland Security (DHS) to lead the rewrite of the National Cyber Incident Response Plan. This plan will ensure a more integrated, whole-of-nation approach to cybersecurity. The NG is participating, both through DoD and through state coordinating structures, in DHS's rewrite. The NG anticipates integration of their unique attributes into response plans at all levels, including the potential for a non-federalized domestic response at the state and local levels.

The Office of the Secretary of Defense recently issued policy providing interim guidance for the NG under Title 32 and state active duty authorities to address the NG's ability to conduct Coordinate, Train, Advise, and Assist (CTAA) cyber support and services in the homeland.

References: Deputy Secretary of Defense Policy Memorandum 16-002; National Cyber Incident Response Plan; PPD 41-2016 U.S. Cyber Incident Coordination; Cybersecurity National Action Plan.

Upcoming Critical Decisions/Actions: Department of Army and USCYBERCOM inclusion of ARNG CPTs in the CMF.

POC: Maj Gen James Witham, NG-J3/7, 703-607-5650, (b)(6)

NATIONAL GUARD REGIONAL PLANNING

Information as of: 15 September 2016

Summary: The National Guard (NG) is an enterprise heavily invested in Regional Planning at the State level while National Guard Bureau (NGB) is engaged in Integrated Planning at the Multi-State level. Considerable effort is made to include governmental and non-governmental partners in the planning process to include State NG, State Emergency Management Agencies (SEMA), National Emergency Manager Association (NEMA) consortiums, Federal Emergency Management Agency (FEMA), U.S. Northern Command (USNORTHCOM), U.S. Pacific Command (USPACOM), and as many other local, state, national, and tribal agencies as possible.

Current Status: The NGB-J5 Directorate currently employs regional planners to accomplish Joint, Integrated, Regional Planning with FEMA, USNORTHCOM, and the National Guards of the States to coordinate and synchronize the non-federalized National Guard response to an All-Hazards Event; Chemical, Biological, Radiological, Nuclear (CBRN) Event; or Complex Catastrophe. NGB continues to develop and update plans and exercises that address regional complex catastrophes, including National Level Exercise (NLE) planning with the Department of Defense (DoD) and FEMA.

Discussion: The Chief of the National Guard Bureau (CNGB) is a principal advisor to the Secretary of Defense, through the Chairman of the Joint Chiefs of Staff (CJCS), on matters involving non-federalized NG matters, and as a member of the Joint Chiefs of Staff, the CNGB has the responsibility to address matters involving non-Federalized NG forces in support of homeland defense and civil support missions. Regional Planning directly addresses required non-federalized NG response to an All-Hazards event, CBRN event, or Complex Catastrophe and therefore directly supports CNGB responsibilities. An All Hazard Support Plan acts as a base plan for National Guard Bureau coordination with the affected states, FEMA, and supporting DoD elements. Response plans are being developed for catastrophic regional events in synchronization with the FEMA National Level Exercise program. The level of regional planning being achieved will allow the CNGB to provide the CJCS with an informed view of the non-federal response.

References: The CJCS directed: "The Chief, National Guard Bureau (CNGB) will coordinate and synchronize the notification and deployment of the non-federalized National Guard (NG) elements that support the Chemical, Biological, Radiological, Nuclear (CBRN) Response Enterprise to mitigate effects of a regional or national CBRN incident." CJCS also directed CNGB to "provide regionally focused planning guidance to assist Homeland Response Force efforts to integrate NG CBRN response capabilities into NG, State, and FEMA Regional Response Plans."

Upcoming Critical Decisions/Actions (If any): None at this time.

