



NATIONAL  
GUARD  
EDUCATIONAL  
FOUNDATION

# START AT 8:30 AM

## *Commemorative Ornament*

The National Guard Educational Foundation commemorates the 250th anniversary of the American Revolution with our 2024 ornament. It features the insignias of the 101st Engineer Battalion, the 181st Infantry Regiment, and the 182nd Infantry Regiment (left to right), units descended from the Massachusetts militia present at Lexington and Concord on April 19, 1775. These units are the only ones in the U.S. Army authorized to display the Lexington-Concord battle streamer.



## Now Available in the NGAUS Library

Proceeds benefit the National Guard Educational Foundation, a 501(c)3 not-for-profit organization that preserves 388 years of National Guard history.



National Guard Association of the United States, Washington, D.C. | [www.ngaus.org](http://www.ngaus.org)



# NGAUS





# Industry Day

Blaise Lemke



**NGAUS**

# NGAUS Welcome

**MG Paul D. Rogers**  
**NGAUS Chairman of the Board**



# NGAUS Senior Leader Remarks

MG (Ret.) Francis M. McGinn  
NGAUS President

# NGB Legislative Update

MG Jennifer Mitchell  
Director, NGB-LL





# *National Guard Bureau*

## *Office of the Legislative Liaison*



**Major General Jennifer Mitchell**  
*Director, NGB-LL*



National Guard Bureau  
Office of the Legislative Liaison



MG Jennifer Mitchell  
Director



Mr. Joshua Spann  
Associate Director



MSgt Shane Dye  
Support Program Manager



Capt Chelsea Clark  
Executive Officer

Liaison Division



Col Pete Boone  
Liaison Division Chief

Air National Guard  
Team



Lt Col Keith Grawert  
Branch Chief / DANG  
QoL / Family  
Programs



LTC Patrick Farrell  
J1 Portfolio



CMSgt John Robey  
J1 Portfolio /  
SEA Handler



MAJ Steve Layden  
Healthcare

Authorization  
Operations



MAJ Danielle Chrysler  
Branch Chief /  
DARNG  
Cyber/Intel/Space  
CPT Rafael Diaz



J5/SPP Portfolio



Maj Arelis Cueva-  
Villanueva  
DOMOPS



Capt Frezzell  
MaGee  
Counterdrug

Appropriations



Lt Col Susan  
Dunham  
Branch Chief /  
ANG Appropriations



MAJ Michael Hart  
ARNG Appropriations



Maj Sam Richardson  
ANG MILCON



SGM Harold Watts  
ARNG MILCON

Integration Division



MAJ Adam Derrouis  
(Acting) Integration  
Division Chief

Inquiries and Constituent  
Services



Ms. Donna Warren  
Branch Chief



SSgt Janila Abalos  
Workflow  
Manager



VACANT  
Case worker



Ms. Myrna Meshew  
Analyst



VACANT  
Analyst



Mr. Samuel Carey  
Analyst

Strategy, Plans, & Analysis



VACANT / GS-14  
Branch Chief



Mr. JD  
Edwards  
Senior Analyst



Mr. Brooks Keefer  
Analyst



Mr. Eric Scheinkopf  
Analyst



Mr. Jeremy Bedford  
Legislative Counsel

Capitol Hill



Mr. Andrew Pruitt  
Senate Manager

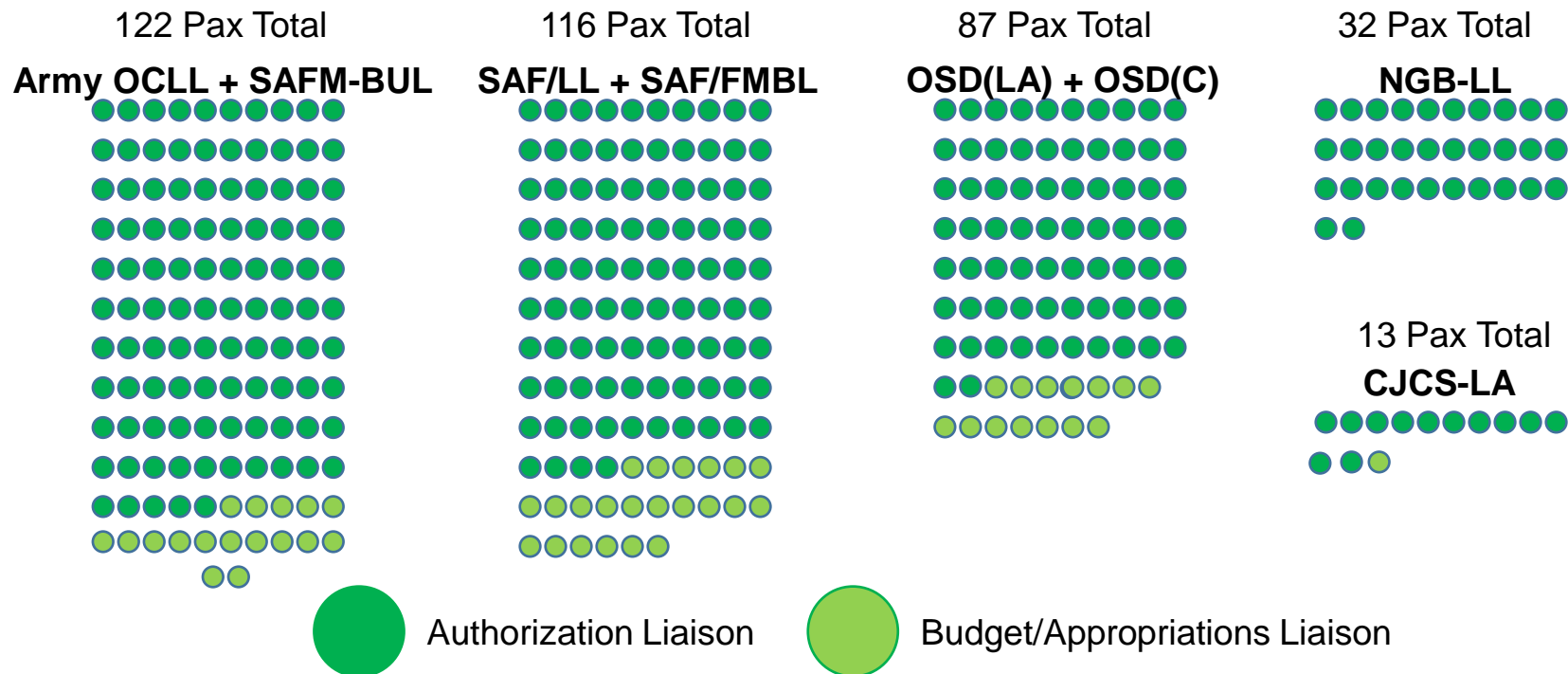


CPT Hailey Griffiths  
House Manager





# Comparison of Select Legislative Liaison Offices



- Does not include fellows
- Includes vacant positions



# ***NGB-LL Roles & Responsibilities***

## **What We do:**

- **Serve as a THE conduit of communication** between Congress, its agencies, and the NGB
- **Inform and educate Congress** on National Guard plans, programs, budget, policies, activities, and issues
- **Advise the CNGB and other senior NGB leaders** on congressional activities which may impact National Guard interests
- **Manage the NGB's legislative program:**
  - Deliberate legislative planning (i.e. congressional objectives)
  - Legislative proposal development
  - Preparation for testimony
  - Responding to formal congressional correspondence (inquiries)
  - Coordinate across Service Components and OSD legislative affairs

## **What We Don't Do:**

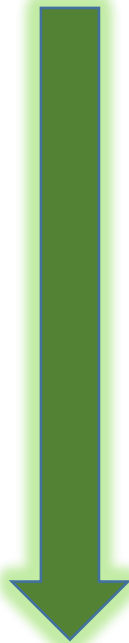
- Advocate for policies/programs outside President's Budget, or contrary to Administration position
- Portray ourselves as subject matter experts
- **LOBBY**






# Committees

## Armed Services

- **Defense *Authorization* Committees**
    - **SASC:** Senate Armed Services Committee
    - **HASC:** House Armed Services Committee
- 
- **National Defense Authorization Act (NDAA)**
    - Provides end strength numbers, pay rates, benefits and other policy guidance
    - May clarify purpose of appropriation (i.e. funding restrictions, establishing new agency, etc.)

## Appropriations

- **Defense *Appropriations* Subcommittees**
    - **SAC-D:** Senate Appropriations Defense Subcommittee
    - **HAC-D:** House Appropriations Defense Subcommittee
  - **MILCON *Appropriations* Subcommittees:**
    - **HAC-MILCON:** House Appropriations Subcommittee on MILCON, Veterans Affairs, & Related Agencies
    - **SAC-MILCON:** Senate Appropriations Subcommittee on MILCON, Veterans Affairs, & Related Agencies
- 
- **Appropriations Act**
    - Directs treasury to release funds to agencies as provided in the bill
    - Supposed to be tied to NDAA; not always the case



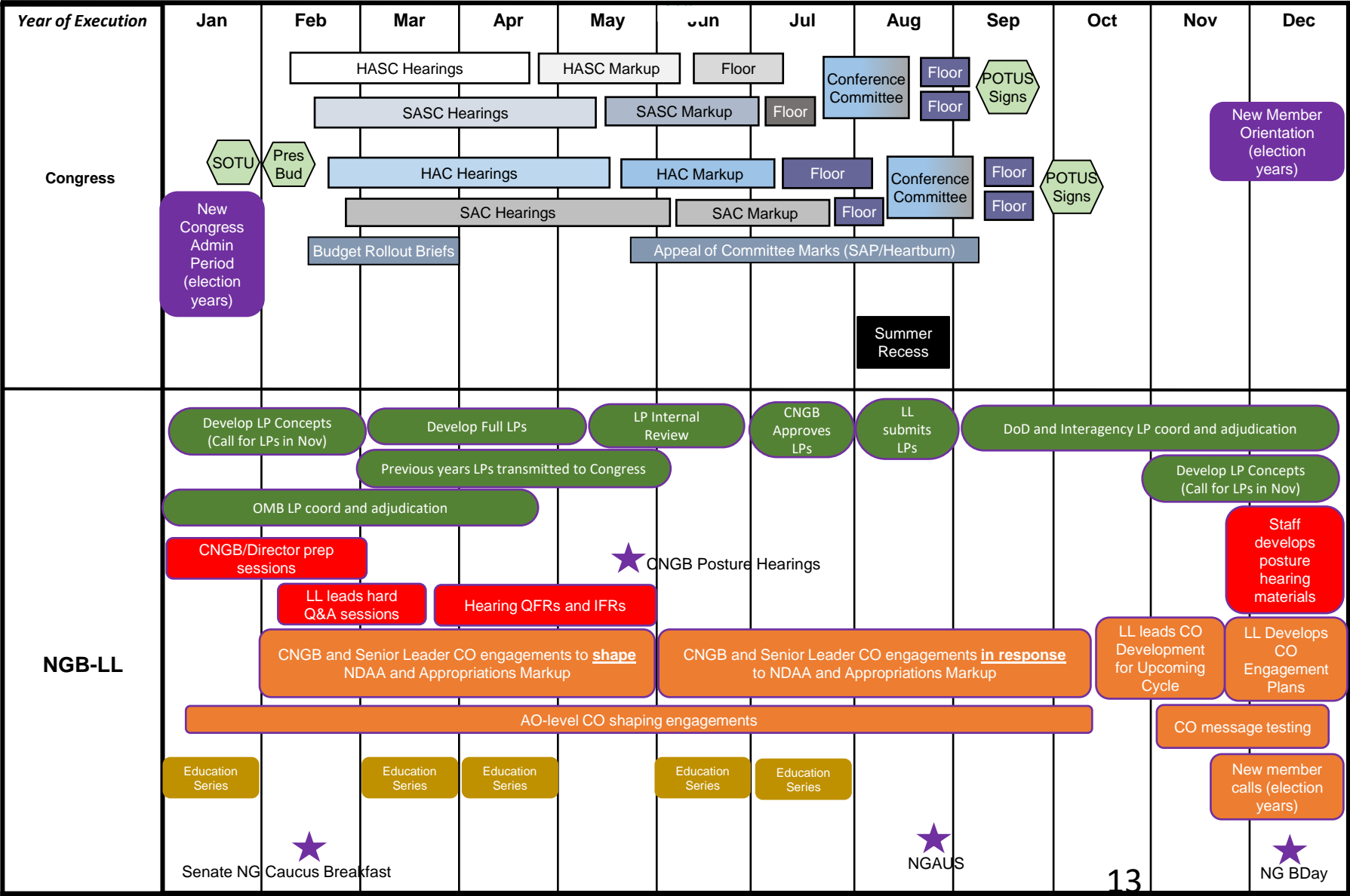
# Key Players

- **Members of Congress**
  - Focused on major issues, jobs at home, and constituents
  - Rarely interested in programmatic or technical detail
  - Influences professional staff
- **Professional Staff (Committee Staff)**
  - Day-to-day keeper (and gatekeeper) of committee issues and awareness
  - Primary contact for most issues
  - Work for committee chair or ranking member
  - Focus on committee jurisdiction; mindful of committee leaderships' constituency
- **Personal Staff (Office Staff)**
  - Military Legislative Assistant (MLA)
  - Defense Fellows
  - Keeper of member-interest information
  - Focus on issues important to the member and their district





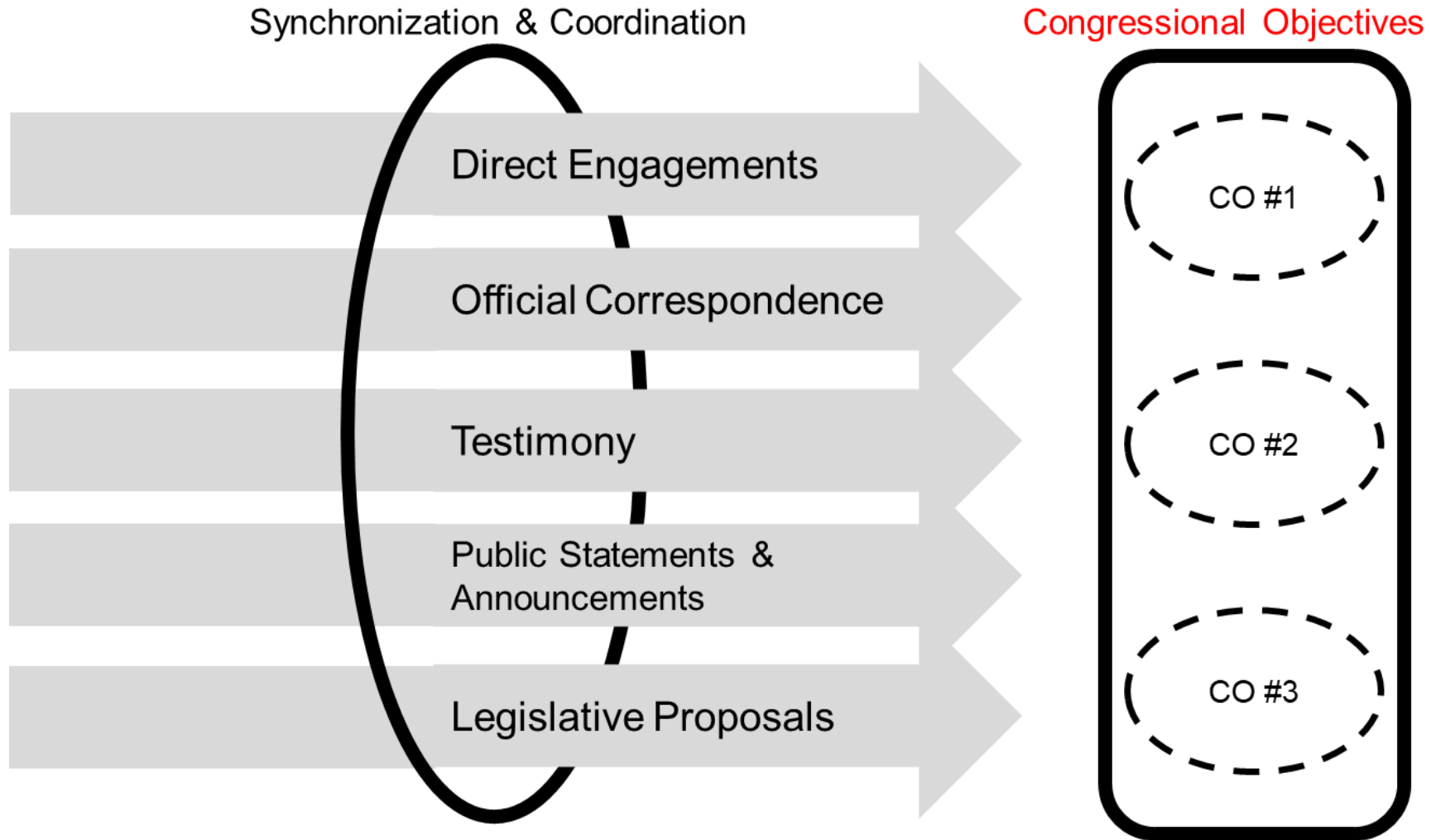
# Congressional Synchronization Calendar





# How NGB-LL Interacts with Congress

## Congressional Objectives vs. Legislative Proposals





# NG Highlights in the NDAA and Appropriations

## Authorization

- Provides a premium-free access to Tricare Dental for members of the reserve component (HASC)
- Transferring covered space functions of the ANG to the Space Force (HASC & SASC)
- CNGB eligible to be appointed Chairman of the Joint Chiefs of Staff. (HASC)
- Provides 2-year State Partnership Program funding (HASC)
- Authorizes the authority to extend military technicians until age 62 (SASC)
- Authorizes exemption of NG Bilateral Affairs Officers (BAOs) from AD end strength limits. (SASC)

## Appropriations

- \$248M for the ARNG and \$240M for the ANG NGREA (HAC)
- \$240M add for eight MQ-1C Gray Eagle (HAC)
- \$60M add for UH-60M (HAC)
- \$261M add for two C-130J aircraft for the ANG (HAC)
- \$118M add for F100 Engines(HAC)
- Prohibits the use of funds to move Air National Guard to the Space Force Governor consent (HAC)
- \$310M for the ARNG and \$300M for the ANG NGREA (SAC)
- \$1.05B add for eight C-130J aircraft (SAC)
- \$200M add for one additional LC-130J aircraft (SAC)

Note: LL Website has a summary of each bill highlight NG equities





# Questions



# NGB and NGAUS: What is the difference?

Mr. Josh Spann & COL (Ret.) Mike Hadley

# NGAUS Legislative Priorities and the Current State of Congress

COL (Ret.) Mike Hadley  
NGAUS VP of Government Affairs





# Legislative Priorities and Congressional Overview

Mike Hadley  
Vice President, Government Affairs



**NGAUS**



# 119<sup>th</sup> Congress

- House of Representatives: 220 – 215, Republican Majority
- Senate: 53 - 47, Republican Majority

Committee	Senate Chair	Senate Co-Chair/Ranking Member	House Chair	House Ranking Member
Armed Services	Roger Wicker (R-MS)	Jack Reed (D-RI)	Mike Rogers (R-AL)	Adam Smith (D-WA)
Appropriations	Susan Collins (R-ME)	*Patty Murray (D-WA)	Tom Cole (R-OK)	Rosa DeLauro (D-CT)
Defense Subcommittee	*John Hoeven (R-ND)	*Brian Schatz (D-HI)	Ken Calvert (R-CA)	Betty McCollum (D-MN)
VA/MILCON Subcommittee	John Boozman (R-AR)	*Tammy Baldwin (D-WI)	John Carter (R-TX)	Debbie Wasserman Schultz (D-FL)
Veterans' Affairs	Jerry Moran (R-KS)	*Angus King (I-ME)	Mike Bost (R-IL)	Mark Takano (D-CA)

