

The Iowa National Guard Strategy 2030

12 MARCH 2024

I. Introduction: This strategy is a joint steering document that describes how the Iowa National Guard (IANG) will achieve its goals described in the IANG Vision. Our Strategic Plan (STRATPLAN) 2030 aligns with the National Defense Strategy, National Military Strategy, National Guard Vision, and the Governor of Iowa's vision and priorities. This time horizon synchronizes our planning efforts with the future of the Army and Air Force as we develop forces, capabilities, and facilities to compete globally to defend our Nation's interests. The IANG Strategy 2030 clarifies our desired future state and conditions (ends) implemented through a strategic approach (ways) supported by authorities and resources (means) with consideration to risk.

The **Iowa National Guard Mission** — our purpose —

*We will remain **OPERATIONALLY RELEVANT** and **ALWAYS READY** to deploy, operate, and succeed as part of the **TOTAL JOINT FORCE** at every mission — across multiple domains — in the homeland or abroad.*

The world we live in presents diverse security challenges that are emerging at an ever-increasing rate and scope. To succeed in this complex operational environment, it is essential that the Iowa National Guard have a clear and focused vision of the future on which to orient our energy and activity.

The **Iowa National Guard Vision** — our future end state —

*The Iowa National Guard (2030) is the **most trusted organization** in Iowa through our professionalism, character, **investment in people**, and transparency. We are prepared to **mobilize, deploy, and win** in all environments by ensuring our people are trained and cared for, resources are properly managed, and **leaders are developed**. We are **integrated with our communities** through consistent communication and strong partnerships ensuring that the Iowa National Guard provides **value and opportunity** for all Iowans.*

*We are **"Always Ready"** — together strengthening the future of Iowa.*

The Iowa National Guard has four priorities: **People, Readiness, Modernization, and Communication**. These priorities drive our strategic plan forward and are lines of effort to success.

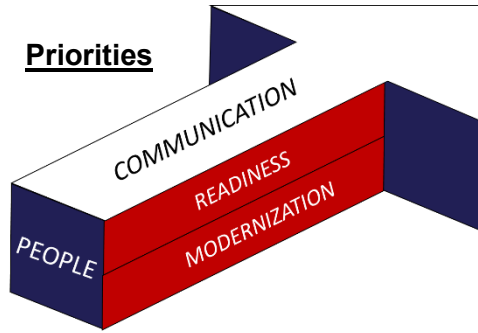
- **People** — Our people (Servicemembers, Survivors, Employees, and their Families) are our center of gravity and the foundation of our organization. Trust and understanding are created through honest communication and feedback, transparency, expectation management, and respect. Creating a culture where our people feel "part of" something, not just "in something," is our goal.
- **Readiness** — Readiness starts with people and that entails recruiting, training, leading, and retaining Soldiers and Airmen. My expectation is Soldiers and Airmen are competent, masters of their systems and equipment, and can successfully operate in a tactical environment. Units are fully manned, trained, equipped, and capable of deploying, executing, and winning.
- **Modernization** — We must understand the modernization plans and timelines of the Army and the Air Force to include the possibility of new missions and new force structure here in Iowa. We must shape our facilities and infrastructure to support

modernization to include the size, scope, and demand of future requirements and capacities.

- **Communication** — We must engage with not only our people, but also the public we serve. This includes telling the story of who we are, why we serve, and the quality and professionalism of our Soldiers and Airmen. We must inform the public that service in the Iowa National Guard is a great way for young men and women to begin their adult lives.

Army Values

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage



Air Values

Integrity First
Service Before Self
Excellence In All We Do

Figure 1: Iowa National Guard Values and Priorities

II. Strategic Environment: STRATPLAN 2030 is an enduring organizational document that will be reframed over time to account for an ever-changing world. Our federal mission demands that we prepare for Large Scale Combat Operations (LSCO) across multiple domains in dynamic environments against near-peer threats, while simultaneously supporting Global Force Management Allocation Plan (GFMAP) rotations to maintain global presence in low or no conflict areas. Our state mission requires us to provide responsive military assistance to civil support activities for the Governor and the state of Iowa. Understanding the duality of our missions, we defined our environment into three components which provide clarity to our strategic plan: Threats and Competitors, Assumptions, and Tensions.