POC: MG Patrick Murphy, NGB-J5, 571-256-7358, (b)(6)

NATIONAL GUARD BUREAU SPECIAL VICTIMS' COUNSEL PROGRAM AND OFFICE OF COMPLEX ADMINISTRATIVE INVESTIGATIONS

Information as of: 15 September 2016

Summary: The National Guard Bureau (NGB) established two programs to assist in the addressing sexual assault in the National Guard (NG): the Special Victims' Counsel (SVC) program and the Office of Complex Administrative Investigations (OCI). These programs were designed to meet the unique challenges encountered by the NG. Since its inception, the SVC program has protected the rights of over 350 survivors of sexual assault in the NG. OCI has conducted 234 investigations into reports of sexual assault.

Current Status: The SVC and OCI programs are both centrally managed by the Office of the Chief Counsel, NGB. SVCs are trained and certified Judge Advocates who are regionally located to support NG Sexual Assault Victims. The SVC program includes a headquarters staff of 6 personnel and 24 SVCs who provide direct representation to victims of sexual assault across the 54 states, territories, and District of Columbia. Each SVC manages an average caseload of 22 survivors. OCI investigators are specially trained in the investigation of Sexual Assault and Special Victims Capabilities. The OCI includes a headquarters staff of 8 personnel and 12 two-man teams. Since 2012, the monthly average of requests for administrative investigations by OCI has steadily increased, with OCI receiving an average of 9 requests for investigation per month in FY 2016.

Discussion:

The SVC program was congressionally directed in the FY 2014 National Defense Authorization Act (NDAA) to provide specially trained judge advocates to represent sexual assault survivors through the administrative, investigative, and military justice process. The FY 2015 NDAA expanded the availability of this program to members of the Reserve Component. In executing this mandate, the Chief of the National Guard Bureau (CNGB) created the NGB SVC Program as a joint (Army and Air Guard) regionally aligned program, headquartered at NGB with full-time NG Regional SVCs located across the country.

The OCI program was established to provide an investigative capability for sexual assault in the NG. DoD policy requires sexual assault investigations to be conducted by specially trained investigators and referred to Military Criminal Investigative Organizations (MCIOs) or local law enforcement (LE). In the NG context, these organizations often are unable to provide an actionable investigation for commanders. Therefore, in 2012 the CNGB directed the standup of OCI to provide MCIO trained, qualified, impartial and independent investigators to conduct thorough administrative investigations into reports of sexual assault. The program enables the NG to hold offenders accountable and ensures the NG meets statutory and Department policy requirements for the investigation of sexual assault in the military.

References: 10 U.S.C. §1044e, AFI 51-504, CNGBI 0401.01, DODD 6495.01, DoDI 6495.02, CNGBI 0400.01, and CNGBN 0400.

Upcoming Critical Decisions/Actions (If any): The NGB requires continued appropriations to sustain both the SVC and OCI programs.

POC: COL (b)(6), NG-JA, 571-256-7368, (b)(6)

NON-FEDERALIZED USE OF THE NATIONAL GUARD

Information as of: 15 September 2016

Summary: The National Guard (NG) is the only component of the nation's defense and security establishment built as a dual-missioned force with both state and federal responsibilities. Guard personnel operate under federal authorities and control when mobilized under Title 10, U.S. Code, but otherwise train and operate under state control. Determining whether the NG is acting in a non-federalized capacity (called to duty by the governor) is based on which authority maintains operational control. Non-federalized NG use in support of civil authorities provides several benefits to the nation, including speed of response, enhanced interagency unity of effort, connectivity to state governors, and support of law enforcement authorities.

Current Status: The NG is the first military responder in the homeland and connects the U.S. military to our nation's citizenry. When not federalized, the NG maintains properly trained and equipped units, available for prompt mobilization for war, national emergency, and response to hazards in the homeland. The NG has trained and ready Guard Soldiers and Airmen living and working in ~2,600 communities in all 54 states, territories, and the District of Columbia. They work with city, county, and state officials to prepare for and ensure the best possible response when called upon. In their federal role (called to duty by the President), in 2015 Guard personnel were called upon 286 times and logged more than 547,100 days performing domestic mission support. In Fiscal Year (FY) 2015, on average, 1,500 Guard personnel were on duty daily responding to homeland emergencies. These attributes provide an established trust with local and state responders and civil leaders, thereby building partner capacity in the homeland.