*\*Committee Leadership Positions are subject to change*

# Notable FY24 Accomplishments

## Army

- **\$8.61B** in ARNG Operations and Maintenance
- **\$620.5M** for ARNG MILCON projects
- **\$82.9M** for MQ-1C Gray Eagle Mods
- **\$653.1M** for modernization of AH-64 Apache Block IIIA helicopters
- **\$113.1M** for AH-64 Mods
- **\$140.0M** for HMMWV Modernization
- **\$10.0M** for UH-72 Lakota helicopters for the Army
- **\$728.3M** for 27 UH-60M Blackhawk helicopters for the Army
  - **\$56.4M** for Utility Helicopter Mods
- **\$423.9M** for 4 CH-47 Chinook Block II helicopters
  - **\$50.7M** for CH-47 Mods
- **\$1.2B** for the Abrams Upgrade Program
- **\$392.1M** for Armored Multi-Purpose Vehicles (AMPV) for the Army
- **\$18.9M** for M777 Mods for the Army
- **\$665.9M** for Stryker Upgrades for the Army
- **\$182.8M** for Bradley Modernization Program
  - **\$5.2M** for Bradley Fire Support Team (BFIST) Vehicles for the Army
- **\$555.2M** for Paladin Integrated Management Systems for the Army
- **\$541.3M** for Joint Light Tactical Vehicles (JLTVs) for the Army

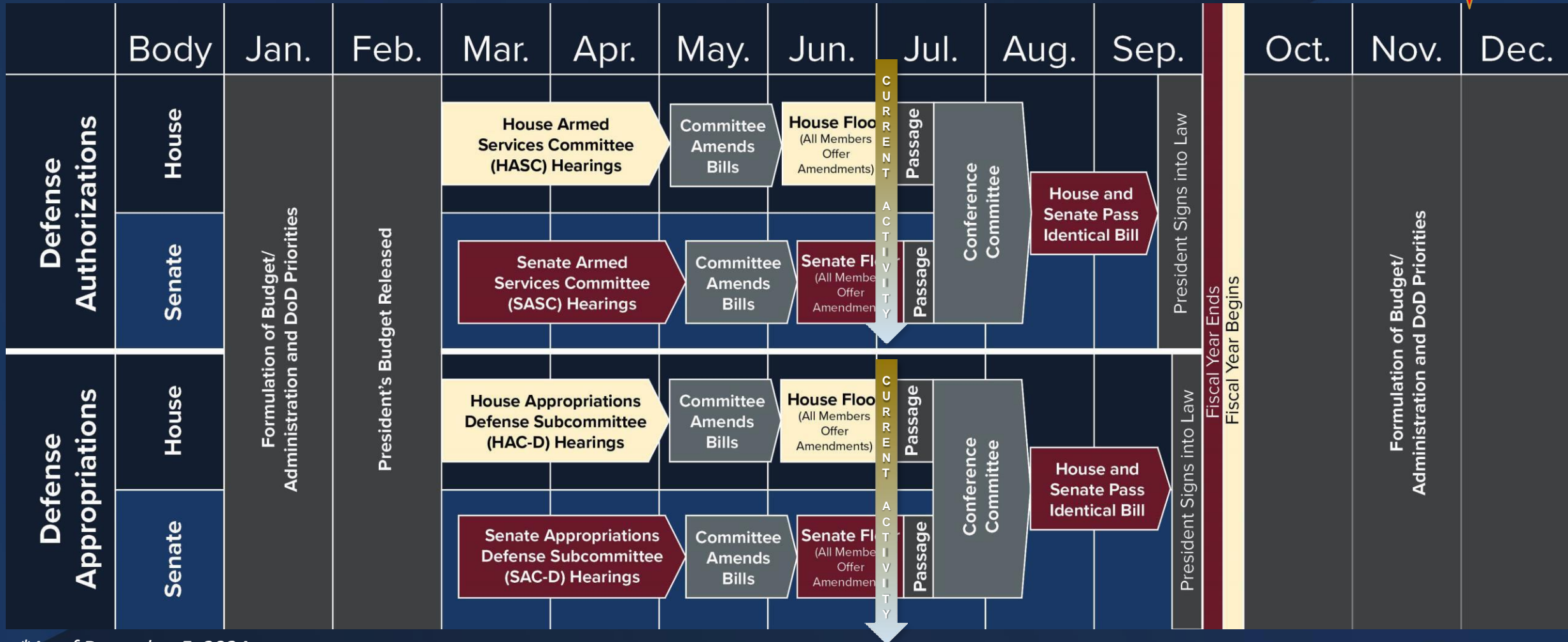
## Air

- **\$7.34B** in ANG Operations and Maintenance
- **\$295.5M** for ANG MILCON projects
- **\$1.2B** for C-130J aircraft
- **\$101.1M** for HC/MC-130 Mods
- **\$5.2B** for F-35 aircraft for the Air Force
- **\$2.4B** for F-15EX aircraft for the Air Force
- **\$2.8B** for 15 KC-46A Pegasus aircraft for the Air Force
- **\$597.4M** for HH-60W Combat Rescue Helicopters for the Air Force

## Joint-Personnel

- **5.2%** military pay raise
- **\$1.0B** for the National Guard and Reserve Equipment Account (NGREA), including
  - **\$310M** for the ARNG
  - **\$300M** for the ANG
- **\$305.8M** for the National Guard Counterdrug Program
- **\$30M** for National Guard Counterdrug schools
- **\$211M** for the National Guard Youth Challenge program
- **\$53M** for the National Guard STARBASE
- **\$620.5M** for ARNG MILCON Projects
- **\$295.5M** for ANG MILCON Projects

# FY25 Congressional Cycle



\*As of December 5, 2024

# Legislative Update

## Continuing Resolutions

On September 26, 2024, President Biden signed H.R.9746 – *Continuing Appropriations and Extensions Act, 2025*, into law to avert a government shutdown through December 20, 2024. The bill funds most programs and activities at the FY24 levels. Section 102 of the bill restricts the Department of Defense (DoD) from funding new or accelerated production of certain projects, as well as certain multiyear procurements, until the regular annual appropriations act is passed and enacted.

## Appropriations

On June 28, 2024, the House of Representatives advanced *H.R.8774 – Department of Defense Appropriations Act, 2025*, with a vote of 217–198. The bill appropriates **\$833B** for the DoD for FY25, a \$16.8M decrease from the PB Request. **Next Step:** The bill will be sent to the Senate for consideration and changes will be made in the conference committee.

On August 1, 2024, the Senate Appropriations Subcommittee on Defense advanced *S.4921 – Department of Defense Appropriations Act, 2025* with a vote of 28-0. The bill appropriates **\$852.2B** for the DoD, a \$2.4B increase from the PB Request. **Next Step:** The bill heads to the Senate floor for consideration.



# Legislative Update (Cont.)

## NDAA

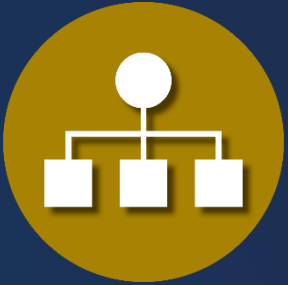
On June 14, 2024, the House of Representatives passed *H.R.8070 – Servicemember Quality of Life Improvement and National Defense Authorization Act for Fiscal Year 2025*, with a vote of 217-199. The bill authorizes **\$849.8B** for the DoD for FY2025 and is consistent with the PB Request.

On June 13, 2024, the Senate Armed Services Committee voted 22-3 to advance *S.4638 – National Defense Authorization Act for Fiscal Year 2025*. The bill authorizes **\$875B** for the DoD, a \$25.1B increase from the PB Request.

**Next Step:** To enact FY25 NDAA in a timely manner, the SASC-passed NDAA and the House-passed NDAA will be combined through a series of negotiations led by leadership of HASC and SASC.

# Priorities for a 21<sup>st</sup> Century National Guard

*Ensuring Deployability, Sustainability, and Interoperability with the Active Component through...*



## The **Same** Organization

- **Future Multi-Domain Battlefield Interoperability, including:**
  - Deployable & Interoperable Force Structure that is Validated & Doctrinally Consistent
  - Space National Guard as Primary Combat Reserve within Space Force
  - Continued National Guard Integration into Total Force Cyber Mission & Training



## The **Same** Equipment

- **Deployable, Interoperable & Sustainable Equipment**
- **Concurrent & Proportional Fielding of Equipment to the National Guard, including:**
  - UH-60M, MQ-1C 25M, F-35A, KC-46A, C-130J & FVL Procurement
- **National Guard Equipment Modernization & Recapitalization, including:**
  - AH-64E, HMMWV, M1 & M2, C-130H, A-10, F-15 & F-16 Modernization



## The **Same** Resources and Benefits

- **Zero Cost TRICARE to Ensure Reserve Component Medical Readiness**
- **Post 9/11 GI Bill Parity**
- **Robust National Guard & Reserve Equipment Account (NGREA) Funding**
- **Tax Incentives for Guardsmen & Employers**
- **Ready Access to Mental Health Care & Suicide Prevention**
- **Increased National Guard Military Construction (MILCON) Funding**

# Questions?

**Break until 1045**





NATIONAL  
GUARD  
EDUCATIONAL  
FOUNDATION

# BREAK

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# The Adjutant General Perspective

MG Paul D. Rogers  
The Adjutant General, Michigan

# 147<sup>th</sup> Conference and Summer AGAUS Preview

BG (R) Mark Michie and Col (R) Mike Williams  
Wisconsin National Guard Assn.

and

Carolyn Smith  
Florida National Guard Assn.





# AUGUST 22-25, 2025

*Your home – Milwaukee!*



VISIT  
MILWAUKEE



"AMERICA'S BEST KEPT SECRET"  
- HUFF POST

"NO LONGER JUST A WEEKEND  
ESCAPE FOR RESIDENTS OF CHICAGO"  
- TRAVEL + LEISURE

# OVERVIEW OF EVENTS

## THURSDAY

Travel Day  
Exhibitors Golf Outing

## FRIDAY

Travel Day  
Delegate Golf Outing  
Lake Michigan Sport Fishing  
Bublr Bike Outing (Tentative)  
Harley Davidson Motorcycle Ride  
TAG Reception  
CGO/WO Mixers

## SATURDAY

Opening Ceremony  
Fun Run  
Business Sessions  
Exhibits Open  
Governor's Reception

## SUNDAY

Exhibits Open  
Retiree Luncheon  
Spouses Luncheon  
Business Sessions  
Hospitality Night

## MONDAY

Exhibits Open  
Business Sessions  
TAG Spouses' Luncheon  
All States Dinner

## TUESDAY

Travel Day

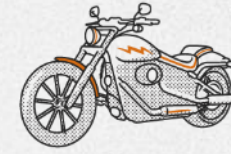


"BREW CITY HAS PLENTY OF REASONS  
TO RAISE A GLASS IN 2019"  
- CHICAGO TRIBUNE

"THE MIDWEST'S COOLEST  
AND MOST UNDERRATED CITY"  
- VOGUE



# DRIVING HERE



## Distance to Milwaukee (miles)

Madison, WI	80
Chicago, IL	90
Green Bay, WI	120
Grand Rapids, MI	280
Indianapolis, IN	280
Minneapolis, MN	335
Des Moines, IA	375
Detroit, MI	375
Cincinnati, OH	390
St. Louis, MO	390
Louisville, KY	390
Columbus, OH	450
Omaha, NE	510

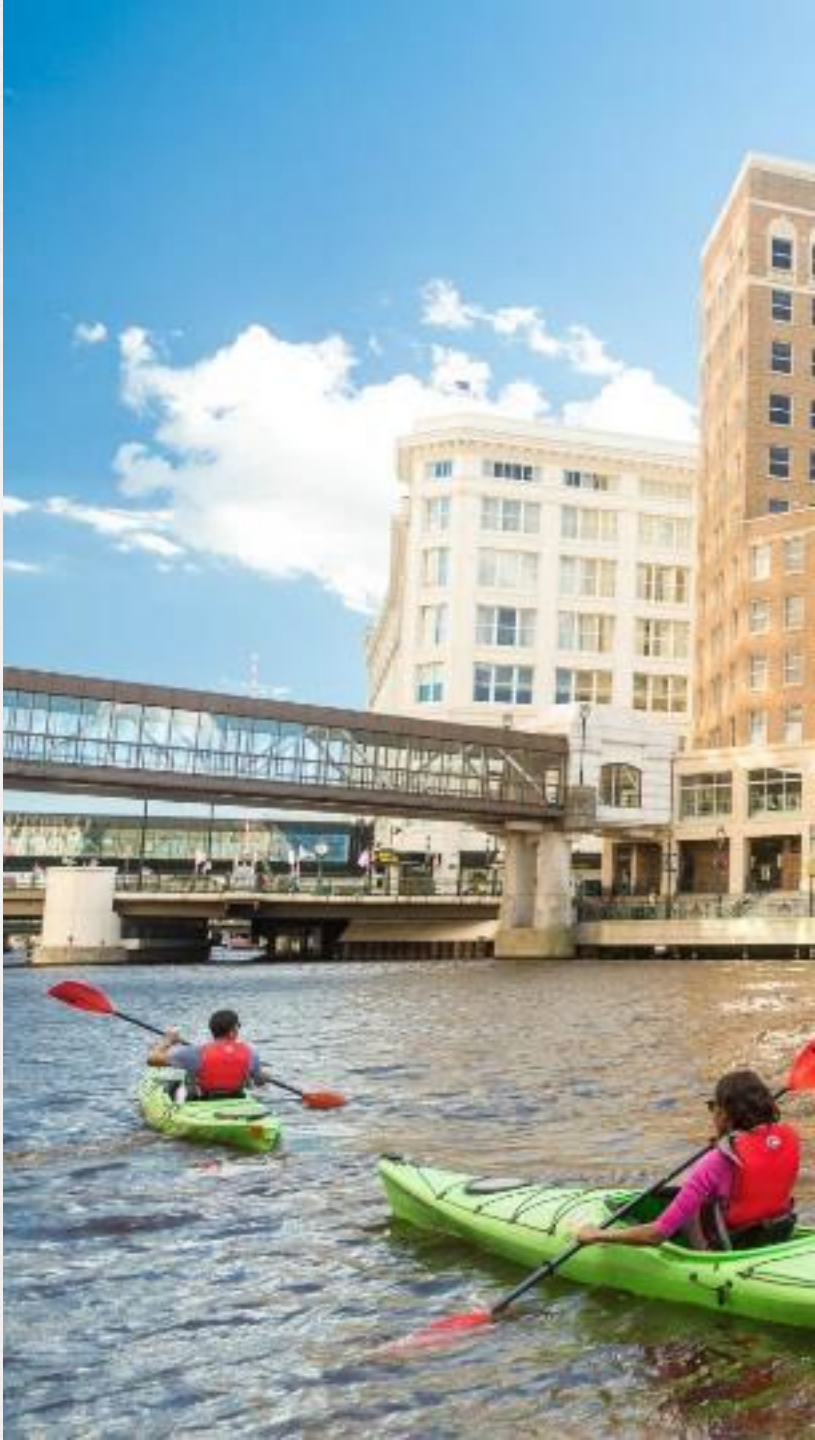


# MILWAUKEE WEATHER

Known as The City of Festivals, Milwaukee is proud of its seemingly- endless ethnic and music festivals, miles and miles of beautiful beaches, and an array of summertime activities.

## Average Monthly High and Low Temps

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
29	33	42	54	65	75	80	79	71	59	46	33
16	19	28	37	47	57	64	63	55	43	32	20





# THINGS TO DO

- Harley-Davidson Museum
- Discovery World
- Milwaukee Riverwalk
- Brewery Tours
- Milwaukee Public Museum
- Boat Tours
- Museum Mile
- Mitchell Park Domes
- Boerner Botanical Gardens
- Lakeshore State Park
- Lake Michigan Sport Fishing
- Milwaukee County Zoo
- Potawatomi Casino
- Brewers Baseball





# SPOUSE ACTIVITIES



## Shopping

- Boutique Shopping in the Third Ward
- Antiques and Art on Brady Street
- Food and Wine at the Public Market
- Specialty Retail in Cedarburg
- Malls in Wauwatosa



## Dining

- Café Benelux
- Buckley's
- Bella Italiana
- Harbor House
- Mader's
- Onesto
- Public Market
- Smoke Shack

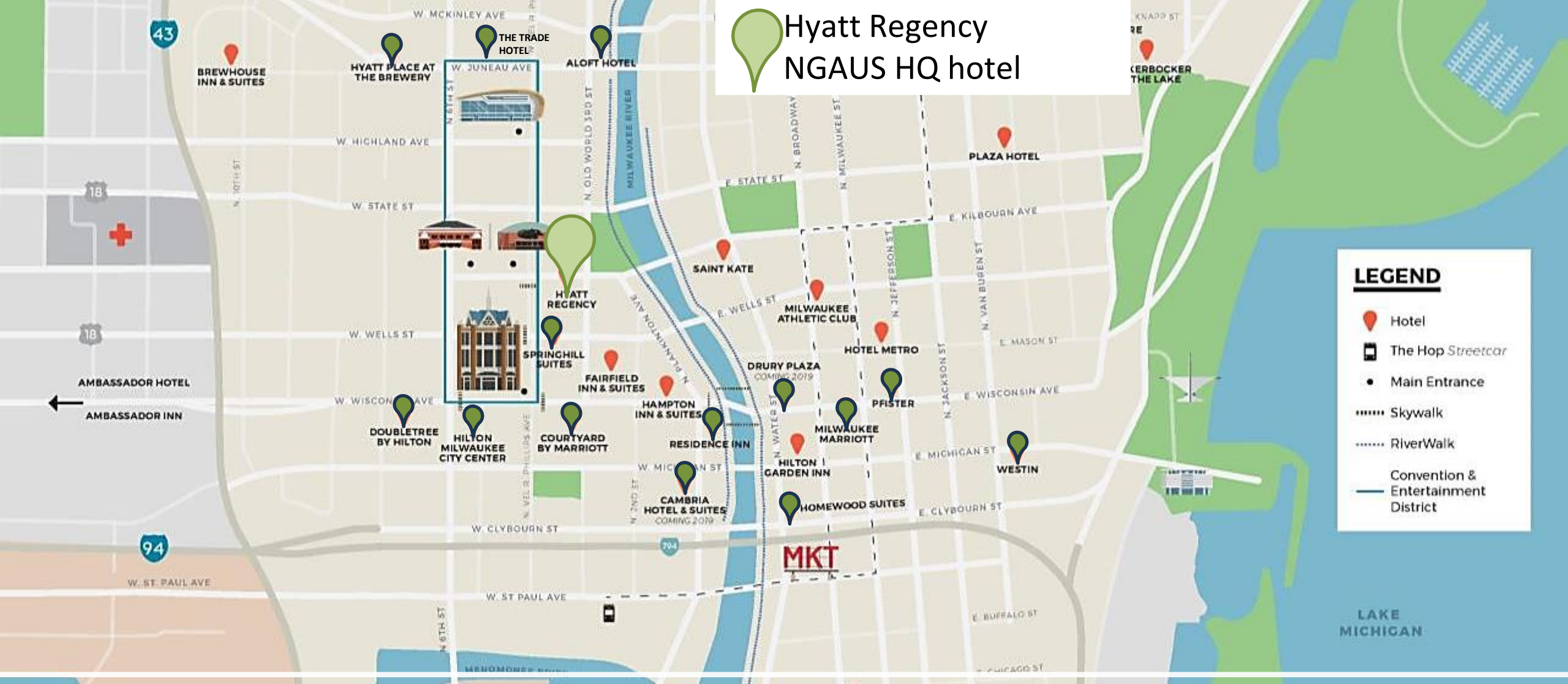


## Tours & Museums

- Milwaukee Art Museum
- Pabst Mansion
- Milwaukee Food and City Tours
- Milwaukee Public Market
- Riverwalk Boat Tours
- Fiserv Forum Tour













