



HEADQUARTERS IOWA NATIONAL GUARD

Office of the Adjutant General

Camp Dodge Joint Maneuver Training Center

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NGIA-TAG

15 July 2026

MEMORANDUM FOR Iowa Department of Management, 1007 E. Grand Ave, Des Moines, IA 50319

SUBJECT: Iowa Department of Public Defense Operational Plan FY2027

1. The Iowa National Guard serves in a unique dual-status role serving the state and the nation. The National Guard answers to the Governor of Iowa and is committed to providing a safe and secure environment for the citizens of Iowa during daily operations. When called upon, the National Guard enters federal service and is prepared to respond to any federal mission as directed by the President of the United States. This operational plan focuses on the Iowa National Guard's status as a state agency (Iowa Department of Public Defense) and identifies operational goals in alignment with the governor's priorities for the State of Iowa.

2. **Governor's Priorities.** The Iowa National Guard is the military arm of the State of Iowa and is known as the Iowa Department of Public Defense. Guided by the Constitutions of the United States and Iowa, the National Guard stands ever ready to support the governor as the state's Commander-in-Chief and provide the best military advice when called upon.

As directed by the governor, the National Guard responds to any domestic emergency to preserve public safety, protect property, and mitigate human suffering. The National Guard remains a good steward of Iowa taxpayers' investment and strives to improve government efficiency and accountability. Education, economic development, and workforce initiatives are supported through the Iowa National Guard Service Scholarship which provides educational benefits through service in the National Guard for both college degrees and credentialed technical training. Ultimately, service members in the National Guard reinvest in Iowa as citizens, first responders, and professionals in their civilian walks of life.

3. Operational Goals for FY2027.

- a. Achieve or exceed 102% of total authorized manning.
- b. Maximize utilization of state educational incentives.
- c. Improve the infrastructure of the Iowa National Guard.

- d. Acquire and maintain the right capabilities for the state and the Iowa Guard.

4. **list of Agency Programs.** The Iowa National Guard supports agency programs within our state mission as listed below with a brief description. Please see enclosure 1 (Iowa Advantage measures) for a detailed listing.

- a. Gold Star Museum - The Iowa Department of Public Defense established a military historical museum located at Camp Dodge which is known as the "Iowa Gold Star Military Museum". The Iowa Gold Star Museum conducts regular events and educates the public on the proud military history of Iowa honoring the heroic service of Iowa veterans.

- b. State Incentive Program - a pilot program to help increase accessions into low-density and critical Military Occupational Specialties (MOS), Air Force Specialty Codes (AFSC), and Officer Branches for both Army and Air National Guard Service Members. The purpose of the incentive program is to fill key assignments/job specialties that build readiness.

- c. Iowa National Guard Service Scholarship (INGSS) - Iowa College Aid appropriations dedicated to Iowa National Guard Service Members to pursue post-secondary education at Iowa educational institutions (universities, community colleges and private institutions). Funding does not come directly to the Iowa National Guard. INGSS provides annual awards to Iowa National Guard members based on eligibility.

- d. State Active Duty - The governor may order into state active duty the military forces of the state, including retired and inactive members of the National Guard, at the governor's discretion. Our Soldiers are ready to support any mission assigned by the governor.

- e. Iowa (Air and Army) Strength - Manning at authorized DOW-National Guard Bureau levels. Meet federally authorized level of positions to ensure that the National Guard remains ready.

- f. Armory Board - State Board with appointments made by the Governor. Performs functions of real estate matters, contracts for construction of and repair of installations and facilities of Iowa National Guard to manage state property assigned to Iowa National Guard.

- g. Iowa Counterdrug Task Force - enhances state and federal law enforcement and community-based organizations' capabilities to combat illicit drug use within the state. This is done through direct support to law enforcement agencies, providing and coordinating training, and operational support to other organizations.

5. Outcome Measures and Targets for Each goal. We have four key performance measures identified below. Our complete list of measures and goals are outlined within enclosure 1 (IA Advantage measures) to this memorandum.

a. Iowa (Army & Air) National Guard Strength. Goal = exceed 102% manning of authorized strength.

b. Iowa National Guard Service Scholarship utilization. Goal = exceed 800 scholarships awarded and allocate 90% of annual funding authorization for all educational incentive programs.

c. Infrastructure Ratings. Goal = exceed an average of 90% collective infrastructure rating across all armories and facilities.

