

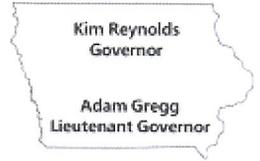


HEADQUARTERS IOWA NATIONAL GUARD

Office of the Adjutant General

*Camp Dodge Joint Maneuver Training Center*

7105 NW 70<sup>th</sup> Avenue  
Johnston, Iowa 50131-1824



November 30, 2023

The Honorable Kimberly Kay Reynolds  
Governor of Iowa  
State Capitol Building  
Des Moines, Iowa 50319

Dear Governor Reynolds:

I am pleased to forward to you the 2023 Iowa Department of Public Defense Annual Report, which summarizes our department's major accomplishments, achievements, and activities. This report complies with Chapter 29A.12 of the Code of Iowa by providing a comprehensive record of our transactions and expenses during the state fiscal year, and further serves as a permanent historical reference. The Iowa Army and Air National Guard continue to significantly impact the economic prosperity of the state while contributing to a strong national defense and protecting Iowa's citizens.

The Iowa National Guard has a proud heritage and will continue to be "Always Ready" for all state and federal missions. Maintaining combat readiness in our units is our priority. We will continue to be prepared to answer the call whether for overseas missions or emergency response here at home.

The strong and continuous support from you, the Iowa General Assembly, and the people of Iowa will continue to enable us to meet and exceed our goals. We deeply appreciate your steadfast support and leadership by example.

Respectfully,

A handwritten signature in black ink, which appears to read "Stephen E. Osborn".

Stephen E. Osborn  
Major General, Iowa National Guard  
The Adjutant General

Enclosures:  
Annex C (Performance Report FY2023)  
Performance Plan Fiscal Year 2023

## ANNEX C

# Iowa Department of Public Defense Performance Report

## Performance Plan Results Achieved for Fiscal Year 2023

The Iowa Department of Public Defense derives strategic and operational guidance from two key steering documents. The Iowa National Guard Strategic Plan 2030, dtd. October 1, 2023, aligns with National Defense Strategy and describes the Organizational Mission, Vision, and Strategic Approach that will steer the organization through leadership transitions and changes in the environment. It incorporates both National Military, National Guard Vision, the Governor of Iowa's strategic guidance, the Adjutant General (TAG) of Iowa. It identifies threats and competitors and codifies organizational strategic goals. The Iowa National Guard Strategic Plan 2030 is evaluated annually in a scan for reframing and refining strategic direction.

### **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 and abroad.*

### **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 Army National Guard Campaign Plan (STRATPLAN, dtd. October 04, 2023) operationalizes our strategy to achieve organizational goals over time. STRATPLAN nests organizational activities under four interrelated lines of effort (LOE):

- 1) Lead and Care for People**
- 2) Readiness**
- 3) Modernization and Organizational Improvement**
- 4) Communication and Engagements**

Each of these interrelated LOEs is supported through more discreet functions represented in related task groups called Lines of Action (LOA). Enterprise level performance and progress is monitored through a formal cyclic assessment program that is briefed quarterly to The Adjutant General of Iowa and senior leaders. This improved assessment program is the feedback mechanism that drives continual improvement of business practices, prioritization of effort and resources, and deliberate care and development of our most valuable resource—our people. In turn, this ensures the Governor a ready and relevant response capability that can be trusted in every aspect.

The Iowa Department of Public Defense has a wide array of key customers. This is due to our three missions (federal, state, and community) and the wide span of commands and jurisdictions in which we operate. Our customers include, but are not limited to:

- External customers – War trace entities – War fighting combatant commanders, United States Forces Command (FORSCOM), and the NGB.
- State of Iowa – The Governor and citizens of the state, all state agencies, and law enforcement agencies.
- Communities – Local governments and law enforcement agencies, schools, and emergency services agencies.
- DOD and Departments of the Army and Air Force entities – TRADOC, Combat Training Centers, 1<sup>st</sup> United States Army, United States Northern Command (NORTHCOM), Army North (ARNORTH), Air Combat Command, and military organizations and units of all services.
- Other federal entities – Department of Homeland Defense, Federal Emergency Management Agency, and law enforcement agencies.
- Civilians – Businesses, not-for-profit entities, media, service organizations, and individuals.
- Military service members – active and retired. Current members and veterans receive installation support, i.e., wellness center, Department of Public Defense, identification cards, Records Center, Department of Veterans Affairs, Iowa Law Enforcement Academy, Post Exchange, and Iowa Gold Star Museum.

The driving force behind Iowa National Guard operations and associated functions is the ***end strength of the force***. The number of Soldiers and Airmen in the Iowa National Guard on September 30<sup>th</sup> predicates future infrastructure and related funds. The majority of our budget activity supports manpower and salaries in our fulltime force and units.