 Hyatt Regency  
NGAUS HQ hotel

**LEGEND**

-  Hotel
-  The Hop Streetcar
-  Main Entrance
-  Skywalk
-  RiverWalk
-  Convention & Entertainment District

# DOWNTOWN HOTEL MAP

ALL HOTELS WITHIN  
1 MILE OF BAIRD CENTER



# HOTEL AVAILABILITY

Over 2,400 committed rooms Downtown, and 50 hospitality suites



**Drury Plaza Hotel Downtown**



**The Pfister Hotel**



**Cambria Hotel Downtown**



**Westin Hotel Downtown**



**Residence Inn by  
Marriott Milwaukee Downtown**



**DoubleTree by Hilton  
Milwaukee Downtown**





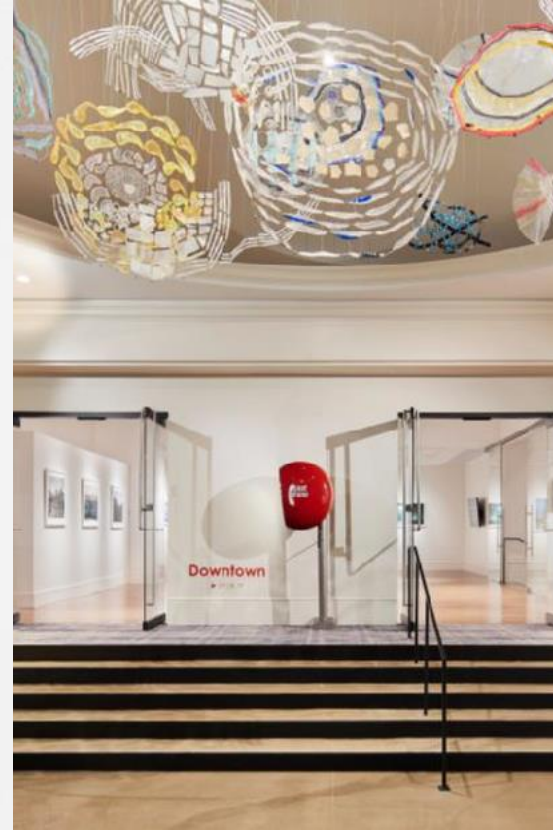
# HOSPITALITY SUITES



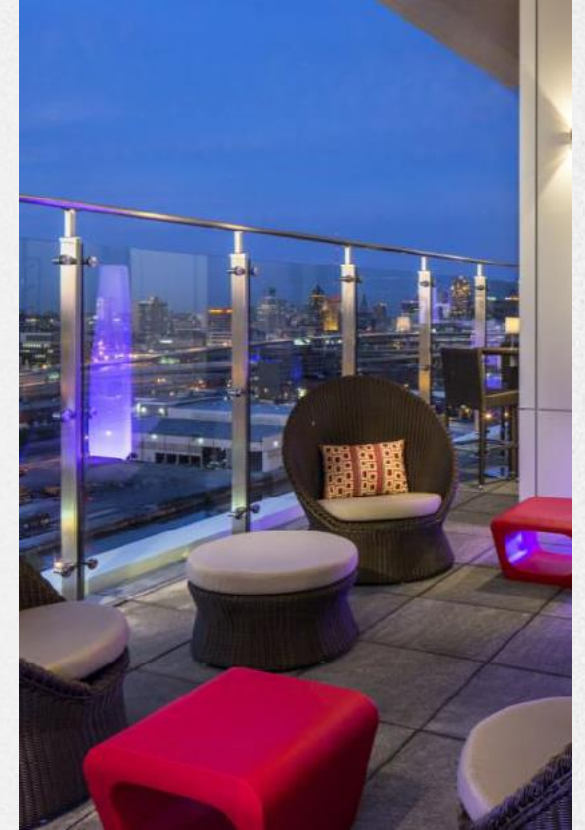
**Hilton Milwaukee**



**Hyatt Regency**



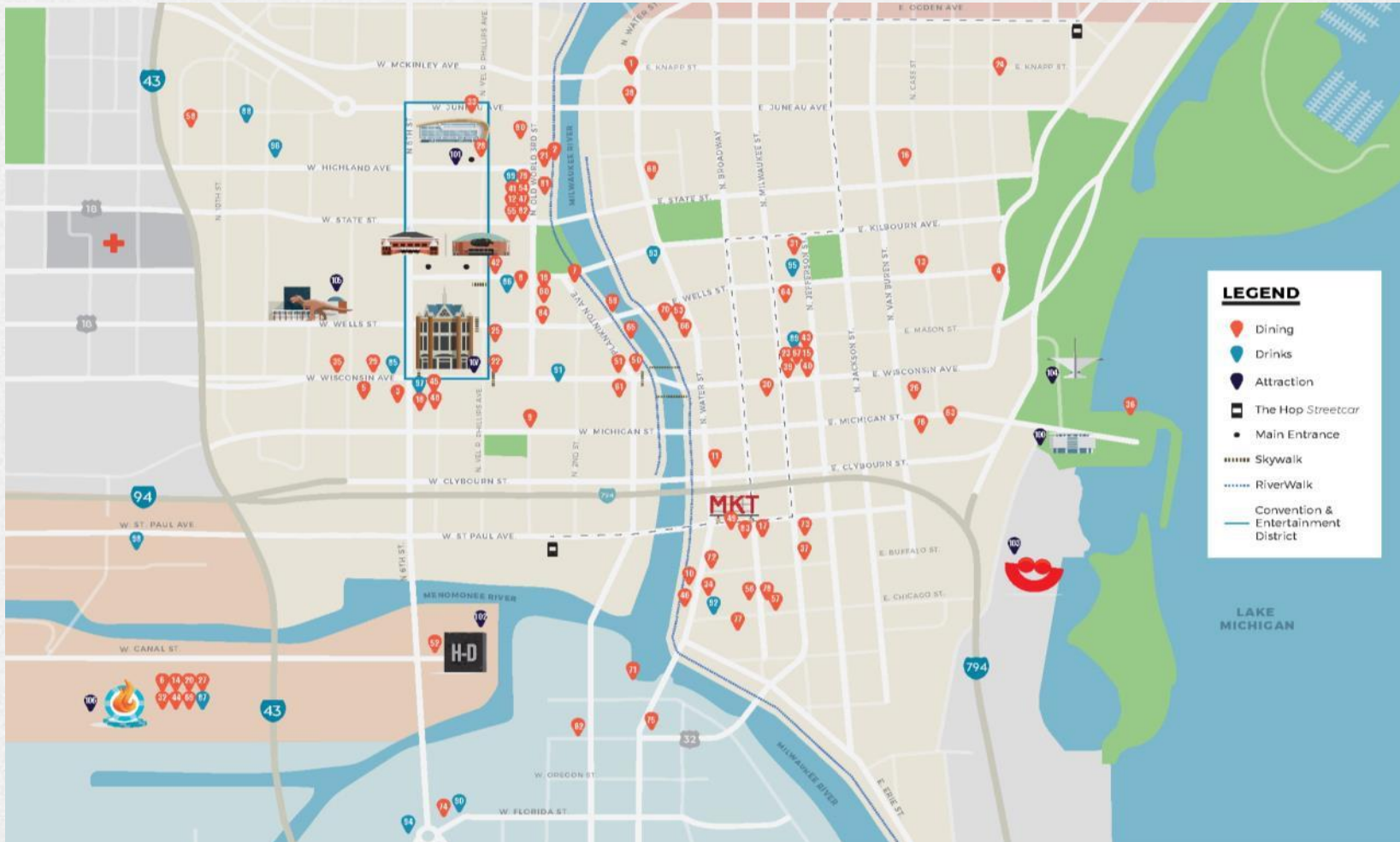
**Saint Kate the Arts Hotel**



**Potawatomi  
Hotel & Casino**



# DOWNTOWN DINING MAP





# OVER 150 DOWNTOWN RESTAURANTS



**Mader's**



**Onesto**



**Gouda's Italian Deli**



**Colectivo Coffee**



**Harbor House**



**Milwaukee Public Market**



**Sobelman's Pub and Grill**



**Xankia Vietnamese**



# WISCONSIN CENTER DISTRICT

## WCD: Baird Center

- Designed with meeting planners
- Nearly 300,000 square feet
- 189,000 square feet of exhibit space
- \$460-million expansion in 2023
- Versatility, functionality, and style
- State-of-the-art technology
- One-way loading dock traffic
- Almost two blocks of covered curb
- 400+ indoor parking spaces
- Security scanners at entry points





# **GOLF TOURNAMENTS**

## **CORPORATE OUTING**

### **Brown Deer Golf Course**

7625 N Range Line Rd, Milwaukee WI 53209

## **DELEGATE OUTING**

### **The Bog**

3121 County Rd I, Saukville, WI 53080

A photograph of two men walking away from the camera on a golf course. The man on the left is wearing a white shirt and khaki shorts, carrying a black Titleist golf bag. The man on the right is wearing a dark blue shirt and khaki shorts, also carrying a golf bag. They are walking on a green fairway with sand traps and trees in the background under a cloudy sky.

**Friday August 22, 2025**



# HARLEY-DAVIDSON RIDE

**Friday August 22, 2025**





# TAG RECEPTION

Zilli Lake & Garden

931 E. Wisconsin Avenue Milwaukee, WI 53202

**Friday August 22, 2025**





# COMPANY GRADE / WARRANT OFFICER MIXER

MECCA and Beer Garden ~ Deer District



**Friday August 22, 2025**



# SENIOR WARRANT OFFICER MIXER

Gather ~ Deer District

**Friday August 22, 2025**





# FUN RUN

## Veterans Park

1010 N. Lincoln Memorial Dr Milwaukee, WI 53202



**Saturday, August 23, 2025**



# GOVERNOR'S RECEPTION

## Discovery World

500 N. Harbor Dr Milwaukee, WI 53202



**Saturday, August 23, 2025**

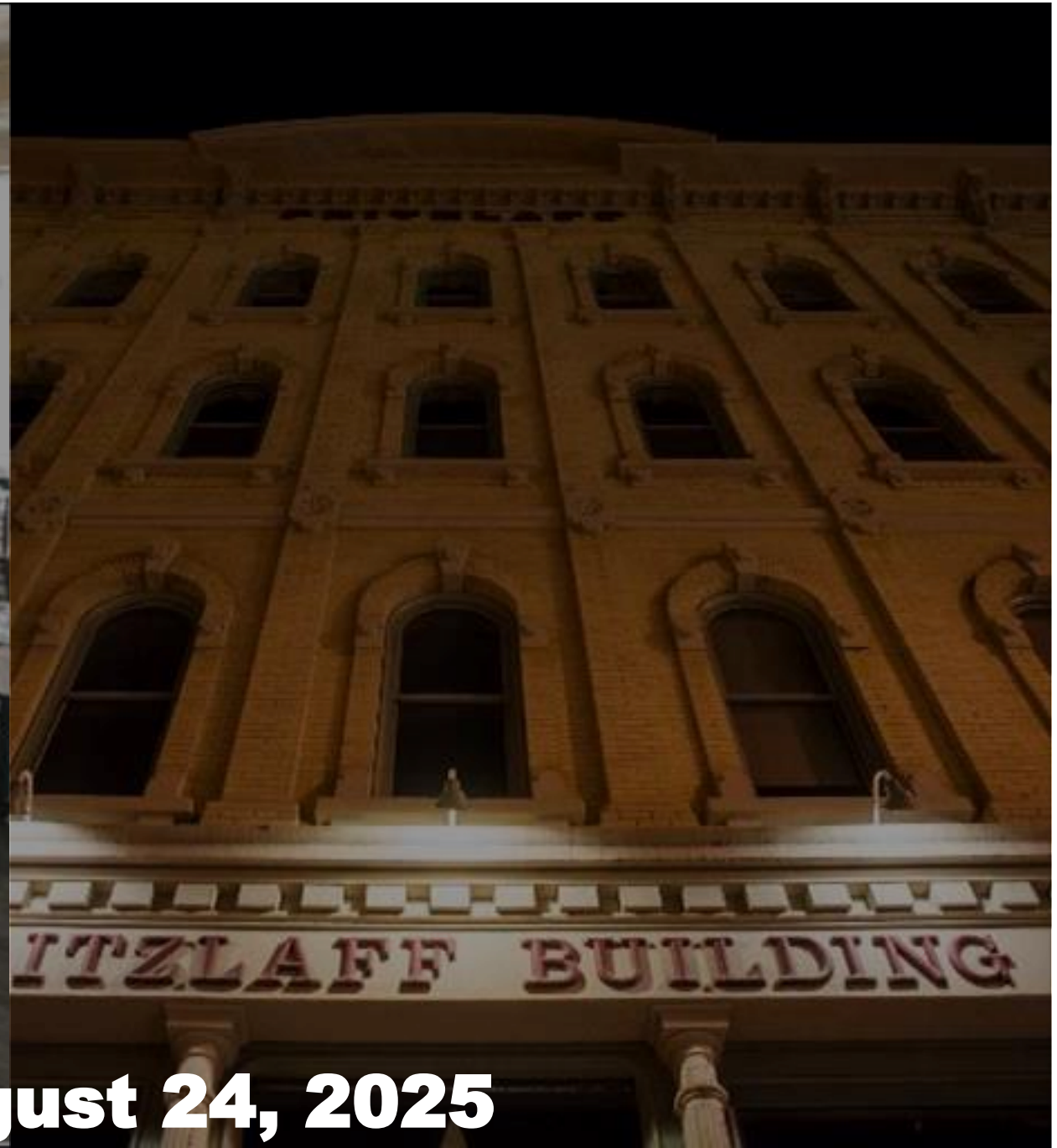


The image shows the interior of a large, historic hall with high ceilings and tall, dark columns. Numerous round tables are set with white tablecloths, white linens, and glassware. In the foreground, a table is decorated with a centerpiece of white and blue flowers. The room is well-lit, with light coming from large windows in the background.

# **SPOUSES LUNCHEON Pritzlaff Building Third Ward Historic District**

143 W St Paul Ave Milwaukee, WI 53203

**Sunday, August 24, 2025**

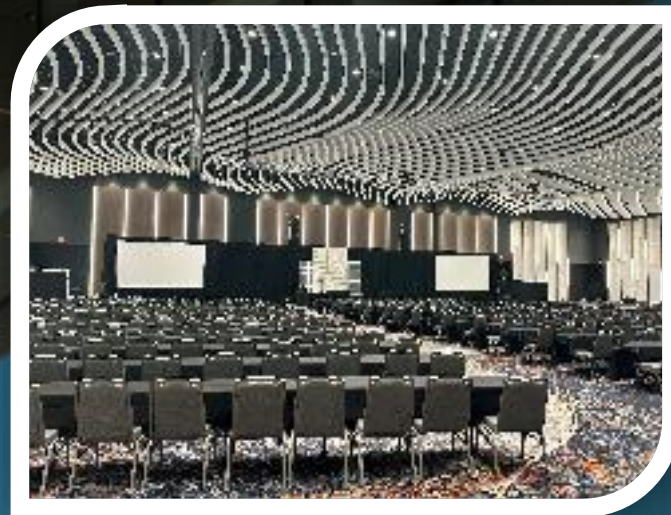




# ALL STATES DINNER

Baird Ballroom ~ Baird Center

*With comedian Charlie Berens*



**Monday, August 25, 2025**

# WE LOOK FORWARD TO HOSTING IN 2025!







***August 22-25, 2025 / Milwaukee, WI***

**Lunch until 1300**





NATIONAL  
GUARD  
EDUCATIONAL  
FOUNDATION

# LUNCH UNTIL 1 PM

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# Air National Guard Brief

Brig Gen Astro Wenthe  
Director, ANG A5



# It's About Time...



## **Brig Gen Mat Wenthe**

**Director, ANG Plans, Programs,  
Requirements**

# Bring The Future Faster



**It's About Time...Bring the Future Faster!**

**56 Days**

**ANG READY 2027**





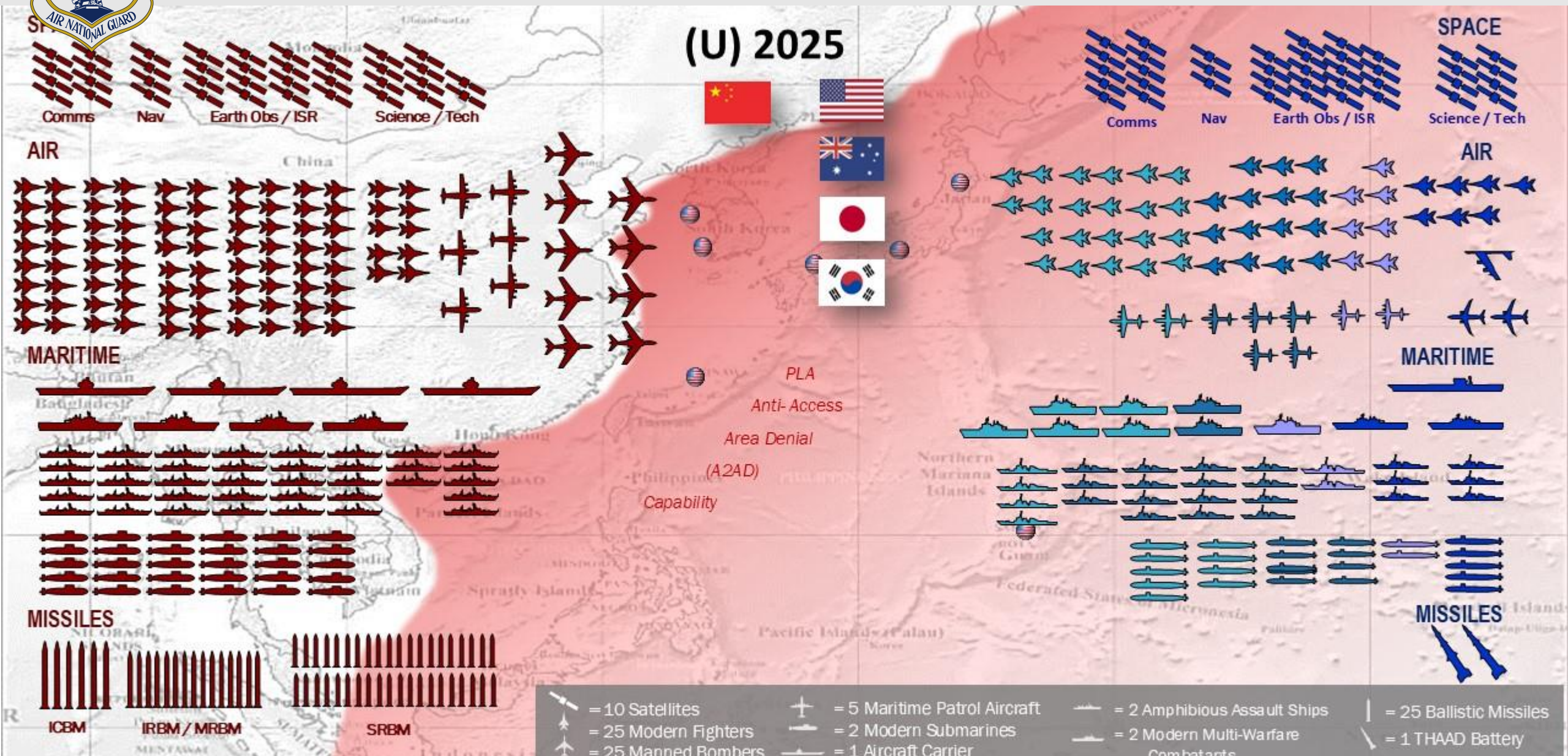
# Adapting to the Changing Strategic Environment