Discussion: The NG performs non-federalized activities in either State Active Duty (SAD) or under the authority of Title 32, U.S. Code. In SAD, Guard personnel are under the command of their governor and adhere to state laws, and the state bears all expenses and liabilities. Under Title 32 authority, governors maintain command and control, but Guardsmen are funded and covered by Department of Defense (DoD) resources, policies, and protections. Some homeland events are pre-planned, such as National Special Security Events like the Super Bowl or a Presidential Inauguration, but others emerge as crises. The causes and national security implications of the emergent events are not always clear or immediately apparent. During crises, the affected public cares most about speed and quality of response. The NG provides that, and most often under non-federalized authority.

References: 10 USC 12301(d) and 12302; 32 USC 502(f); 32 SC 902; DoDD 3025.18, *Defense Support of Civil Authorities*; DoDD 1100.20, *Support and Services for Eligible Organizations and Activities Outside of the Department of Defense*; DoDD 5105.77, *National Guard Bureau*; DoDI 3025.22, *The Use of the National Guard for Defense Support of Civil Authorities*; DoDD 3160.01, *Homeland Defense Activities Conducted by the National Guard*; DHS, *National Incident Management System*; Executive Order 13528, *Establishing Council of Governors*.

Upcoming Critical Decisions/Actions: None

POC: MG Patrick Murphy, NGB-J5, 571-256-7358, (b)(6)

STATE PARTNERSHIP PROGRAM

Information as of: 15 September 2016

Summary: The State Partnership Program (SPP) is a Department of Defense (DoD) security cooperation program, managed and administered by the National Guard Bureau (NGB), guided by Department of State foreign policy goals, executed and coordinated by the geographic combatant commands (CCMDs), with personnel sourced by the National Guard. It supports the security cooperation goals of the geographic Combatant Commander (GCC) and the corresponding U.S. Chief of Mission (CoM).

Current Status: The SPP is successful in building international security cooperation relationships with participation from all 54 States, territories, and the District of Columbia, partnering with 76 countries around the globe, with three more partnerships nominated this year. Through the SPP, the National Guard executes hundreds of security cooperation events each year. SPP represents a critical component of the National Guard security cooperation enterprise.

Discussion: The SPP is a security cooperation program used by the President, Department of State, and DoD to influence and enhance access to countries. As a proven security cooperation program with success for more than 20 years, SPP continues to expand and provide a cost-effective mechanism to export unique National Guard capabilities to meet U.S. government goals and objectives. It continues to pay substantial dividends by establishing long-term professional and personal relationships while also generating a significant return on national security investment. Using the states unique capabilities via SPP to more broadly enact *Presidential Policy Directive 23 (PPD-23)*, *U.S. Security Sector Assistance Policy*, SPP helps broaden and deepen U.S. government efforts across the globe and assists allies and partner nations build their own security capacity consistent with the principles of good governance and rule of law. Partners develop strong bonds of collaboration, understanding, and trust that enable future cooperation to meet evolving security challenges. New DoD policy guidance (Department of Defense Instruction 5111.20 and Joint Publication 3-20) are expected to be approved and published in Fiscal Year 2017.

References: P.L. 113-66 Section 1205 as amended by P.L. 114-92 Section 1203; Presidential Policy Directive 23; Joint Publication 3-20 (Draft); Department of Defense Instruction (DoDI) 5111.20 (Draft); NGB is currently working from an OSD Interim Implementation Guidance directive dated 1 October 2014 in lieu of a DoDI.

Upcoming Critical Decisions/Actions (If any): Increase the number of new state and country partnerships in the SPP (e.g. Argentina, Malaysia and Niger).

POC: MG Patrick A. Murphy, NG-J5, 571-256-7358, (b)(6)

SUICIDE PREVENTION

Information as of: September 7, 2016

Summary: Through data surveillance and analysis, program evaluation, policy, outreach, and training, the Department strives to prevent suicides in the workforce—including military, civilian, and family members.