A. Threats and Competitors:

- The National Defense Strategy has recognized China as our pacing threat with Russia as an acute threat. Both are considered a near-peer of U.S. capabilities.
- The People’s Republic of China’s (PRC) economic power grows causing concern with foreign dependence on Chinese exports. China continues causing regional instability with a focus on regaining Taiwan and their claims to the South China Sea.
- The Russian aggression in Eastern Europe increases concerns for activity (planned or incidental) against NATO nations. The invasion of Ukraine also affects the global economy by disrupting food and energy supplies.
- Other national threats include North Korea with their nuclear and strategic missile development and Iran’s destabilization of the middle east with proxy forces.
- Activities below the threshold of direct conflict involve competition in cyberspace by state and non-state actors (including Violent Extremist Organizations) to influence the social environment, national politics, and attack infrastructure.
- U.S. political polarization continues. Tailored social media feeds create a growing divide among society by individuals receiving information that only aligns with their interests.
- Changes in the labor market, inflation, housing costs, and supply chain issues cause ripple effects through the economy and alter previous norms.
- National resource allocation for modernization efforts and NGB funding management constrain the Iowa budget for training, maintenance, and infrastructure.

- Increases in civilian pay and benefits, to include education benefits, degrades some of the comparative advantages of service in the Iowa National Guard.
- Lack of understanding of military service and local relationships has created a disconnect between the Iowa Guard and our communities.
- Recruiting and promotion policies along with shifting demographics have changed a “hometown” locally grown and sustained unit to a statewide dispersion of personnel.

B. Assumptions:

- Competitors to the IANG’s strength efforts will persist in the job market, education sector, other DOD components, and bordering state National Guards. Successful partnerships will transform the competitive nature of these interactions into mutually beneficial relationships.
- The IANG has the capacity to support 7,000 Soldiers and 2,000 Airmen.
- Operational Tempo (OPTEMPO) will cyclically increase for required levels of unit readiness, individual readiness, and professional military education.
- Funding will gradually decrease. Budget constraints will still allow for statutory requirements but offset from schooling, maintenance, and other operational needs placing emphasis on resource prioritization and efficiency.
- Air / Army modernization efforts and potential component rebalancing will impact force structure within Iowa. Force Structure (FS) decisions/changes will be known by 2030.
- Maintaining strength above 100% gives Iowa leverage to influence FS decisions.
- Increased cost of construction and services and reduced MILCON buying power will result in infrastructure lagging behind force structure changes/decisions.
- Iowa Army National Guard will maintain the capability to build a new facility every seven years and future armories will be multi-unit.
- The IANG State Partnership Program with Kosovo continues to flourish. We will gain an additional nation through the State Partnership Program.
- Society will increasingly employ autonomous technology, expand the uses of artificial intelligence, and adjust to widespread adoption of electric vehicles.

C. Tensions. Identifying the tensions that exist for the IANG provides context to our environment and shapes activities within our strategic plan. A few are diagrammed below.

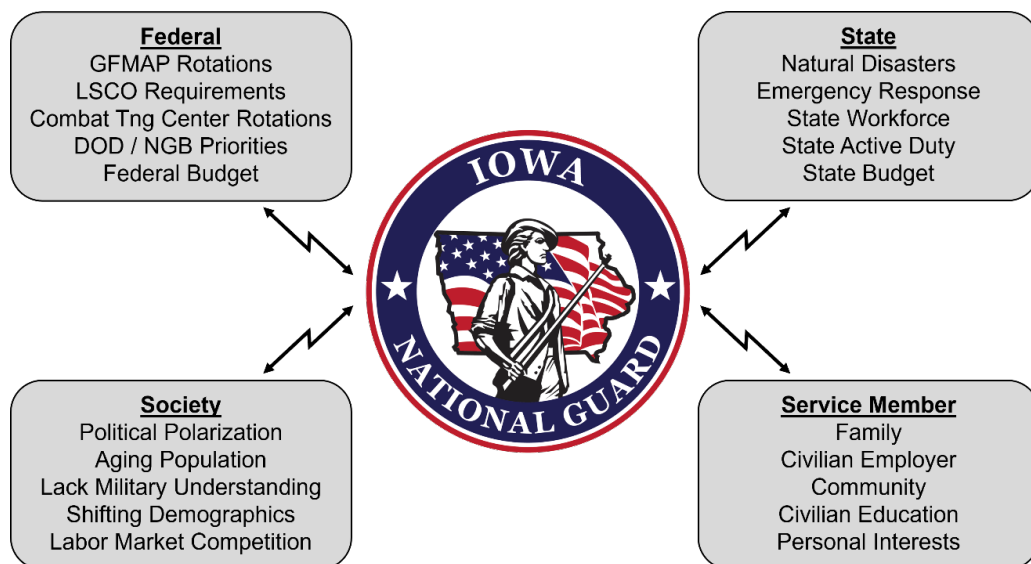


Figure 2: Tensions for the Iowa National Guard

III. Strategic Approach: We will center our activities and energy on four lines of effort (LOEs) aligned to our priorities. These LOEs drive at our strategic goals and help us to achieve our vision of 2030 while still accomplishing our mission and sustaining readiness through periods of increased operational tempo (OPTEMPO).