# Pacing Threat in Context







# Paradigm Shift

**OLD PARADIGM**



**NEW REALITY**







# Culture of Adaptation



**Francis “Swamp Fox” Marion and the South Carolina Partisan Militia, 1780**



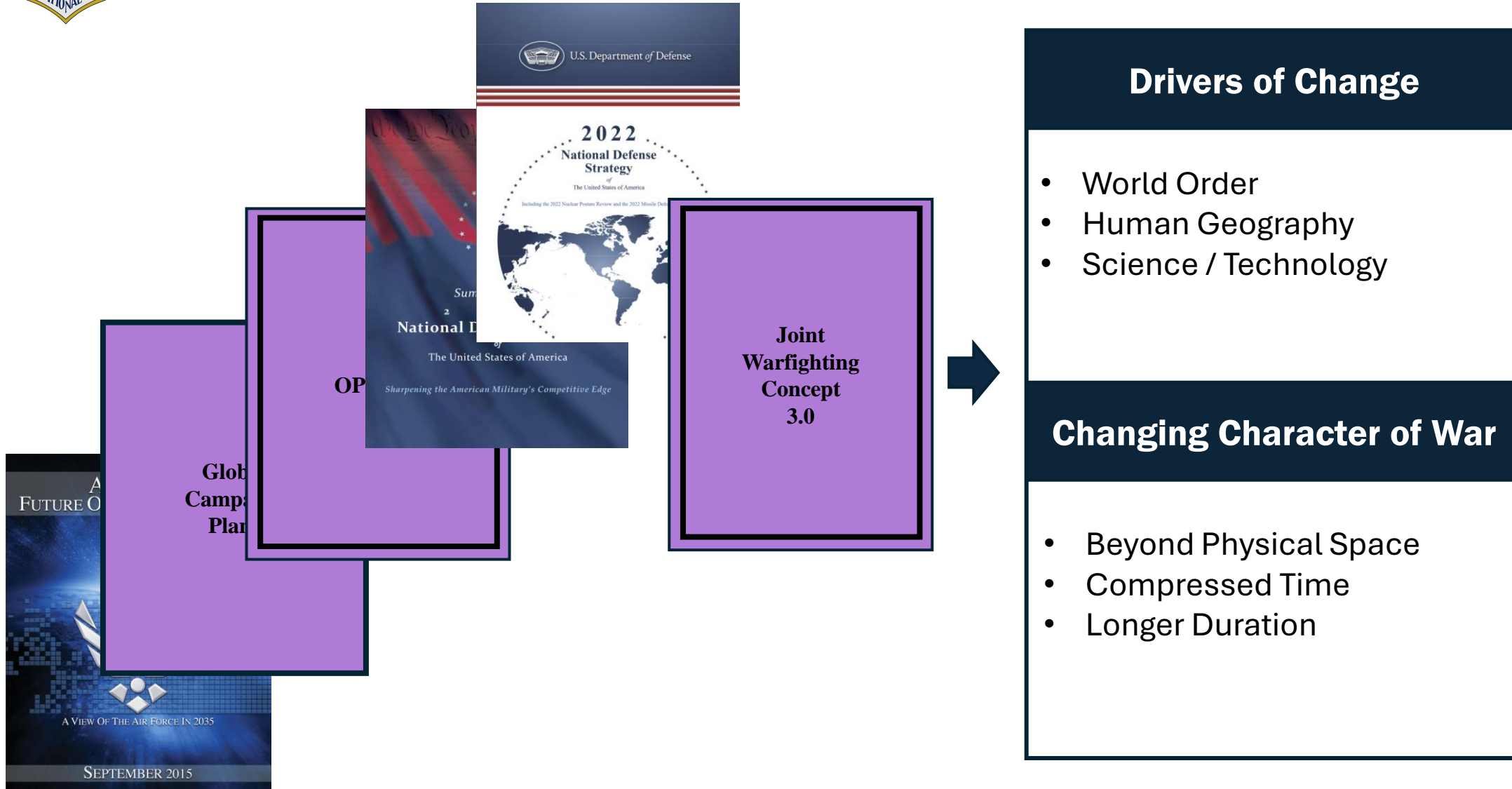


# Change - A Decade In The Making

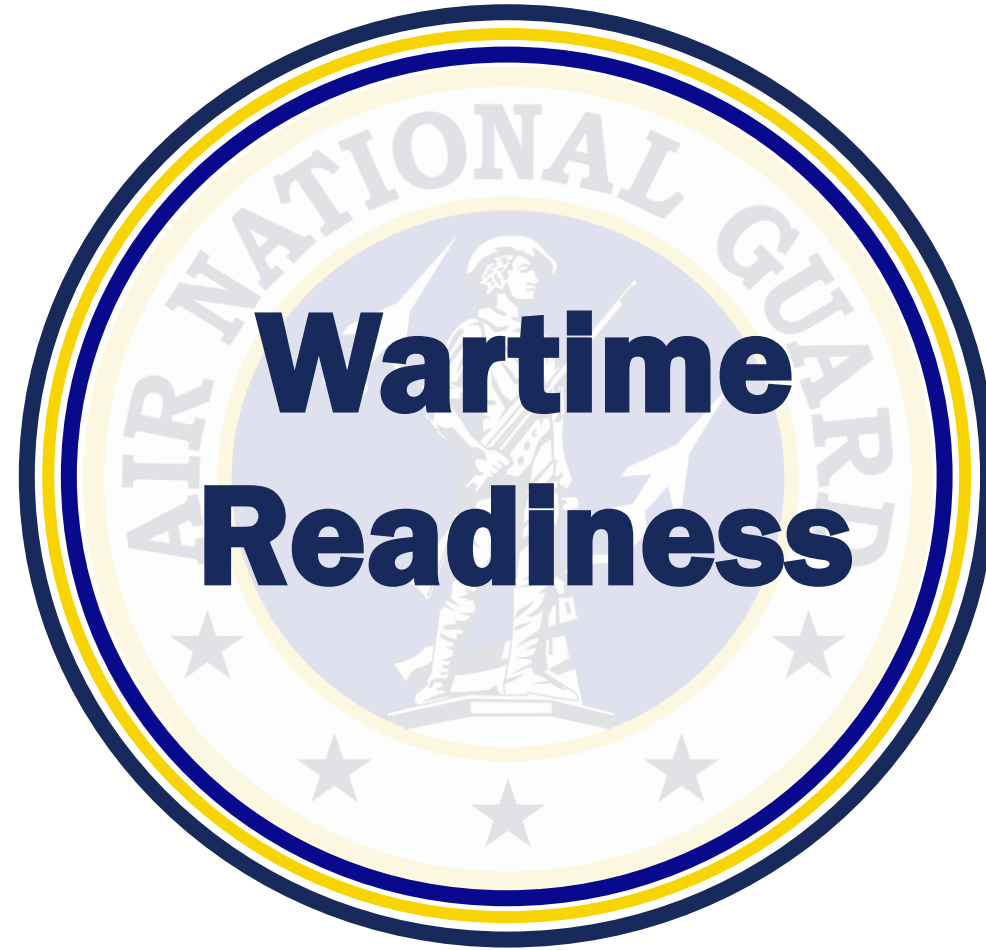




# Change - A Decade In The Making









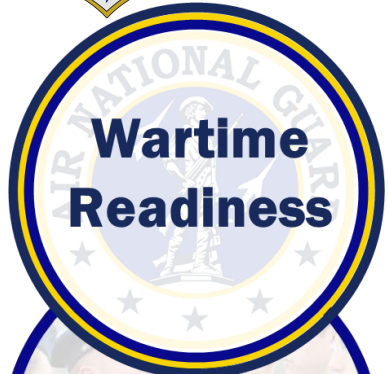
# Priorities







# Flight Plan



**Get the Organization Right**

**Get the Units of Action Right**

**Get the Program Right**

**Get the Communication Right**

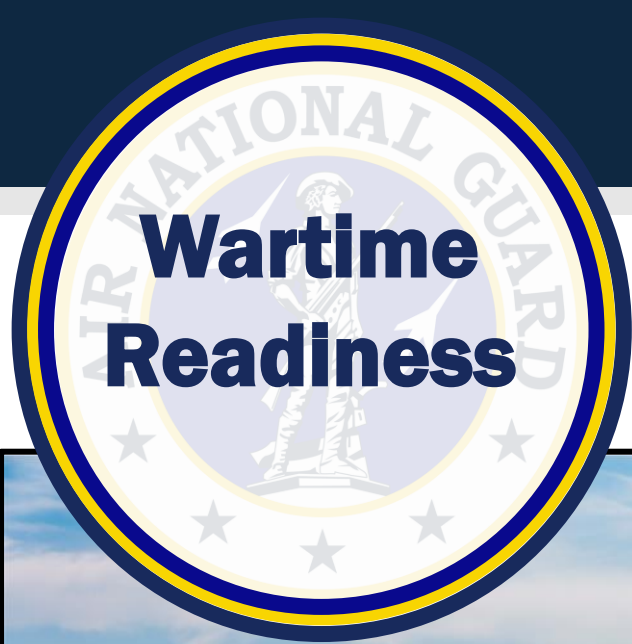
**Recruit!**

**ANG READY  
2027**

**Optimized Force  
structure optimized  
for AFFOC/JWC**

**Modular Units of  
Action meeting  
surge to peak  
demand**

**Seamless  
integration with the  
Total Force**



# Deployable Combat Wings – Units of Action



**Force structure optimized for  
AFFOC/JWC**

**Modular Units of Action meeting  
surge to peak demand**

**Seamless integration within the  
Total Force**

**ANG READY 2027**



# Focused Modernization - NGREA

**Modernize  
&  
Recapitalize**



**ARC WEPTAC**



**NGREA**

**Investing in Platform  
Capabilities solving  
Operational Challenges**



**ANG READY 2027**

# Focused Modernization - NGREA

**Modernize  
&  
Recapitalize**



**ARC WEPTAC**

**AFFOC**  
2023

**JWC**  
3.0

**Operational Integration  
crosscuts Core Functions**

**Air Superiority**

**Rapid Global  
Mobility**

**C2**

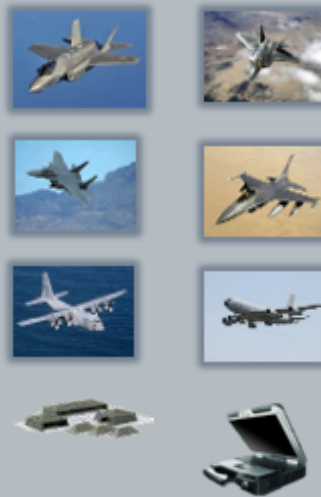
**Global ISR**

**Global Strike**



**NGREA**

**Investing in Platform  
Capabilities solving  
Operational Challenges**

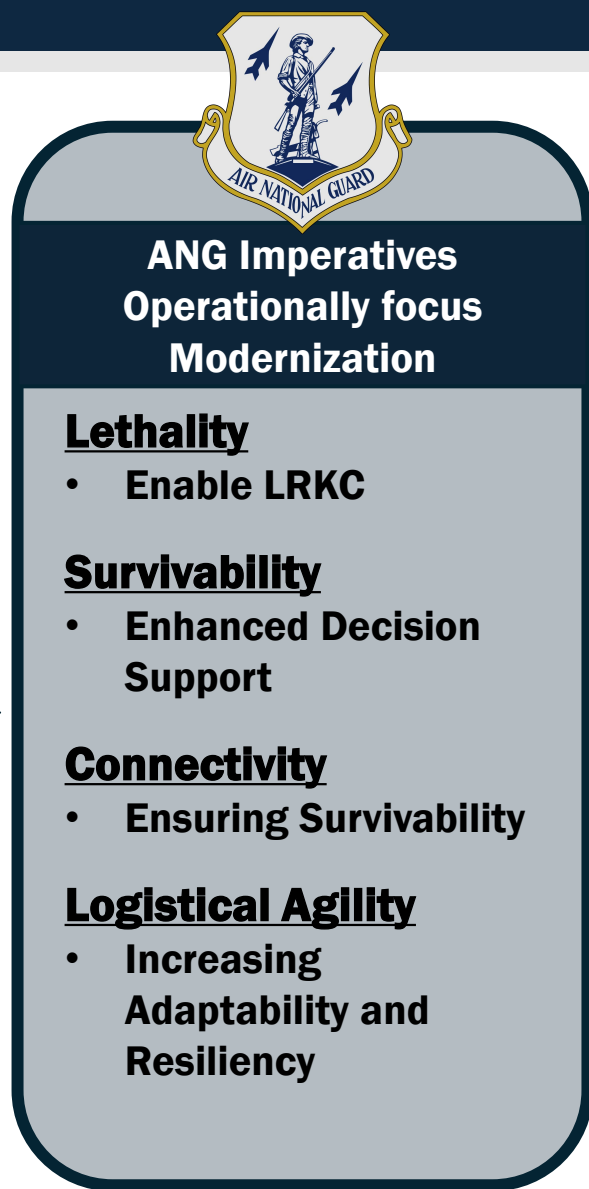
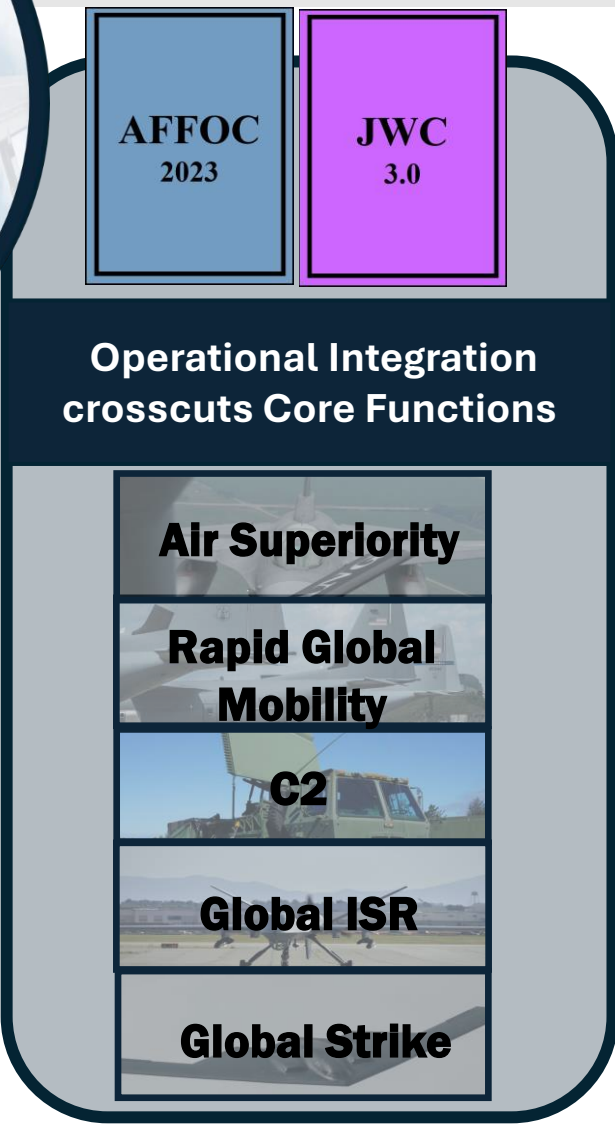


**Operationally Driven,  
Platform Agnostic**

**ANG READY 2027**

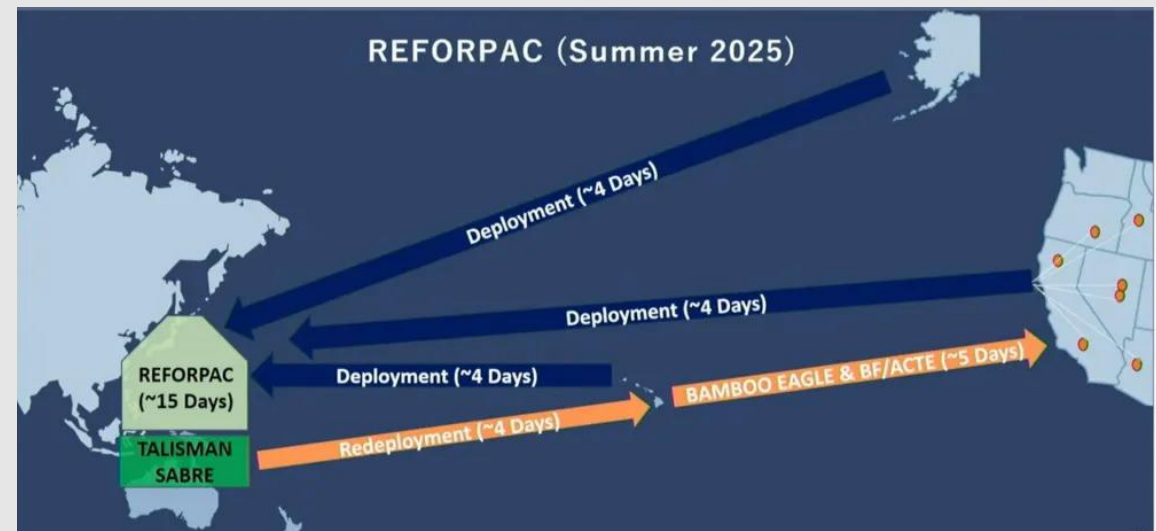


# Focused Modernization - NGREA



# Operating Concepts – TTP Development

**Unleash  
Innovation**



**ANG READY 2027**





# Questions?







# ANG Modernization Priorities and Efforts

Col Greg Newlin  
ANG A5X

# NGAUS INDUSTRY DAY 2024

---

## ***Air National Guard Modernization – Leading the Way***



**Col Greg “Danny” Newlin**  
**NGB/A5X**  
**10 Dec 2024**





# OBJECTIVES

---

## ■ INFORM...

- Understand ANG Acquisition and Procurement Process
- NGREA Priorities Past and Present
- Senior Leadership Guidance

## ■ INVITE...

- Stay engaged throughout the year (State, NGAUS, A5, WO's)
- New partners to begin working with ANG team

## ■ CHALLENGE...

- Work with us to identify new game-changers
  - Provide combat capability to the warfighter faster!!!
-



# NGB/A5 Mission / Vision

Represent the ANG  
in DoD Requirements  
Development  
Processes

**MISSION** Increase  
warfighter  
survivability &  
lethality inside of  
adversary capability  
development  
timelines

**VISION** Develop a  
high performing &  
respected team of  
requirements  
professionals that  
transform capability  
deficiencies into  
innovative solutions  
for GPC







# “Strategic Approach”

- **ENDS – Field Combat Capability to the Warfighter.....Fast**
- **MEANS –**
  - Clear descriptions of the operational capabilities (WEPTAC/DCP)
  - Active program management
  - Off-the-shelf capabilities (TRL 7+) (leverage your investments)
  - Alternative funding sources / contracts
- **WAYS – Relationships**
  - ...with Field
  - ...with Industry
  - ...with MAJCOMs, CCMDs
  - ...with Program Offices
  - ...with other Services