Current Status: There were 478 deaths by suicide in 2015: 266 Active Component deaths (a decrease of 7 from 2014) and 212 Reserve Component (RC) deaths (an increase of 42 from 2014).

Department of Defense Deaths by Suicide (Calendar Year)				
	2012	2013	2014	2015
Active Component	321	255	273	266
Reserve Component	204	220	170	212
Total Suicides	525	475	443	478

- Suicide risk varies by age, gender, and characteristics like ethnicity, exposure to stress, and other factors that are unique to Service members. The most at-risk population is white enlisted males under the age of 30. Research has not identified direct links between suicide and deployment.
- Four key factors contributing to military deaths by suicide: (1) access to lethal means; (2) ineffective life/coping skills; (3) “loss of status”; and (4) reluctance to engage in treatment.
- The RC, specifically the National Guard, suicide prevention efforts face the challenge of implementation across 54 states and territories with varied cultures and levels of resources for psychological health and suicide prevention programs. These inconsistencies challenge the implementation of a holistic, integrated psychological health program that produces reliable data and metrics. However, initial success with the Air National Guard Directors of Psychological Health (DPH) in each of their Wings in FY15 are producing encouraging results and may be expanded throughout the remainder of the NG.

Discussion: DoD leverages recent research findings, together with data and surveillance, to identify both suicide prevention needs and gaps in suicide prevention efforts. Ongoing efforts include: understanding suicide risk indicators in social media; training chaplains to provide effective support services to Service members; and piloting the United States Special Operations Command peer-to-peer support network.

References: DoD uses varied approaches to address suicide and Service members at risk, such as: The Virtual Hope Box, which provides help with emotional regulation and coping; the Marine Intercept Program, which provides outreach and care coordination to Marines who have suicide-related behaviors; Military One Source, which provides confidential counseling to active duty, National Guard, and reserve Service members and their families, and assists transitioning Service members for 180 days after separation or retirement; and the InTransition Program, which supports at-risk Service members as they separate.

In Fiscal Year 2016, DoD received a Congressional add of \$20 million toward suicide prevention programs. The Department is working on 11 evidence-informed research studies/pilot programs to inform and enhance our suicide prevention, intervention, and postvention efforts. DoD has been tracking and analyzing suicide deaths by active duty personnel since 2000, and attempts of suicide since 2008, but recently (July 2016) began to collect, report, and analyze suicide deaths and suicide attempts of RC members, and suicide deaths of military family members. This data will inform future suicide prevention efforts geared toward the RC and family members.

Upcoming Critical Decisions/Actions: There are currently no major decisions required in the first 90 days of the new Administration.

POC: Ms. (b)(6), OEDFR, (703) 697-8689, (b)(6)

TAB 4

NATIONAL GUARD BUREAU

**MILESTONES AND DELIVERABLES INPUT IS INCORPORATED
IN OSD(POLICY) CLASSIFIED ANNEX**

NOT APPLICABLE

TAB 5

STATUTORY FUNCTIONS AND AUTHORITIES

NATIONAL GUARD BUREAU (NGB)