6. Organizational Structure. See enclosure 2 for the organizational chart.

a. Governor of Iowa – serves as the commander-in-chief for all state missions.

b. The Adjutant General of Iowa – Appointed by the Governor, the Adjutant General serves as the senior military leader in the state, commands the Iowa Army and Air National Guards, and acts as the principle military advisor to the Governor.

c. Iowa Army National Guard - The Iowa Army National Guard consists of approximately 7,000 Soldiers organized into four Major Subordinate Commands, the 2/34 Infantry Brigade Combat Team, the 734th Regional Support Group, the 67th Troop Command, and the 671st Troop Command. The Iowa Army National Guard serves throughout the state of Iowa, with armories in thirty-eight communities.

d. The Iowa Air National Guard consists of approximately 2,000 Airmen organized into two Wings, the 185th Air Refueling Wing in Sioux City, and the 132d Wing in Des Moines.

7. The POC for this action is LTC Matthew Guerttman, IANG Strategic Plans Officer, at (515) 252-4800 or matthew.p.guerttman.mil@army.mil.

2 Encls

1. Iowa Advantage Measures

2. Iowa National Guard Org Chart



Stephen E. Osborn

Major General, Iowa National Guard
The Adjutant General

Datapoint Owner(s)	Budget Object	Measure Name	Unit	SFY26 TARGET	SFY26 ACTUAL (as of 10/1/25)	SFY27 TARGET * applying FY26 target levels assuming federal funding remains flat. (as of 5/1/26)
G1 - Personnel ARMY, Air Wings (TOTAL) Average of 3	582_46_001	% Force Able to Perform Disaster Relief & Emergency Ops	Percent	65.00	70.9	70
	G-1 Personnel ARMY - data		Percent		54.5	80
	G-1 Measure Description + Time Parameter: As of 1 May: Assigned Strength minus currently deployed, training pipeline and MRC 3 divided by authorized					
	132d Air Wing - Data		Percent	70.00	78.6	65
	132d Measure Description + Time Parameter: As of 1 May: Assigned Strength minus currently deployed, training pipeline and IMR RED divided by authorized strength. Target will be lower due to ongoing T10 mission requirements					
	185th Air Wing - Data		Percent	80.00	79.7	65
	185th Measure Description + Time Parameter: As of 1 May: Assigned Strength minus currently deployed, training pipeline and IMR RED divided by authorized strength. Target will be lower due to ongoing T10 mission requirements.					
G1 -Personnel	582_46101_001	Percent Fill of Personnel Authorizations	Percent	80.00	100%	80
	Description + Time Parameter: As of 1 May: Assigned strength divided by authorized strength					
Air Wings (TOTAL) Average of 2	582_46101_002	Percentage of Air Nat'l Guard Units Mission Capable	Percent	90.00	84.9	90
	132d Air Wing - Data		Percent		84.2	90
	132d Measure Description + Time Parameter: As of 1 May: Assigned Strength minus training pipeline and IMR RED divided by authorized strength					
	185th Air Wing - Data		Percent		85.7	90
	185th Measure Description + Time Parameter: As of 1 May: Assigned Strength minus training pipeline and IMR RED divided by authorized strength					
G1 - Personnel	582_46102_001	Percent of Available Federal Active Duty	Percent	80.00	54.5	80
	Description + Time Parameter: As of 1 May: Assigned strength minus currently deployed, training pipeline and MRC 3 divided by authorized strength					
ESGR	582_46103_003	Percent of ESGR Participation	Percent	100.00	100	100
	Description + Time Parameter: YTD cumulative % based on Employer Engagement, Military Outreach, Statements of Support, Patriot Awards					
ESGR	582_46103_004	Percent of Civilian Employment Reintegration	Percent	99.00	99	99
	Description + Time Parameter: Percentage of successfully resolved ESGR Ombudsman inquiries re:reemployment/reintegration					
Warrior Family SB	582_46103_005	Percent of Members that Receive Pre/Post Briefings	Percent	100.00	100	100
	Description + Time Parameter: Percent participation in Yellow Ribbon following mobilization					
G1 - ESO	582_46104_002	% ING Utilizing Iowa NG Edu Assistance Program	Percent	12.00	13.5	12
	Description + Time Parameter: As of 1 May, number INGSS users divided by assigned strength minus training pipeline					
Counterdrug-MCTC	582_46105_002	# Students Trained Annually at Counterdrug Regional Facility	Number	12000	14055	12500
	Description + Time Parameter: # of Student trained by MCTC as resources provide. # may exceed target if additional funding/resources are provided mid-year					
Counterdrug-MCTC	582_46105_003	Percent of Validated Requests Supported	Percent	45.00	45.2	45
	Description + Time Parameter: Validated requests are those student training requests that are accommodated. Funding/resources may decrease/increase # of					
Museum	582_46108_001	Number of Special Community Events	Number	28.00	32	36
	Description + Time Parameter: Number of community events conducted both in the museum and in the greater Des Moines area community during the					
Museum	582_46108_002	Number of Museum Visitors	Number	20000	15879	16,499
	Description + Time Parameter: Combined number of adult and children visitors recorded on musum's vister registration system in a calendar year. March					
G1 - Personnel ARMY, Air Wings (TOTAL) Sum of 3	582_46109_003	# of Critical Vacancies Filled/Recruited/Retained/Retrained	Number	355	357	360
	G-1 Personnel ARMY - data		Number	300	272	300
	Description + Time Parameter: Number of contracts receiving State Incentives (IRIP, NPS Enlistment, Commission, ISR, Reclass). G1/RRB pulls stats					
	132d Air Wing - Data		Number	28	51	30
	Description + Time Parameter: Number of contracts (enlistment or commission) receiving State Incentives (IRIP, NPS Enlistment, Affiliation Enlistment, Reenlistment, Retrain, etc). RRS pulls stats. Wing target is 50% of state ANG total					
	185th Air Wing - Data		Number	27	34	30