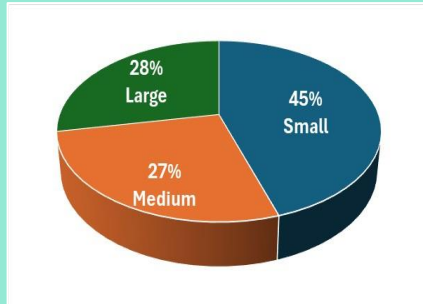
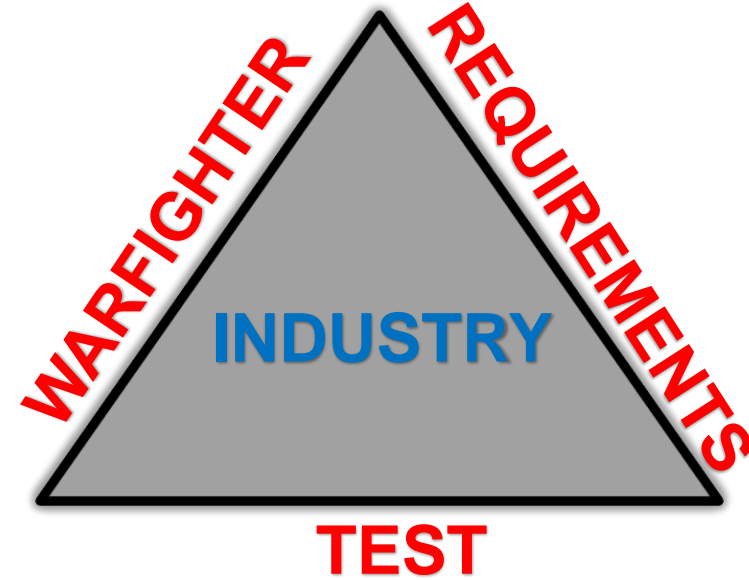




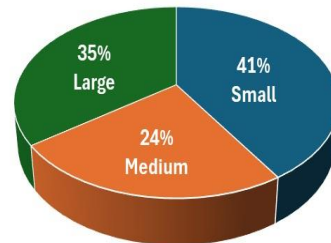
# HISTORICAL INDUSTRY EQUITY

## ■ Integrated Triad

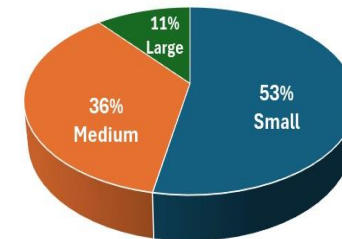
- Continuity w/in AATC & A5 builds trust
- Continuous & timely operational input helps Mx focus
- Industry in the Center
  - Must hear the same message



**Overall**  
72% small / medium



**Warfighting**  
65% small / medium



**Domestic**  
89% small / medium





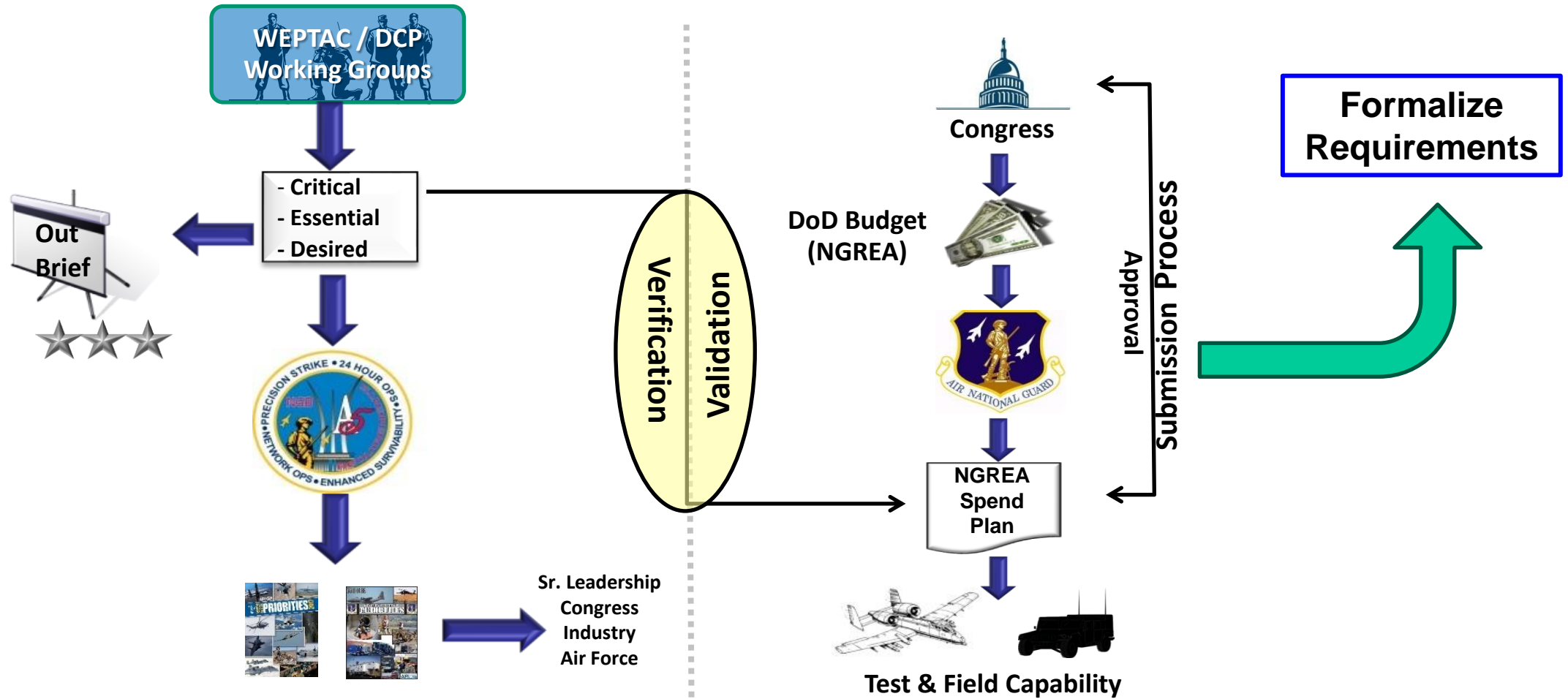
# NGREA 101

- **National Guard and Reserve Equipment Account (NGREA) is a separate direct appropriation from Congress to all DoD Reserve Components**
  - **NOT budgeted nor guaranteed (FY20 NGREA = \$0)**
- **NGREA is not taken from USAF or DoD TOA**
- **Procurement only; no research and development (TRL 7+)**
- **ARC priorities informed by WEPTAC/DCP critical deficiencies**
- **Spend plan approved directly by Congress**
  - **Priorities due w/in 30 days post appropriation**
  - **Changes submitted to SAF/MR and OSD/M&RA during execution year**

***NGREA is a procurement account (3 year funding)***



# WEPTAC & NGREA

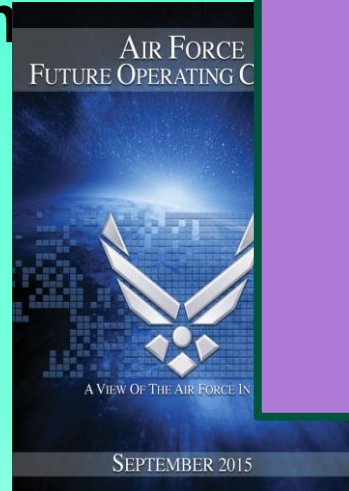






# WEPTAC GUIDANCE

- Senior Leadership Guidance
- Operational Imperatives
- AF FOC
- Campaign Plans
- OPLANS
- NSS
- JWC 3.0
- NDS



Global  
Campaign  
Plans

OPLANS

NATIONAL  
SECURITY  
STRATEGY  
OCTOBER 2022

Joint  
Warfighting  
Concept  
3.0



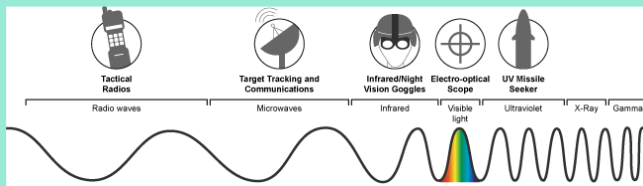


# ANG MODERNIZATION IMPERATIVES

## SURVIVABILITY

### Electromagnetic Spectrum Operations

Deter  
Detect  
Defeat

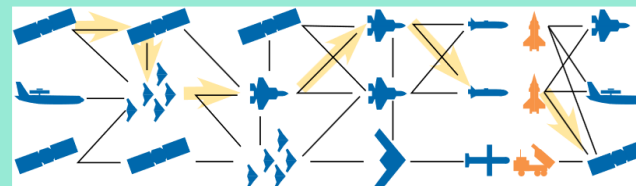


*BASE DEFENSE / LOGISTICS UNDER ATTACK*

## LETHALITY

### Enable Long Range Kill Chain

Detect  
Defeat  
Verify

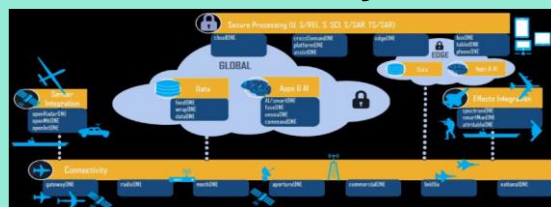


*ADVANCED MUNITIONS INTEGRATION*

## CONNECTIVITY

### Enhances Survivability

Persistent  
Resilient  
Compatible

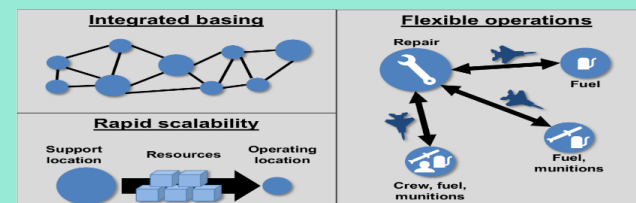


*DAF BATTLE NETWORK*

## LOGISTICAL AGILITY

### Operations in a Contested Environment

Adaptable  
Resilient  
Mobile



*AGILE COMBAT EMPLOYMENT*





# WEPTAC THEN & NOW

## OLD PARADIGM



## NEW REALITY

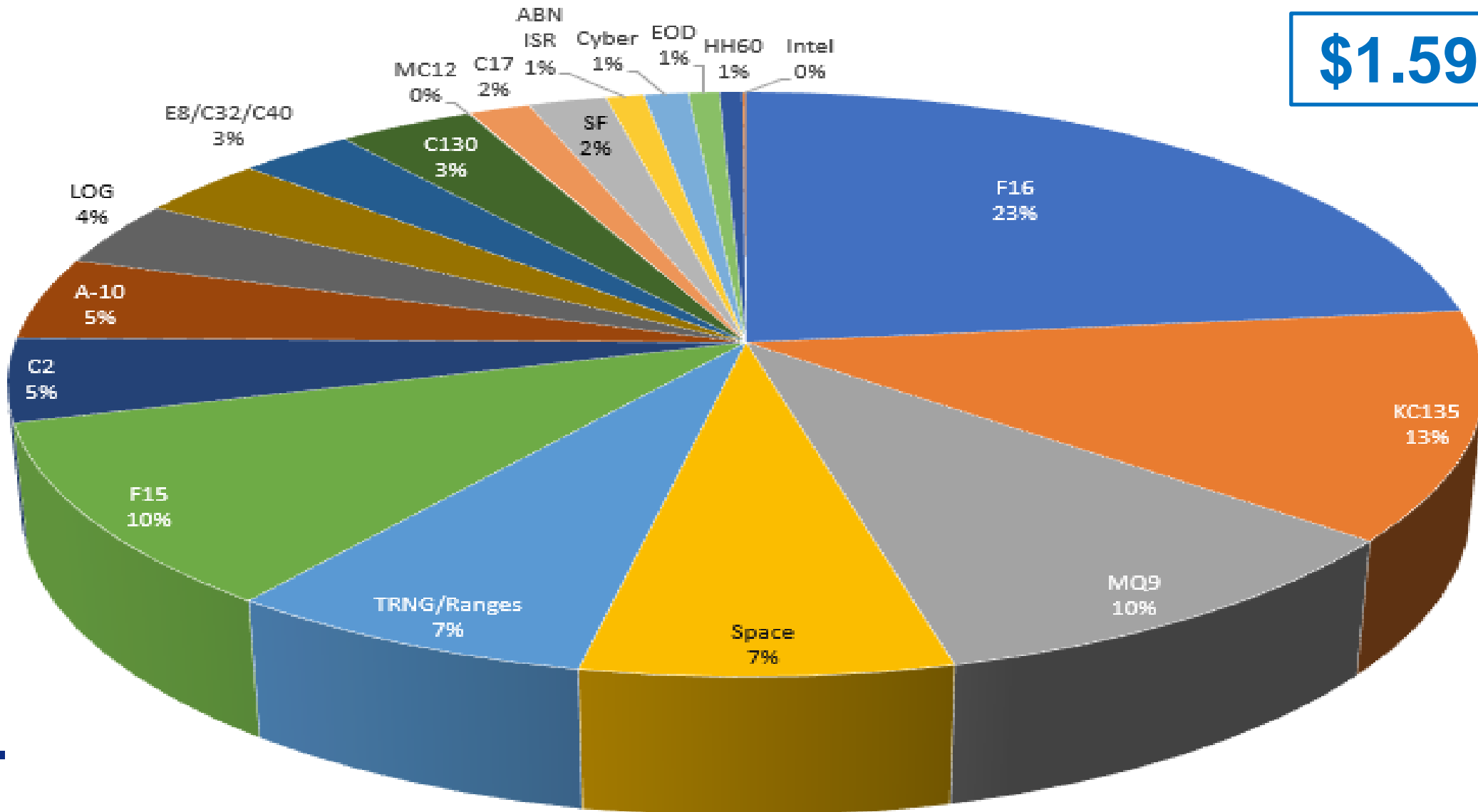


- **INDOPACOM / China Focused**
  - TS/SCI OPLAN Briefs (PACAF)
  - TS/SCI Threat Briefs (A-A.....IADS.....Naval)
- **Cross Platform, Mission Centric Utilization**
  - 18 Flying / 17 Non-Flying Working Groups
- **Technological Achievements**
  - Modular / Adaptable Architecture
  - Interoperable / Joint Applicability
- **Relationship Dependencies**
  - DARPA, TENCAP, DIU, RCO, DIA, DOE, AFRL, etc.



# FY19-24 NGREA Expenditures

**\$1.59B**





# SCOPE & SCALE

- Majority of NGREA modifications under \$75M
- 1067 Establishes the requirement
- Rapid acquisition and completion (~2-3 years to complete)
- Programs tend to be “smaller” than the AF programs
- “Dual use” preferred: meets both overseas and domestic missions
- AATC can evaluate the operational utility (TRL 7+)







# NGREA Challenges

- **Appropriations Uncertainty**
  - Amount Fluctuations
  - Schedule Fluctuations
  - Continuing Resolution Impacts
- **1067 Approval Timelines**
- **Development vs. Integration**
- **Acquisition Timelines / Contracting Options**
- **SPO Manpower Limitations**
- **Stovepipe Limitations**
- **“Not-invented-here” resistance**

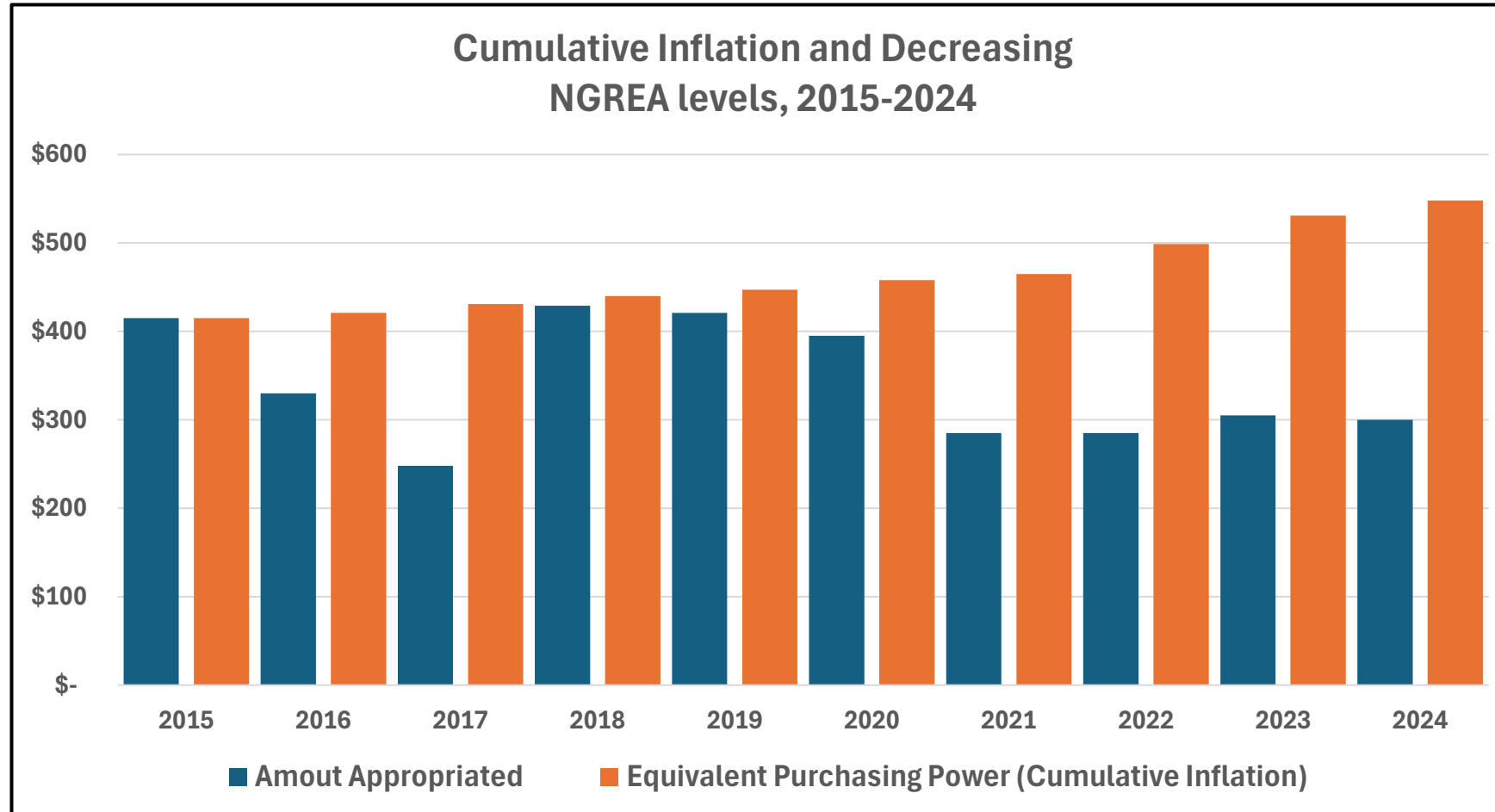
## Annual ANG NGREA Amounts (Millions)

FY13	\$455
FY14	\$323
FY15	\$415
FY16	\$330
FY17	\$247
FY18	\$429
FY19	\$421
FY20	\$0
FY21	\$285
FY22	\$285
FY23	\$305
FY24	\$300