- **10 U.S.C. § 151:** Making the Chief of the National Guard Bureau a full member of the Joint Chiefs of Staff with responsibility to serve as a military advisor to the President, the National Security Council, the Homeland Security Council, and the Secretary of Defense.
- **10 U.S.C. § 10501:** Providing that NGB is a joint activity of the Department of Defense with responsibility to serve as the channel of communications on National Guard matters between the Departments of the Army and Air Force and the several states.
- **10 U.S.C. § 10502(a):** Establishing the statutory position of the Chief of the National Guard Bureau, who is responsible for the organization and operations of the National Guard Bureau.
- **10 U.S.C. § 10503:** Requiring the Secretary of Defense to prescribe a charter for the NGB that addresses the several statutory functions enumerated by Congress.
- **10 U.S.C. § 10504:** Requiring the Chief of the National Guard Bureau to submit an annual report to Congress on the state of the National Guard and its ability to meet its missions.
- **10 U.S.C. § 10505:** Establishing the statutory position of the Vice Chief of the National Guard Bureau, who performs duties as may be prescribed by the Chief of the National Guard Bureau.
- **10 U.S.C. § 10506:** Establishing the statutory positions of the Directors and Deputy Directors of the Army and Air National Guards, and further establishing the positions of the NGB Chief Counsel, Comptroller, and Inspector General.
- **10 U.S.C. § 10507:** Authorizing the President to assign to duty in the NGB as many regular or reserve officers of the Army or Air Force as he considers necessary.
- **10 U.S.C. § 10508:** Providing that NGB joint manpower requirements shall be determined in accordance with regulations prescribed by the Secretary of Defense.

TAB 6

NATIONAL GUARD KEY DIRECTIVES AND CHARTERS

Executive Order 130528 - Establishment of the Council of Governors - 11 Jan 2010

This document establishes the Council of Governors (CoG) in order to strengthen further the partnership between the Federal Government and State governments to protect our Nation and its people and property. The CoG is a bipartisan council of ten State Governors that discusses and coordinates with senior federal officials matters involving the National Guard of the various States for homeland defense; civil support; synchronization and integration of State and Federal military activities in the United States; and other matters of mutual interest pertaining to National Guard, homeland defense, and civil support activities.

DoDI 3025.22 The Use of the National Guard for Defense Support of Civil Authorities - 26 Jul 2013. (NOTE: Companion document to Do DD 3025.18 Defense Support of Civil Authorities (DSCA) - 21 Sep 2012)

This instruction establishes policy, assigns responsibilities, and provides procedures for the use of the National Guard for DSCA, and establishes that the Secretary of Defense, with the concurrence of the affected Governors, is the sole authority to authorize DoD funding of the National Guard for DoD operations or missions, including DSCA.

DoDD 5105.77 National Guard Bureau (*The "Charter"*)- 30 Oct 2015

Following passage of the FY 2014 National Defense Authorization Act, which placed the Chief, National Guard Bureau (CNGB) as a member of the Joint Chiefs of Staff (JCS), it was recognized that the CNGB was a direct subordinate of the Secretary of Defense (SecDef), and could no longer be under the Authority, Direction and Control (ADC) of the Service Secretaries or the Service Chiefs of Staff. The revision of this document in 2015 institutionalized the distinct roles of the CNGB and the NGB.

TAB 7

DOD GOVERNANCE; INTERNAL ADVISORY

NATIONAL GUARD BUREAU

1. Secretary's Leadership Council (SLC). The SLC addresses broad, cross-cutting issues affecting OSD, the Military Departments, the Combatant Commands, and the Interagency on strategic issues. The Chief of the National Guard Bureau (CNGB) and the Vice Chief of the National Guard Bureau (VCNGB) are the designated NGB Principal and alternate for this governance meeting.
2. Deputy's Management Action Group (DMAG). This forum provides advice and assistance to the DepSecDef on matters pertaining to DoD enterprise management, business transformation, and operations. The CNGB and the VCNGB are the designated NGB Principal and alternate for this governance meeting.
3. 3-Star Programmers Meetings. These are functional oversight committee meetings convened by the OSD Director, Cost Assessment & Program Evaluation (CAPE). The Director of NG-J8 and the Deputy Director of NG-J8 are the designated Principal and alternate for this meeting.
4. Strategic Seminar Series (SSS). The Chairman of the Joint Chiefs of Staff's (CJCS) forum of uniformed members covering a broad array of topics. The CNGB or the VCNGB are the designated NGB Principal and alternate for this governance meeting.
5. JCS Meetings. JCS meetings are prescribed, private, executive conferences. The CNGB and the VCNGB are the designated Principal and alternate as the NGB voting member for this governance meeting.
6. Operations Deputies (OpsDepts) Meetings. OpsDepts meetings are convened and presided over by the DJS. The Director of NG-J3/7 is the NGB Principal for these meetings.