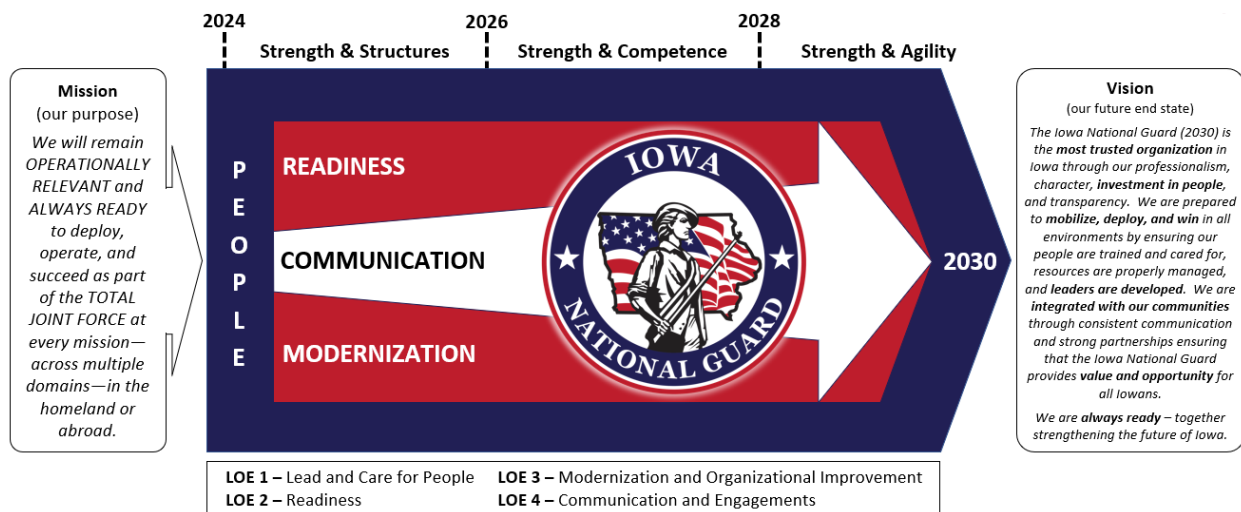


Figure 3: Iowa National Guard Strategic Approach

A. Prioritization and Risk: We will continue along all LOEs simultaneously to maintain readiness levels but will shift priority of effort and resources over time. We will achieve our vision by consolidating gains over the span of our strategy.

- **2024-2026: Strength and Structures.** We continue our end strength efforts across both the Army and Air looking to achieve 102% manning. This phase highlights the development of new infrastructure, improvement of existing structures, and the movement of units within Iowa to align with shifting demographics. We will continue improving how we communicate at echelon. Risk is mitigated through our ability to recruit and retain Servicemembers, establish/expand community relationships, and tell the Iowa Guard story.
- **2027-2028: Strength and Competence.** Competence is shown in our ability to maintain or improve strength following periods of high OPTEMPO along with our ability to communicate effectively and efficiently. We have a habit of maintaining relationships, partnerships, and routinely engaging audiences both internal and external. Additionally, our success in both steady state and missioned operations leads to greater tactical, technical, and organizational competence. We mitigate risk of significant DOD force structure changes by maintaining strength through caring for our SMs and their Families and developing leaders who permeate a positive culture across the organization.
- **2029-2030: Strength and Agility.** This phase requires sustaining strength through possible change of active duty and reserve component force structure. Maintaining strength puts us in a position of relative advantage to adapt and succeed through change and allows us to remain agile through the Army and Air of 2030 transition. We have optimized processes, aligned people for success, created a culture where people feel a part of something, and narrowed the civil-military divide.

B. Lines of Effort: Defining our LOEs will provide a shared understanding across the IANG. This clarity will enable leaders to issue focused guidance across all planning horizons that will lead to efficient and productive execution. General officers will have oversight of specific LOEs and senior leaders from the Army, 185th Air Refueling Wing, and 132^d Wing are assigned primary responsibility to synchronize resources and activities with key stakeholders.