*It Doesn't Count Until Its In The Hands of The Warfighter*



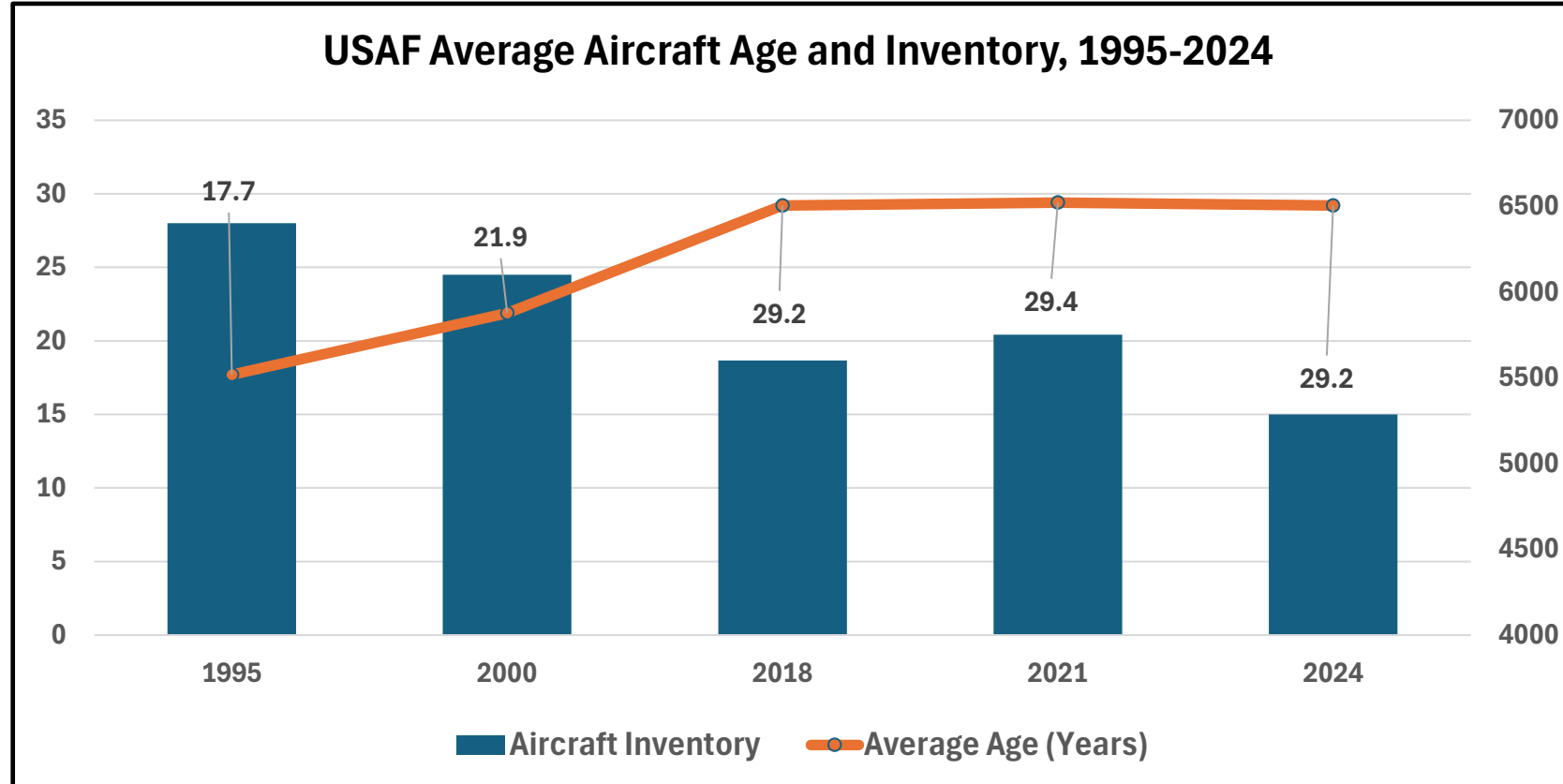
# INFLATIONARY EFFECTS ON NGREA



\$415M received in 2015 equates to \$548M in today's dollars – an 83% loss in purchasing power!



# Aging and Shrinking Fleets



- From 1995 to 2024, the Average Age of Air Force Aircraft increased by 65%
- Over this same period, total inventory declined over 17%





# In Close

- What we are looking for:
  - High TRL Solutions... Ok not to pass
  - We need lethality, connectivity, and interoperability for all aircraft/weapons systems in all potential threat environments
- What are the gamechangers that AF is not tracking?
- “Can we do it?” vs. “Should we do it?” approach
- Open architecture solutions able to be spiral upgraded

**The Mod Books are your roadmaps**

# ARNG Modernization Priorities and Efforts

Mr. Trey Jones and Mr. John Jones  
ARNG Force Development



# ***National Guard & Reserve Equipment Account (NGREA) Process Overview***

**Mr. Jim Jones  
Deputy Division Chief  
Force Development Division**





# *Agenda*

- **Authority / Intent of NGREA**
- **Requirements vs. Spend Plan**
- **Historical NGREA Amounts & Availability**
- **NGREA Process: Step-By-Step**
- **NGREA Submission Process**
- **Modernization Equipping Requirements Conference**
- **NGREA Council of Colonels**
- **Summary**



# ***Authority / Intent of NGREA***

- Created by Congress in 1981 as a response to Headquarters, Department of the Army (HQDA) budget priorities to supplement the Army's base procurement appropriations for the Reserve Components (RC)
- Special 3-year Defense Procurement Appropriation to improve Army National Guard (ARNG) readiness for combat by procuring critical shortfall and modernization items the base procurement appropriations do not fund
- **Not meant to relieve HQDA from appropriately funding & equipping the ARNG**
- NGREA is not programmed or budgeted as part of the Planning, Programming, Budgeting, Execution (PPBE) process...No President's Budget Request

**Until the Army can support total Army modernization, NGREA funding allows the ARNG to procure critical equipment in order to improve operational readiness and ensure interoperability, deployability, and sustainability**

JCADP: Joint Capability Assessment and Development Process

JUONS: Joint Urgent Operational Needs Statement

MTOE: Modified Table of Equipment

TDA: Table of Distribution and Allowances



# Requirements vs. Spend Plan

- NGREA enhances the ARNG’s equipment posture to execute both Federal and State missions
- ARNG’s annual NGREA equipment requests do not reflect all equipping shortfalls
- ARNG only fields to 90% fill-rate with NGREA
- FY24 NGREA **requirements** exceeded **funded** amount by \$1.2B
- As the Army modernizes in a resource-constrained environment, capability gaps continue to grow due to increasing equipment costs

	FY23		FY24		FY25
	Requirement	Funded	Requirement	Funded	To Be Determined
Assured Mobility & Force Protection	9,622,000	5,442,000	361,078,810	37,506,664	
Aviation	225,542,209	73,777,468	252,279,066	59,666,204	
CBRNE & Defense Support of Civil Authorities	73,383,360	38,043,760	21,696,000	17,004,000	
Fires & Maneuver	0	0	54,840,000	9,140,000	
Installations	500,923,815	123,765,932	147,275,269	27,449,597	
Intelligence Electronic Warfare and Sensors & Security	24,312,800	24,132,550	247,121,462	46,322,911	
Soldier Systems & Robotics	0	0	8,050,000	1,030,000	
Training	156,919,118	32,804,118	4,480,000	4,160,000	
Transportation & Sustainment/Logistics	142,243,031	17,032,633	946,171,801	80,821,342	
Unified Mission Command Network	40,000,016	20,000,008	39,534,626	26,849,542	
	1,172,946,349	334,998,469	2,082,527,034	309,950,260	

Able to close-out 24 of 59 Programs in 2024 to 90%





# Historical NGREA Amounts & Availability

## Annual Amounts

FY	\$	FY	\$	FY	\$
2024	310	2009	779	1994	191
2023	335	2008	1,268	1993	387
2022	285	2007	1,075	1992	344
2021	285	2006	770	1991	806
2020	0	2005	111	1990	332
2019	421	2004	99	1989	256
2018	429	2003	29	1988	273
2017	248	2002	217	1987	146
2016	330	2001	50	1986	532
2015	415	2000	30	1985	150
2014	315	1999	20	1984	100
2013	460	1998	64	1983	50
2012	320	1997	101	1982	50
2011	250	1996	96		
2010	575	1995	117		

\* Amounts listed are in million of dollars

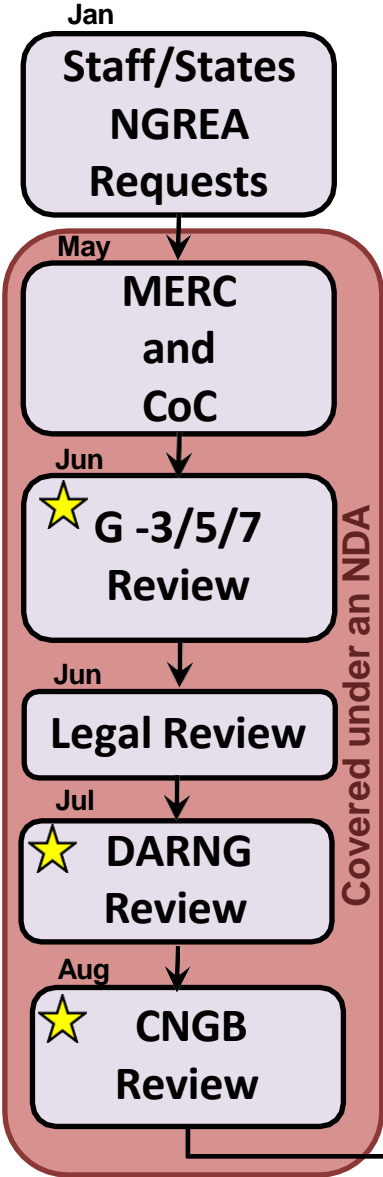
## Availability

- FY16: **May 2016** (7 mos)
- FY17: **Aug 2017** (10 mos)
- FY18: **Jul 2018** (9 mos)
- FY19: **Jan 2019** (3 mos)
- FY21: **Mar 2021** (5 mos)
- FY22: **May 2022** (7 mos)
- FY23: **Mar 2023** (5 mos)
- FY24: **Jul 2024** (9 mos)

Availability of funding has impact on ability to find procurement sources



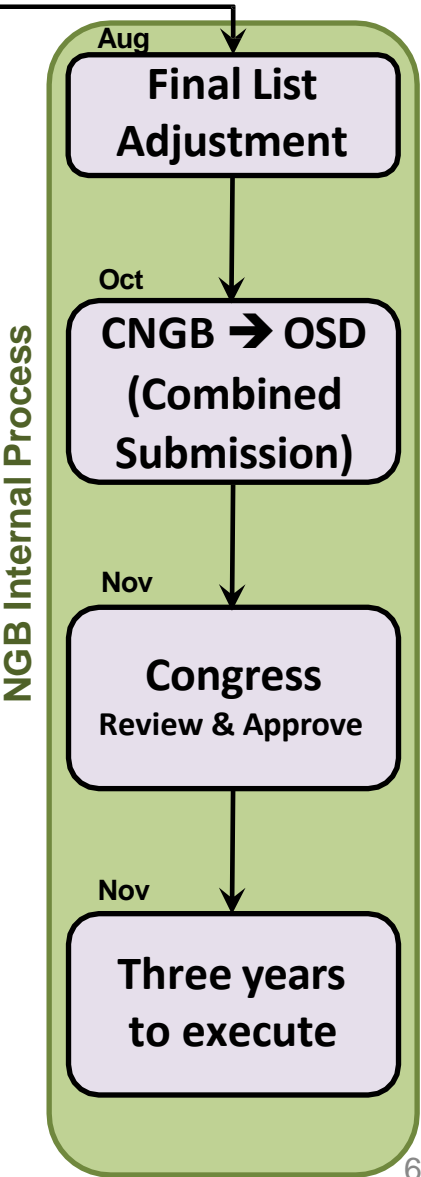
# NGREA Process: Step-By-Step



- **Senior Leader Guidance issued (NLT 01OCT)**
- Nominations from States & NGB Staff (Army and Joint)
- MERC Conference (NDA)
  - States, portfolio chairs/co-chairs, NGB staff, MOD RAC
  - Review all nominated systems
  - Validate equipment and forward to CoC
- NGREA Council of Colonels (NDA)
  - NGB Staff, portfolio chairs/co-chairs, MOD RAC
  - Prioritize list of validated equipment requirements
  - Develop recommended buy-list
- **G-3/5/7 Reviews/recommends changes to list**
- Legal Review
- **DARNG Reviews/recommends changes to list**
- **CNGB approves and submits combined ARNG & ANG list to OSD**
- OSD submits final buy-list to Congress 30 days after budget appropriation

CNGB: Chief, National Guard Bureau  
DARNG: Director, Army National Guard

CUI





# NGREA Submission Process

- The FY26 buy-list development process will be separate from JCADP
- Submission portal located on SharePoint
- Window open from 1st Monday to last Friday in January 2025
- No limit to State submissions (10 items last year, 5 items in previous years)
- Only 2 TAG-appointed personnel from each State 2 personnel from each ARNG/J-staff division may submit items ([Supp. Gdnce & TAG memos](#))
- Anyone with army.mil account and CAC may see submissions

Army National Guard and Reserve Equipment Appropriations (NGREA)  
Submission Form

Select LIN from dropdown

Search LIN

Select Authorization Document

Authorization Document

System Description:

System Description

Full Name and Rank:

Type Your Name

Phone Number:

Type Your Phone Number

Justification for Nomination:

Type in the justification for nomination.

Type Additional Notes for non-standard LIN items.

Select State or Directorate

IA

Enter Non-Standard LIN Items:

Non LIN Nomenclature Goes Here

Does the nomination have TAG Approval?

TAG Approval (Yes/No)

Email Address:

Type Your Email Address

Nomenclature:

PM Acronym:

Portfolio:

BOIP:

System Point of Contact:

Point of Contact Name Autopopulates based on LIN

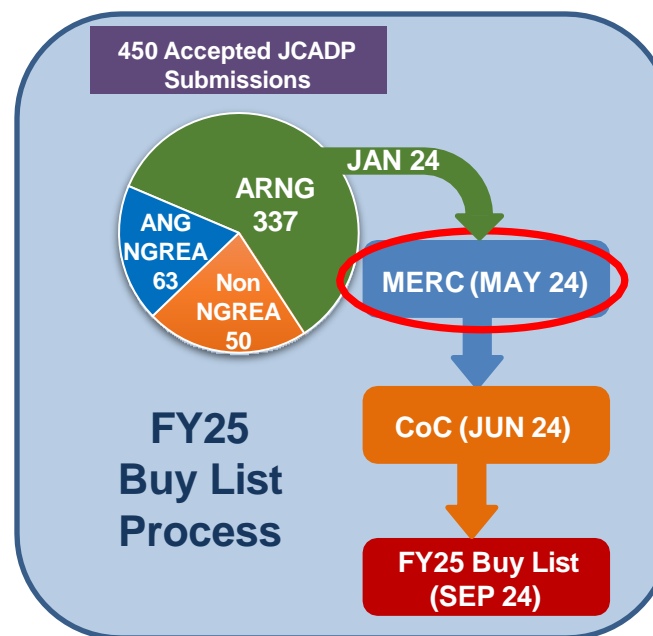
Review Submission





# Modernization & Equipping Requirements Conference (MERC)

- Provides the NGREA Council of Colonels a synchronized, prioritized, and staffed list of validated requirements shaped by the States and Territories
- Empowers the States and Territories with a direct / coordinated voice through representation:
  - State portfolio chairs and/or co-chairs
  - 2 attendees per State
  - ARNG G-staff
- **Process**
  - Off-site to ensure participation and engagement
  - Industry invited to attend
  - Shapes following fiscal year's NGREA buy-list
  - Create synergy with DSCA programs



**The MERC is the prime opportunity for industry to demonstrate capability and affect State input**



# ***NGREA Council of Colonels***

- Added as 3rd day following the MERC
- Only G-3/5/7, DARNG, or CNGB can add after submission window closes
- Final list narrowed down by same business rules used in MERC
- Objective criteria-based formula creates Order of Merit List (OML) list; informs distribution of funding percentage
- NGREA amount unknown until budget is enacted
- Planning figures used; FD adjusts the buy list if Congress appropriates a different amount

**The ARNG's objective criteria method ensures the process remains consistent with senior leader guidance**



# Summary

- The development of the NGREA Buy List is a collaborative and transparent effort across the ARNG enterprise, led from the bottom-up
- It is imperative for participants to provide their inputs during their window of opportunity
- NGREA funding varies from year-to-year
- NGREA funding is not known until Appropriations Act is passed
- The same business rules used to allocate funding across the list are the same rules used to manage the list to the last dollar





# Break until 1500



NATIONAL  
GUARD  
EDUCATIONAL  
FOUNDATION

# BREAK

## *Commemorative Ornament*

The National Guard Educational Foundation commemorates the 250th anniversary of the American Revolution with our 2024 ornament. It features the insignias of the 101st Engineer Battalion, the 181st Infantry Regiment, and the 182nd Infantry Regiment (left to right), units descended from the Massachusetts militia present at Lexington and Concord on April 19, 1775. These units are the only ones in the U.S. Army authorized to display the Lexington-Concord battle streamer.



## Now Available in the NGAUS Library

Proceeds benefit the National Guard Educational Foundation, a 501(c)3 not-for-profit organization that preserves 388 years of National Guard history.