DOD FEDERAL ADVISORY COMMITTEES

NATIONAL GUARD BUREAU

NOT APPLICABLE

TAB 8

NGB Headquarters Manpower End Strength

	AGR	Civ	Total
NG Joint Staff & OCNGB	382	300	682
Army Guard Directorate	369	262	631
Air Guard Directorate	27	95	122
Total	778	657	1,435

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**COMPONENT OR ALIGNED DEFENSE AGENCY/FIELD ACTIVITY
MANPOWER END STRENGTH**

NATIONAL GUARD BUREAU

NOT APPLICABLE

TAB 9

TAB A.Component Headquarters Funding Overview

National Guard Bureau Joint Staff

A. Overview.

- The National Guard Bureau Joint Staff (NGBJS) operating budget is funded via withholds from the Army and Air National Guard Operation & Maintenance accounts
- The NGBJS operating budget is not adjudicated in the Program Objective Memorandum or part of any Service's annual budget request to the President
- CNGB Withhold: ARNG/ANG O&M/P&A appropriations; to be used at the CNGB's discretion for new and emerging requirements above the NGBJS operating budget

STANDARD BUDGET TABLE:

Table 1. FY 2014 - FY 2021 Budget (\$ Millions)

Organizational Element	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Current	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	Total FY18-21
National Guard Bureau Joint Staff	47.5	43	49	55	55	(b)(5)			
TOTAL	48	43	49	55	55				

Source: GFEBs/RMOL/ANG Checkbook; 12SEP16

Numbers may not add due to rounding

B. Background.

- The Air National Guard provides \$20M of Operations and Maintenance funding and the Army National Guard provides \$30M of appropriated funds
- Historically, the CNGB WH consists of \$1M ANG Operations & Maintenance funds, and starting in FY16, \$2M each from ARNG Operation and Maintenance (OMNG) and National Guard Personnel, Army (NGPA) appropriations

C. Budget Highlights.

- FY17 Joint Staff operating budget will support over 65 separate acquisition actions supporting 16 directorates and unique staff elements within the National Guard Bureau Joint Staff
- Wholly new requirements contribute to approximately 8% of this portion of the FY17 Joint Staff operating budget.

STANDARD BUDGET TABLE, INCLUDING PERSONNEL:

Table 2. FY 2014 - FY 2021 Budget (\$ Millions)

Appropriations		FY 2014 Actuals	FY 2015 Actuals**	FY 2016 Current	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	Total FY18-21
CNGB WH	O&M	2	--	0.40	3	3	(b)(5)			
	P&A	0	--	0.460	2	2				
Operation and Maintenance	FTE*									
	\$M	45	43	48	50	50				
TOTAL	\$M	48	43	49	55	55				

Source: GFEBs/RMOL/ANG Checkbook; 12SEP16

Numbers may not add due to rounding

* Contracts/MIPRs support multiple programs throughout the NGB Enterprise

** FY15 did not utilize CNGB WH

D. Congressional/Outside Concerns. Duration of a Continuing Resolution. Continued planning and flexibility will have to be the main focus for FY17.

POC: Mr. (b)(6) NGB-J8 / 571-256-7290 / (b)(6)

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TAB B. Component Budget Oversight

(National Guard Bureau)

A. Overview.

- FY17 Budget request provides critical air and ground force capabilities to defend the homeland, support the Joint Force, build global security, project power and win in a complex world
- FY17 request includes \$104.9M in OCO funding for Base Purposes to comply with the Bipartisan Budget Act of 2015
- ANG FY17 Budget request will take care of people, organize, train and equip to support and defend the nation in combat and support of civil authorities

STANDARD BUDGET TABLE:

Table 1. FY 2014 - FY 2021 Budget (\$ Millions)