Acronym	Term	Acronym	Term
GOO	General Officer Oversight	XP	Exercises and Plans
DAG	Deputy Adjutant General	CWS	Chief of Wing Safety
AAG	Assistant Adjutant General	FSS	Force Support Squadron
LCC	Land Component Commander	LRS	Logistics Readiness Squadron
DJS	Director of the Joint Staff	CS	Communications Squadron
OPR	Office of Primary Responsibility	CES	Civil Engineer Squadron
DCE	Director of Communications and Engagements	CFMO	Construction Facilities Management Office

LOE 1: Lead and Care for People — Invest in our People (Servicemembers, Civilian workforce, and their Families) and ensure they are cared for and resourced for success. Trust is created through a healthy culture ensuring that People are treated with dignity and respect. (Governor’s priorities – Supporting Health and Well Being and Preparing Next-Gen Workforce)

	Army	185th	132^d
GOO	DJS	DAG-Air	DAG-Air
LOE OPR	G1	CWS	XP

Strategic Goals (Lines of Action):

- 1.1 Strengthen our culture of dignity, respect, and values.
- 1.2 Improve programs that increase the safety, security, and holistic fitness of our SMs, employees, and families.
- 1.3 Innovate talent management and employee development opportunities.
- 1.4 Increase support to families.

End State: The Iowa National Guard is the most trusted organization where people are part of something, not just in something.

LOE 2: Readiness — The IANG has prepared people and resources, at the appropriate time, to execute assigned missions in the homeland or abroad. (Governor’s priorities – Preparing Next-Gen Workforce)

	Army	185th	132^d
GOO	LCC	DAG-Air	DAG-Air
LOE OPR	G3	FSS	LRS

Strategic Goals (Lines of Action):

- 2.1 Improve recruiting, retention, and attrition management.
- 2.2 Deliberately develop and train leaders.
- 2.3 Improve individual SM competency and deployability.
- 2.4 Increase unit collective proficiency.
- 2.5 Improve equipment accountability and maintenance.

End State: Iowa National Guard Units are properly manned, equipped, trained, and capable of deploying and executing State and Federal missions.

LOE 3: Modernization and Organizational Improvement — Position the organization to support current and emerging State and Federal requirements. We invest and improve our structures and processes. We prioritize and manage resources to support systems, equipment, and facilities. (Governor’s priorities – Holding Government Accountable)

	Army	185th	132^d
GOO	AAG	DAG-Air	DAG-Air
LOE OPR	CFMO	CS	CES

Strategic Goals (Lines of Action):

- 3.1 Seek and position competitive force structure.
- 3.2 Modernize and maintain physical and virtual infrastructure.
- 3.3 Sustain and Refine stewardship of resources.
- 3.4 Improve performance and compliance programs.

End State: The Iowa National Guard adapts to meet emerging requirements while achieving current mission success.

LOE 4: Communication and Engagements — Communication is telling the story of who we are and why we serve to both internal and external audiences. We synchronize communication across all organizational activities to strengthen connections with our People and Communities.

	Army	185th	132^d
GOO	DAG-Army	DAG-Air	DAG-Air
LOE OPR	DCE	DCE	DCE

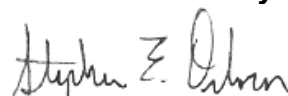
Strategic Goals (Lines of Action):

- 4.1 Improve internal communication with our SMs, employees, and families.
- 4.2 Improve external communication with employers, communities, media, and partners.
- 4.3 Engage external audiences and key stakeholders.
- 4.4 Synchronize communication across all LOEs.

End State: The Iowa National Guard achieves strong relationships through intentional engagements with our People and communities to expand our stakeholders.

C. Implementation: This strategy is implemented through Campaign Plan VOLGA II which uses three separate, but nested, operational efforts. One operation for the Iowa Army Guard, and one for each Air wing: 132d WG and 185th ARW. These operations (Army, 132d, 185th) each have their own objectives aligned to our strategic goals. Quarterly Readiness Reviews (QRRs), routine evaluations, assessments, and periodic reframing will ensure that our strategic plan is successful and CAMPLAN VOLGA II responds to change.

IV. Conclusion: The IANG Strategy informs decision-makers, bridges leadership transitions, prioritizes effort, and aligns resources to strategic goals. It describes a current and future environment of accelerating change and competition. To thrive in this environment, we must take care of our people, build readiness, modernize the organization, and effectively communicate to internal and external audiences. We will be **“Always Ready!”**



Stephen E. Osborn
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The Adjutant General