National Guard Association of the United States, Washington, D.C. | [www.ngaus.org](http://www.ngaus.org)

# Challenges Facing the Force An ATAGs Perspective

Brig Gen Shannon Smith, ATAG Air of Idaho  
and  
Brig Gen Daniel Begin, ATAG Air of Minnesota



# ATAG Perspective



**Brig Gen Sinjin Smith &  
Brig Gen Dan Begin**

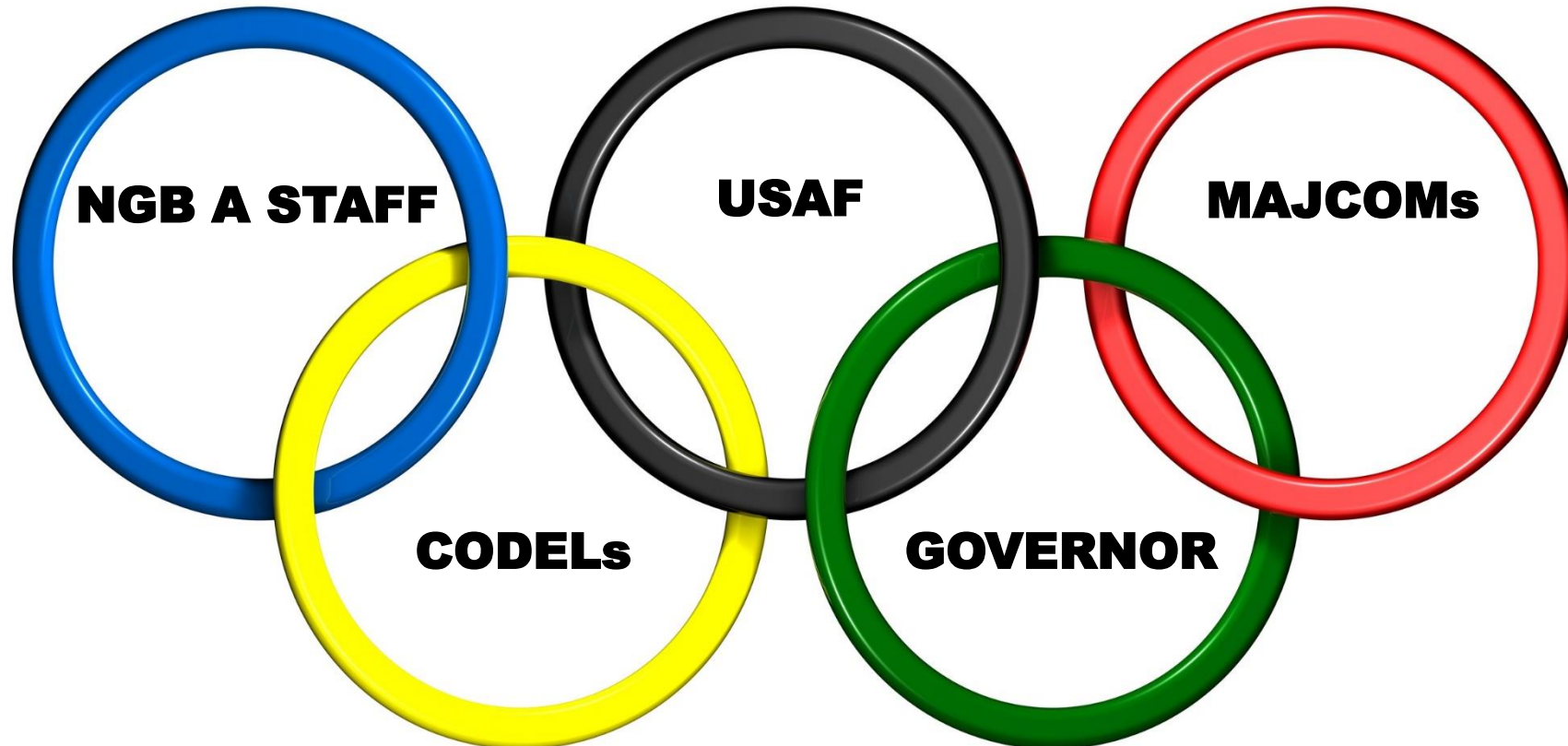
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**ATAG, ID / ATAG, MN**

# Expectations / Messaging



# Managing Expectations – ANG Wings / JFHQ



**Organize / Train / Equip**

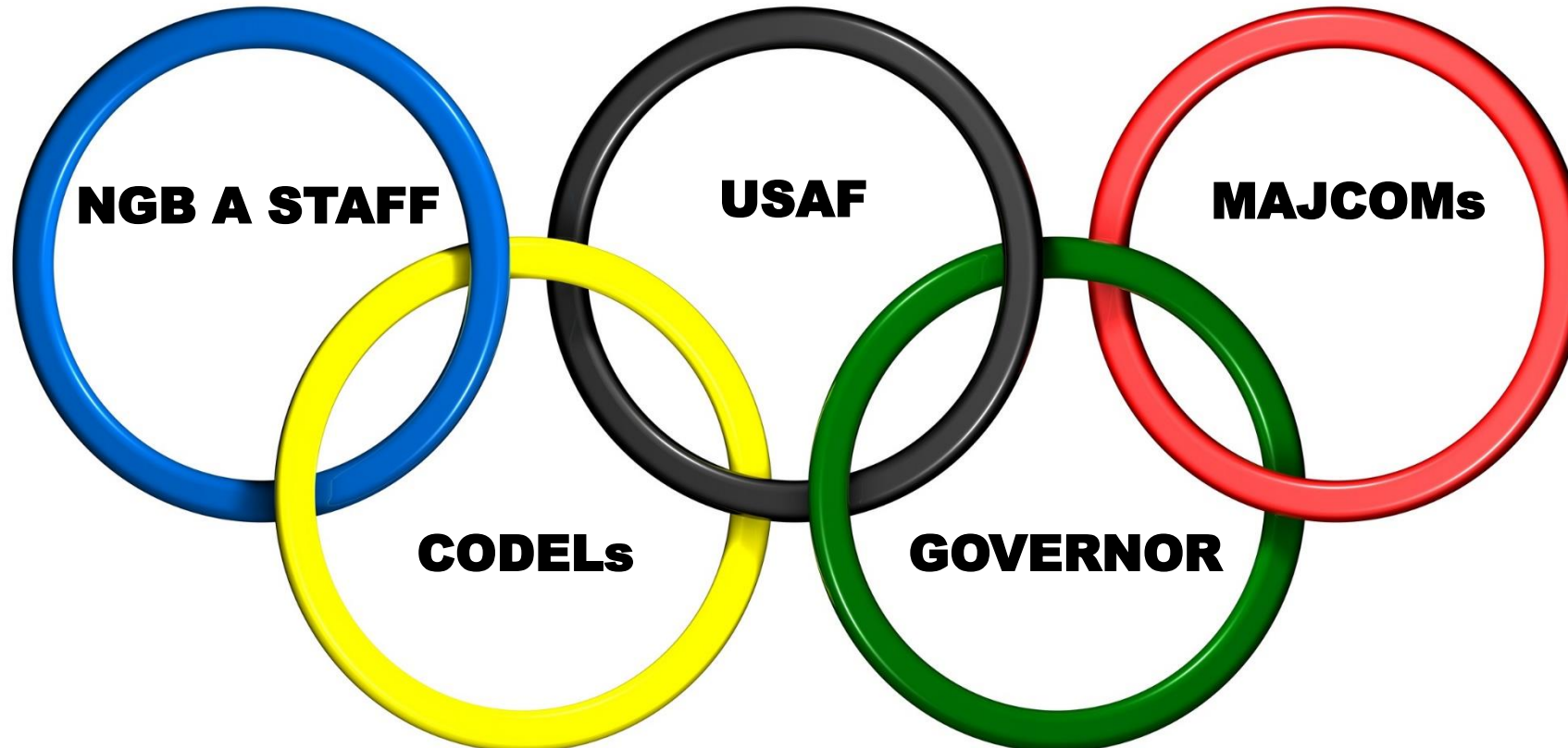


# Managing Expectations – ANG Wings / JFHQ

- Incremental Funding

- No New MILCON

- Execution Year Issues



- Three FYs at Once

- Discontinuity in DC

- Discontinuity in state

**Organize / Train / Equip**  
– **under a CR**

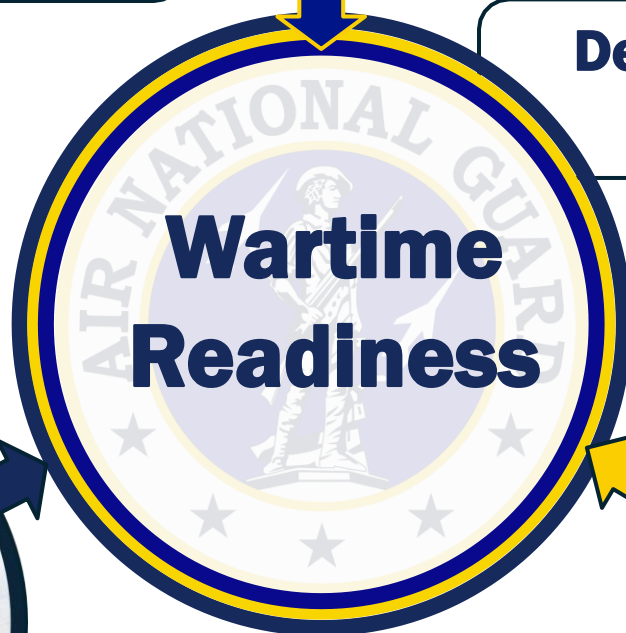




**Develop  
People**

**Recruiting Command  
Empowered Airmen**

**Deployable Combat Wings  
Units of Action**



**Wartime  
Readiness**

**R.A.M.P.  
NGREA**



**Modernize  
&  
Recapitalize**

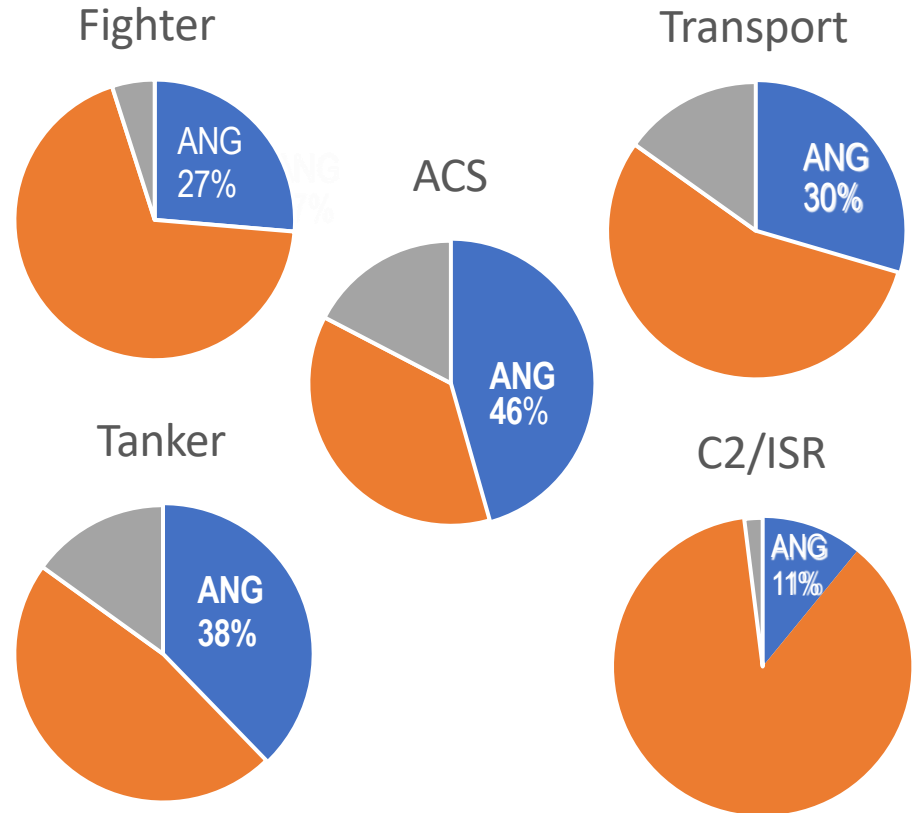
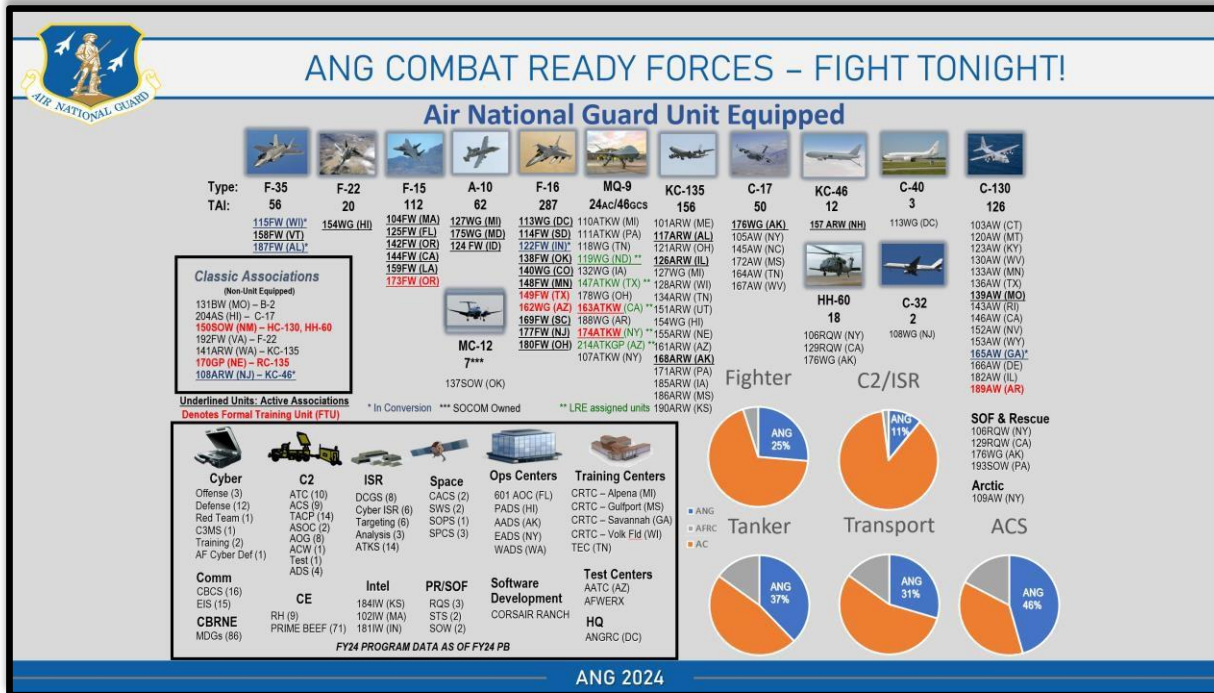
**Operating Concepts  
TTP Development**



**Unleash  
Innovation**



# Managing Expectations – Across the ANG



**Must be One Air Force... One Total Force**



## Managing Expectations – Across the ANG

### Across the 5 Core USAF Core Missions

# The Air National Guard is in a Recapitalization Crisis

 <p><b>16/25 Fighter Squadrons Lack Recap</b></p>	 <p><b>14x KC-135 Squadrons Lack Recap</b> <b>3x C-130H Squadrons Lack Recap</b></p>	 <p><b>50% CRC Cut</b></p>	 <p><b>12x MQ-9 Squadrons Lack Recap</b> <b>65% DCGS Cut</b></p>	 <p><b>No Unit- equipped</b> <b>Growth Industry</b></p>
<b>Air Superiority</b>	<b>Rapid Global Mobility</b>	<b>Command and Control</b>	<b>ISR</b>	<b>Global Strike</b>

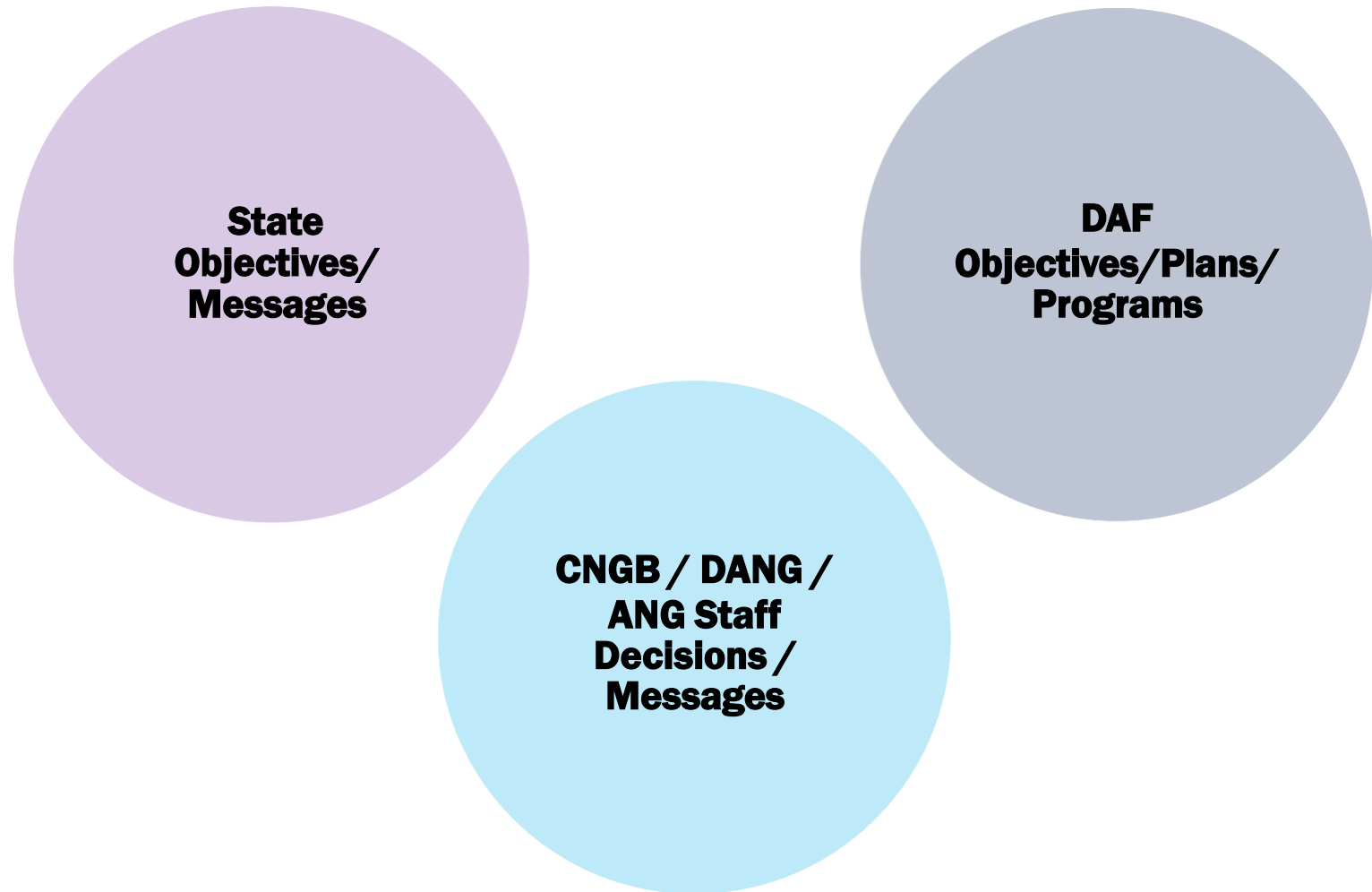




# Managing Expectations – Messaging

## Strategic Success

- **Relies upon alignment of key stakeholders**
  - **State, District, Territories, objectives & messaging**
  - **CNGB / DANG messaging and decisions**
  - **DAF objectives, plans and programs**
- **Aligned messaging to Congress and Congressional Staff**

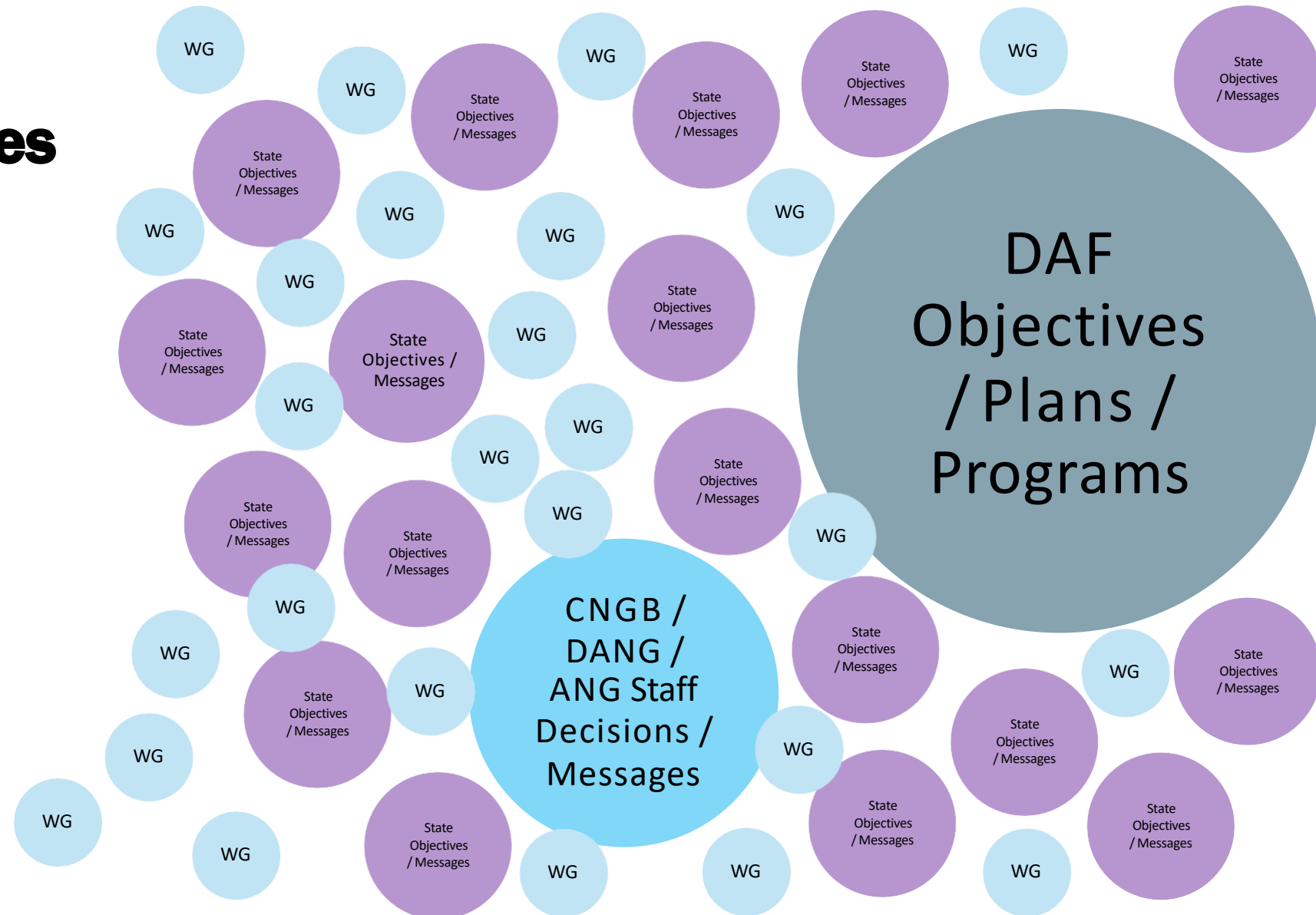




# Managing Expectations – Messaging

## Strategic Challenges

- **ANG strategic alignment can look like this:**
  - **54 State / Territories / District with disparate objectives**
  - **90 Wings inadvertently sending strategic messages based on tactical decisions**
  - **Overlap issues between key stakeholders**