	Description + Time Parameter: Number of contracts (enlistment or commission) receiving State Incentives (IRIP, NPS Enlistment Affiliation Enlistment, Reenlistment, Retrain, etc). RRS pulls stats. Wing target is 50% of state ANG total					
JOC	582_46110_002	# of People on State Active Duty Missions	Number	163	163	163
	Description + Time Parameter: # of service members and retirees employed for Guard Emergency Situational Awareness Contact (GESCAC) on State Active					
JOC	582_46110_003	# of State Active Duty Days	Number	1,398	1398	1398
	Description + Time Parameter: # of days by service member and retirees employed for Guard Emergency Situational Awareness Contact (GESCAC) on State					
CFMO	582_52203_003	Number of Man Days Utilization-Camp Dodge Training Facility	Number	400000	371291	350000
	Description + Time Parameter: Total# of Man Days as recorded by RFMSS scheduling system data for the period of 1 OCT to 30 SEP					
CFMO	582_52301_001	% Avg Facility Rating Based on Quality Condition Assessment	%	90	91.59	89
	Average of the Annual BUILDER RM score for major facilities (Readiness Centers, Field Maintenance Shops, Army Aviation Support Facilities) for the federal					
AIR Wings: 132d, 185th Average of 2	582_52301_002	Cumulative Builder Rating for Air National Guard Facilities	Number	90	80	90
	132d Air Wing - Data				81	
	Description + Time Parameter: Average % of all buildings in the Builder System of Record (DOD-AF)					
	185th Air Wing - Data				79	
	Description + Time Parameter: Average % of all buildings in the Builder System of Record (DOD-AF)					
G1-ESO	582_25100_001	Iowa National Guard Service Scholarship (INGSS - IANG Ed Asst Prog)	Number	800	844	800
	Description + Time Parameter: As of 1 May, number of certified INGSS users					
CFMO	582_67_001	Percent of Federal/State Funds Utilized	Percent	99.95	100	99.95
	% of the total of Federal 2065 SRM funds executed for the period of 1 OCT to 30 SEP and State RIIF funds executed that would otherwise expire in the state					
G6 - IT	582_67103_001	Percent of Network Services Available	Percent	99.00	99.9	99.00
	Description + Time Parameter: NGIA G6 Network Infrastructure services facilitate data transport for various State of Iowa Departments, representing approximately 250 working days or 2,000 working hours annually. Over ta 365-day (8,760-hour) period, the calculated uptime is above 99.9%. The remaining 0.1% of potential downtime, equating to 3.6 full (24-hour) days or 87.5 hours, is attributable to external service provider issues beyond our direct operational					
G3 - SAO	582_67105_001	Percent of Units Meeting Minimum Readiness Goals - AASF	Percent	65.00	71	65
	Description + Time Parameter: AASFs complete a DA FORM 1352 monthly. Reporting period is the 16th to the 15th of each month					
CFMO/USPFO/SCO - collaborative	582_67105_002	\$ Amount of MILCON Funding Acquired (in millions)	Dollars	\$ 13,950,000.00	13,950,000.00	51,600,000.00
	Total# of Federal 2085 funds received for the period of 1 OCT to 30 SEP. (Project was shifted into 2025 by the Department of Defense.)					
USPFO/SCO -collaborative	582_67105_004	Percent of State to Federal Total Funding (renamed to reflect metrics)	Percent	8.10	13	1.4
	Description + Time Parameter: State % of overall federal funding for Iowa National Guard operations					
Counterdrug-MCTC	582_67105_006	Dollar Amount of Federal Funding of Counterdrug Programs (in millions)	Dollars	6.87	7.729	7.729
	Description + Time Parameter: Dollar Amount of Federal Funding of Counterdrug Programs (in millions)					

Enclosure 2 – Iowa National Guard Organizational Chart (2026)