Organizational Element	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Enacted	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	Total FY18-21
Army National Guard	16,279	15,064	15,628	15,558	16,081	(b)(5)			
Air National Guard	9,679	9,764	10,019	10,128	10,295				
TOTAL	25,958	24,828	25,647	25,686	26,376				

Source: (BESPOM1822 BP2.0, 15 Aug 16; ABIDES, 9 Sep 16)

Numbers may not add due to rounding

*Includes \$104.9M of ARNG OCO for Base Purposes in FY17

B. Background.

- Despite the predictable funding provided by the Bipartisan Budget Act of 2015, the Army budget continues to decrease while operation demands increase
- Continued fiscal unpredictability beyond FY17 inhibits the Army National Guard's (ARNG's) ability to achieve balance between long-term readiness, modernization, sustainment and Soldier/workforce well-being
- Air National Guard faces challenges in facilities sustainment and FSRM reduction

C. Budget Highlights.

- Funds statutory requirements for 335,000 ARNG end strength; 8 Divisions, 26 Brigade Combat Teams (BCTs) (19 IBCTs, 5 ABCTs, and 2 SBCTs), and incorporates the Army's Aviation Restructure Initiative (ARI)
- Funds 30,155 ARNG Active Guard/Reserve (AGRs), 27,107 ARNG Military Technicians, and 1,021 Department of the Army Civilians
- Sustains key Soldier and family programs
- Extends FY16PB 1yr add of 1,044 Air National Guard (ANG) military positions / 355 fulltime in support of Priority Mission Sets, Foundational Support, and CCMD/MAJCOM priorities
- Caps ANG flying hours at executable level – 203K
- Funds Weapon Systems Sustainment at 90%
- Supports 1.6% civilian pay raise; funds ANG civilian pay at nearly 100%
- Retains A-10 aircraft and Manpower
- Provides full year funding for one Sexual Assault Response Coordinator (SARC) at every ANG base across the 54 states and territories
- Increases authorized ANG end strength from 105.5K to 105.7K

POC: Mr. (b)(6) / NGB-J8 / 571-256-7290 / (b)(6)

TAB B. Component Budget Oversight

(National Guard Bureau)

Table 2. FY 2014 - FY 2021 Budget (\$ Millions)

Appropriations		FY 2014 Actuals	FY 2015 Actuals	FY 2016 Enacted	FY 2017 Budget	FY 2018	FY 2019	FY 2020	FY 2021	Total FY18-21
Military Pay	E/S	460,452	455,928	447,500	440,700	440,787	(b)(5)			
	\$M	12,258	11,818	11,893	11,780	12,085				
Operation and Maintenance	FTE	52,044	51,889	51,796	51,109	51,134				
	\$M	13,265	12,783	13,362	13,529	13,950				
Procurement	\$M									
RDT&E	FTE									
	\$M									
Military Construction	\$M	435	227	394	377	342		(b)(5)		
TOTAL	\$M	25,958	24,828	25,649	25,686	26,377				

Source: (BESPOM1822 PB2.0, 15 Aug 16; ABIDES, 9 Sep 16)

Numbers may not add due to rounding

D. Funding Issues.

- MILCON funding levels are at the lowest amounts this century
- Predictability in the fiscal topline is essential to maintain readiness, make prudent investment decisions and provide the flexibility necessary to man, train and equip our Army and Air National Guard
- If sequestration returns after FY17, the Army National Guard would continue to emphasize the #1 priority of current readiness, the fixed cost of end-strength, current operations, security and safety, forcing cuts in other accounts

E. Congressional/Outside Concerns.

- Enactment of a FY17 appropriation in a timely manner. An extended Continuing Resolution (CR) of six-months or greater would:
 - Threaten readiness improvements by limiting operation and maintenance funding to FY16 levels, impacting full spectrum and Decisive Action Home Station Training
 - Require commanders to make tradeoffs between training their forces at required levels, delaying or cancelling new procurement activities or contract awards
- Conversion of 2 units (AK & NC) from C-130 to C-17 aircraft
- New Jersey Joint Training Facility funding