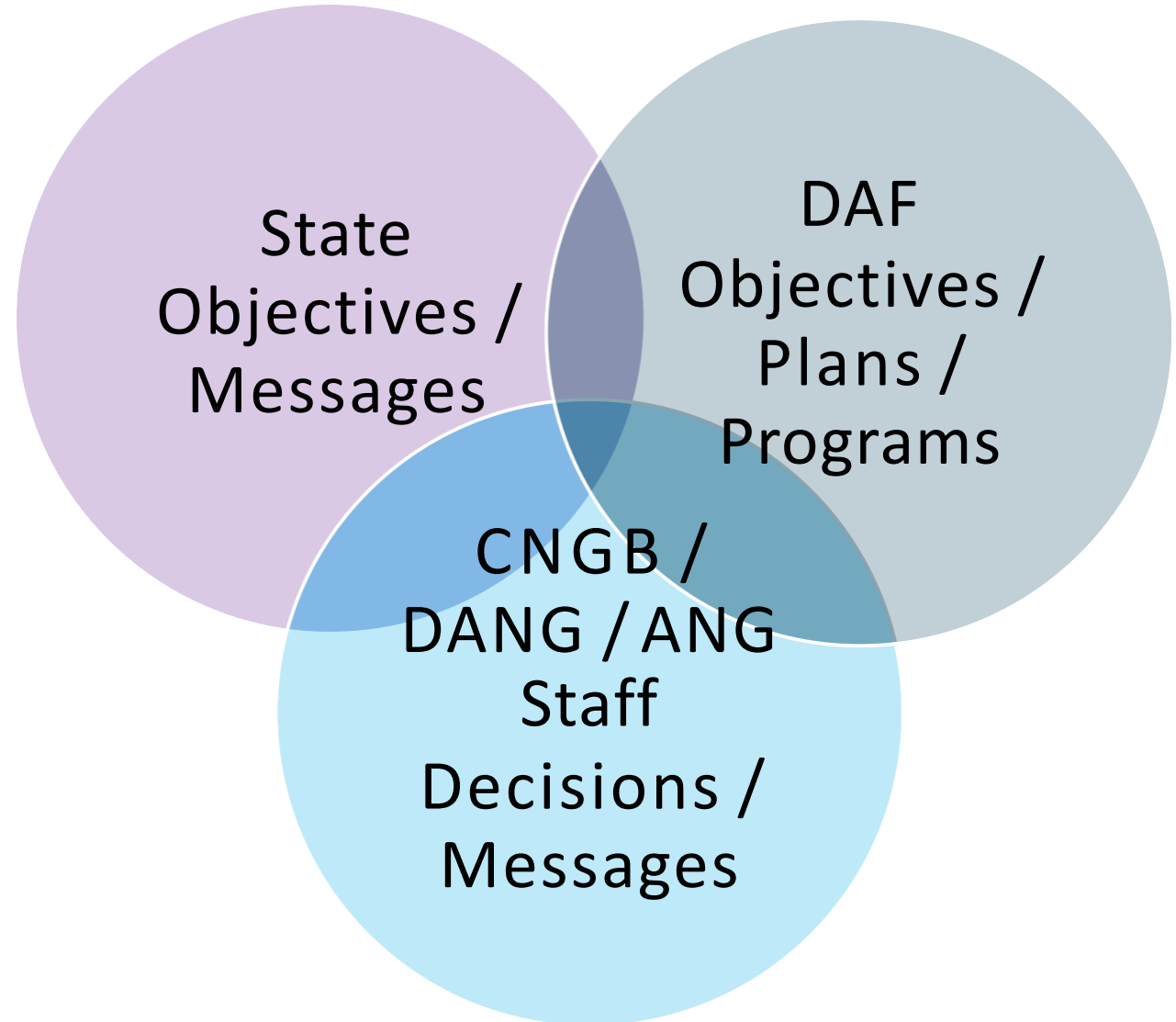




# Managing Expectations – Messaging

## Strategic Alignment

- **Congruent messaging across the 54 States and 90 Wings**
- **In line with DANG and USAF**
- **Succinct Messaging to DIB and Congress**







NATIONAL GUARD  
TIMELINE

# ANG Strategic Messaging

2024



2025

EXTERNAL TIMELINE

**PB Drops (FY26)**

Early Feb

**HASC/HAC-D Markups**

Mid-Late Mar

**Posture Hearings**

Feb / Mar / Apr

**SASC/SAC-D Markups**

Mid-Late Apr

**NEXT PB (FY27) TO OMB**

Late Jul / Early Aug

*How Can We Streamline the Messaging and Maximize Effects*



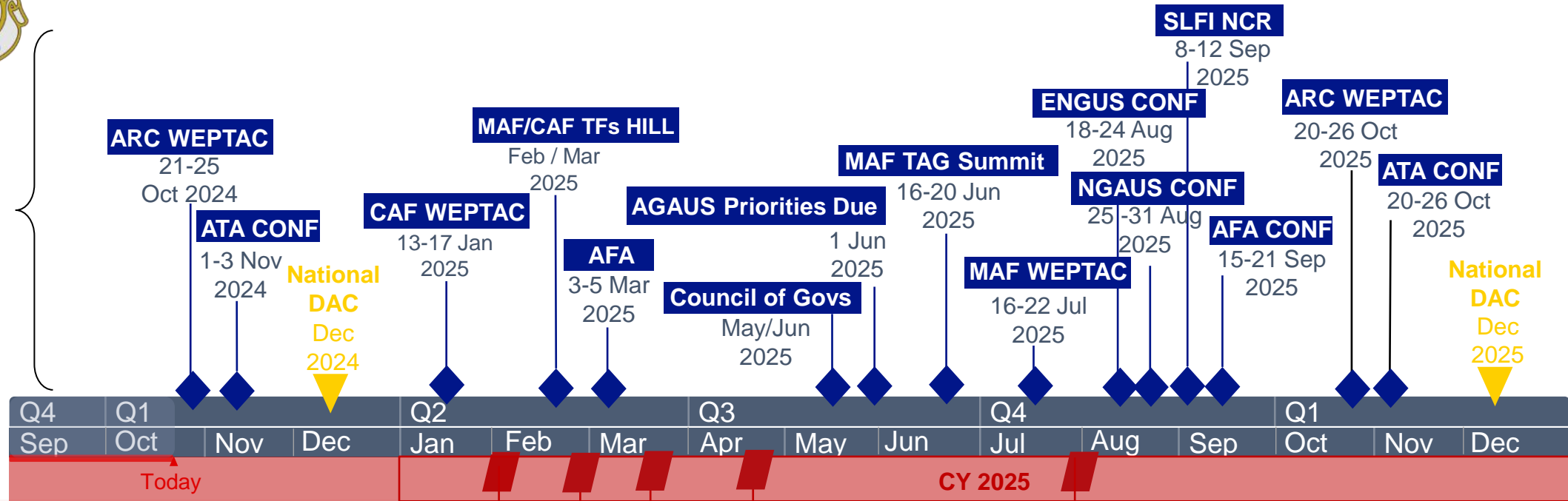
# ANG Strategic Messaging

NATIONAL GUARD  
TIMELINE

2024

2025

EXTERNAL TIMELINE



Quarterly

- AGAUS
- GSLC
- WSC
- DAC

PB Drops (FY26)

Early Feb

SASC/SAC-D Markups

Mid-Late Apr

HASC/HAC-D Markups

Mid-Late Mar

Posture Hearings

Feb / Mar / Apr

NEXT PB (FY27) TO OMB

Late Jul / Early Aug

*How Can We Streamline the Messaging and Maximize Effects*



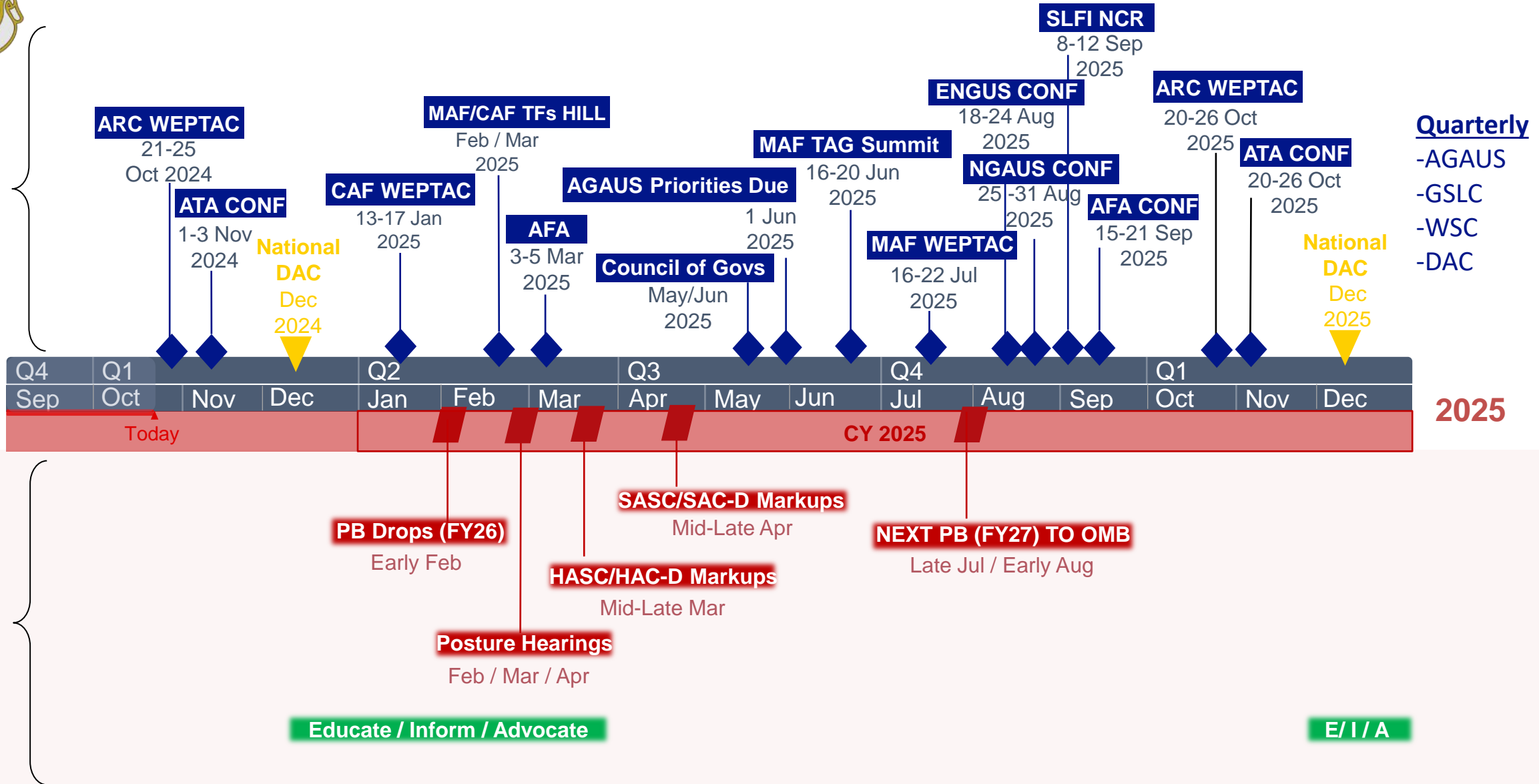
# ANG Strategic Messaging

NATIONAL GUARD  
TIMELINE

2024

2025

EXTERNAL TIMELINE



*How Can We Streamline the Messaging and Maximize Effects*





# Comments / Questions

# NGAUS Legislative Panel

**Ms. Marcy Weldin, Ms. Julian Plamann, Mr. Russel Read**

# Director, Army National Guard Brief



**LTG Jonathan Stubbs**  
**Director of the Army National Guard**



# Special Recognition

Col (Ret.) Bruce VanSkiver  
NGAUS CAP Chair

# Final Thoughts and Close Out



# INDUSTRY DAY

National Guard Association of the United States

## RECEPTION



# Backup

# Mission



- Serve as a **strong advocate** for National Guard service members, their families, and veterans in Washington, D.C.
- Continuously improve National Guard **readiness, modernization, and quality of life** within the Total Force
- Preserve and promote the National Guard's **rich militia heritage** as the first military organization of the U.S.

# Strategic Overview

- Advocacy
- Apolitical & Non-Partisan



Lobby for National Guard equipment parity and benefits equity



Collaboration with:

- DoD, NGB, VA and DHS
- Military Service Organizations, Veteran Service Organizations



Develop strong relationships with Congress and staff

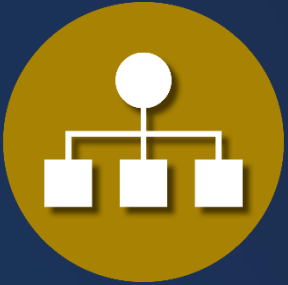


Grassroots engagement



# Priorities for a 21<sup>st</sup> Century National Guard

*Ensuring Deployability, Sustainability, and Interoperability with the Active Component through...*



## The **Same** Organization

- **Future Multi-Domain Battlefield Interoperability, including:**
  - Deployable & Interoperable Force Structure that is Validated & Doctrinally Consistent
  - Space National Guard as Primary Combat Reserve within Space Force
  - Continued National Guard Integration into Total Force Cyber Mission & Training



## The **Same** Equipment

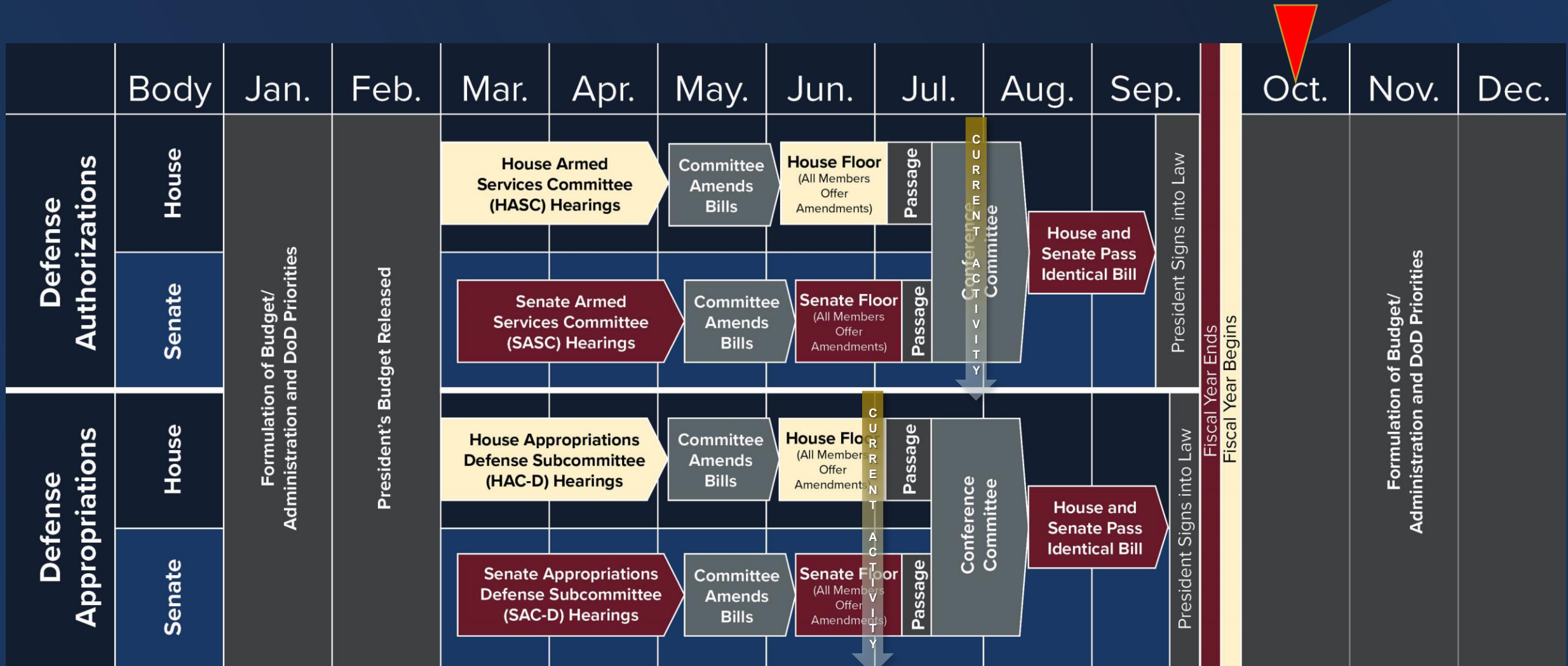
- **Deployable, Interoperable & Sustainable Equipment**
- **Concurrent & Proportional Fielding of Equipment to the National Guard, including:**
  - UH-60M, MQ-1C 25M, F-35A, KC-46A, C-130J & FVL Procurement
- **National Guard Equipment Modernization & Recapitalization, including:**
  - AH-64E, HMMWV, M1 & M2, C-130H, A-10, F-15 & F-16 Modernization



## The **Same** Resources and Benefits

- Zero Cost TRICARE to Ensure Reserve Component Medical Readiness
- Post 9/11 GI Bill Parity
- Robust National Guard & Reserve Equipment Account (NGREA) Funding
- Tax Incentives for Guardsmen & Employers
- Ready Access to Mental Health Care & Suicide Prevention
- Increased National Guard Military Construction (MILCON) Funding

# Defense Congressional Cycle



# What Can You Do?



**Get Informed**



**Communicate & Socialize**



**District Congressional Staff  
Outreach**



# Patrick Henry Award Presentation

Nick Runkel, MLA, Rep. Womack