POC: Mr. (b)(6) / NGB-J8 / 571-256-7290 / (b)(6)

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TAB 10

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NATIONAL GUARD BUREAU (NGB) EXECUTIVE SUMMARY OF STRATEGIC PLAN

Information as of: 15 September 2016

Summary: The Chief of the National Guard Bureau (CNGB) is developing strategic guidance to foster unified direction in carrying out actions, assigning staff responsibility, assessing progress, and providing analysis necessary to support senior leader decision-making.

Current Status: The CNGB provided initial strategic direction to the NGB and the National Guard (NG) in his 3 August 2016 "Day 1 Letter to the Force", which outlined the framework for the planned National Guard Strategy (NGS). The CNGB is refining priorities and intends to publish the NGS in December 2016.

Discussion: Our nation is faced with rapidly evolving threats and new fiscal realities, creating an uncertain strategic environment. The NGS will provide strategic direction to the NG to achieve unity of effort with our federal, state, territorial, and local partners. It will translate national and military strategy and policy, as well as State considerations, into supporting NG efforts. As part of the Total Force, the NG continues to provide the Army and Air Force with a ready and available capability to surge and sustain combat power in global conflicts. For the Combatant Commands, the NG provides not just combat power, but enduring partnerships with allies and partners that advance shared security cooperation goals. In the homeland, our proximity to communities ensures the NG is postured to support civil authorities during civil unrest, disasters and complex catastrophes.

The NGS will provide direction to the NGB and inform the NG of the States and Territories. The CNGB's strategic guidance is composed of the Day 1 Letter, the NGS, and a subsequent NG Strategic Plan that will implement the NGS and provide detailed instruction to measure progress and present analysis to senior NG decision-makers.

References: Title 10 USC; Title 32 USC; DoDD 5105.77, *National Guard Bureau; Joint Operating Environment - 2035*.

Upcoming Critical Decisions/Actions (If any): CNGB approve and publish NGS, December 2016.

POC: MG Patrick Murphy, NGB-J5, 571-256-7358,

(b)(6)

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TAB 11

NATIONAL GUARD CONTINUITY OF OPERATIONS (COOP) PLAN

Information as of: 15 September 2016

Summary: The current NGB Continuity of Operations (COOP) Plan was published on 23 July 2015. The Staff of the Office of the Deputy Assistant Secretary of Defense for Defense Continuity and Mission Assurance (DASD/DCMA) reviewed the NGB COOP Plan and published its report on 3 December 2015. The NGB COOP Plan was "Compliant" in 28 of 28 areas.

Current Status: NGB satisfactorily exercised its Continuity Program during both Positive Response 16 and Eagle Horizon 16. The NGB Continuity Program Management Office (CPMO) maintains a record of NGB's performance. The NGB Continuity Plan incorporates the latest directives from the Federal Emergency Management Agency (FEMA), specifically Federal Continuity Directive (FCD). These changes include the addition of a devolution plan, a reconstitution plan, and guidance for Test, Training and Evaluation (TT&E) and establish a strategic planning document. The Plan adopts the 14 major areas from FEMA's Continuity Evaluation Tool (CET) as planning tasks. These tasks are clustered into four Lines of Effort (LoE). The LoEs and major tasks are assigned to directorates or division in the NGB Joint Staff linking planning efforts to functional proponents. The CNGB has established a Succession Plan, approved Delegation of Authority and assigned specific responsibilities for support of the NGB Continuity Plan and Devolution Plan.

Discussion: The NGB COOP Plan is classified and available for review upon request.

POC: Maj Gen James Witham, NG-J3/7, 703-607-5650,

(b)(6)

TAB 12

NATIONAL GUARD BUREAU

**DIRECTORY INFORMATION IS PROVIDED IN TAB 2,
ORGANIZATION CHART**