Various education incentive programs support our recruiting and retention programs. The DoD Office of People Analytics Joint Advertising, Market Research & Studies (JAMRS)

New Recruit Survey published April 2021 found that Education Benefits remain the number one reason that applicants join the military. This corresponds closely with our state’s bi-annual Educational Needs Assessment findings. The state-funded Iowa National Guard Service Scholarship is critically vital to our readiness and recruiting programs. This program provides Iowa a competitive edge over bordering states and other service components in recruiting and retaining our best prospects for a future-ready Iowa. The 2023 Scholarship is funded at \$4,700,000 but additional funding sources raised the funding total to \$6,484,739 for FY23. In FY23, the program provided an average scholarship of \$6,564 to 988 qualifying Service Members during Academic Year 22-23. The Iowa National Guard Service Scholarship is paramount to achieving full strength in our units.

Our end-of-the-year strength figure is critical to out-year budgets, organizational structure, and our ability to perform our missions. The increased budgets derived from our ability to maintain our unit strength enhances our training program activities resulting in a better-trained and more capable force. It dramatically increases the investment that we are able to make in our Soldiers and Airmen. Additional training opportunities enhance their self-worth and abilities. Our Iowa Guardsmen are using their military training education to perform their assignments, improve and progress in their civilian endeavors, and to make Iowa a better place to live and work. A well-resourced full-strength organization is a “combat multiplier” for Iowa’s economy and quality of life.

Consequently, well-trained units, Soldiers, and Airmen require much less time to respond to national emergencies and state disasters. The Iowa National Guard is a recognized national leader in our ability to mobilize units with very little additional training or preparation because our robust unit training programs produce combat ready units available in an extremely short time with little additional training or administrative preparation.

Our Citizen-Soldiers receive training and education far beyond the technical and combat skills they require to be successful on the modern battlefield. They learn about teamwork, leadership, cooperation, and working with others for the good of the common cause. A very important by-product of Iowa National Guard membership is this skill set that is so vitally important in our communities. Our Iowa National Guardsmen and women are involved in their communities. They use the skills and knowledge that they acquired in the Iowa National Guard training to be leaders in their communities and to make Iowa a better place to live, get an education, and raise a family.

Accordingly, we work very hard to achieve our ***Strength Maintenance*** objectives. Our efforts are much less effective in support of our Nation and state when we fall short of our authorized strength.

***Strategic Objective Results*** closely parallel our ***core functional areas***. The Iowa Department of Public Defense Strategic Objectives and ***Results*** are:

- Maintain authorized officer and enlisted Soldier and Airmen strength.**

In 2023, the Army Guard ended the fiscal year at 100% assigned strength, 88.6% Duty MOS Qualified and 79% deployable. The Air Guard ended at 98.8% assigned strength and 94% Qualified and 88% deployable. In total the Iowa National Guard maintained 99.74% assigned strength against our authorized strength. The deployable numbers exclude the Soldiers pending discharge, pending completion of initial entry training or in an officer producing program. We are extremely proud of being able to maintain strength in our current environment and while units were being tested in support of State and Federal missions.
- Maintain units within the five-year Unit Readiness Cycle (URC) cycle that possess required resources to undertake some, but not all, portions of the wartime mission for which they are organized and designed. These units are available for state active duty.**

Our target goal is 70% of Iowa Army National Guard deployable units meeting their quarterly readiness standards. We achieved this goal with 18 of 24 units (75%) meeting their prescribed readiness standards in FY23.
- Maintain units within the five-year URC that are serving on federal active duty or have received federal active-duty mobilization orders. These units possess required resources and are trained in mission-essential tasks to complete the wartime mission for which they are organized and designed. These units are not available for state active duty.**

During FY23, the Iowa Army National Guard deployed three units on federal active duty that supported global missions. The 1133<sup>rd</sup> Transportation Company deployed 162 personnel in support of Operation European Assure Deter and Reinforce in Poland. This company provided transportation of equipment throughout thirteen countries in Europe. The 209 Medical Company (Area Support) deployed 77 personnel in support of Operation Atlantic Resolve in Poland. This company provided military medical care to soldiers at medical treatment facilities in six locations throughout Poland, Lithuania, and Germany. The 831 Engineer Vertical Construction Company deployed 150 personnel in support of Operation Inherent Resolve to Saudi Arabia and Kuwait. This company provided vertical construction support to three different bases in Saudi Arabia and Kuwait.
- Our units are formally evaluated in five readiness areas each quarter. These areas are personnel, equipment on-hand, equipment readiness, training, and overall readiness. Unit Status Reports are an evaluation of our units that directly relate to the mobilization and deployment of our units by the DOD.**

The criteria and standards of this evaluation are exact and linked to each unit's position in the URC. The percentages are impacted by federal mobilizations and the units' recovery time. Returning units may experience personnel turbulence including turnover, retraining, and senior leader education and progression. The Iowa Army National Guard redeployed three units in FY23, and three additional units were in their recovery year after deployments in FY22. Essential equipment readiness was impacted by a shortage of equipment such as tractor trailers and water distribution systems Army-wide. This

caused delays in achieving the readiness required for global deployments in FY23. However, Iowa came up with alternative solutions to achieve 100% readiness for all mobilizations and deployments that included lateral transfers from units within the state and from other states.

- **Maintain active unit participation and support of the national and local Employers Support of the Guard and Reserve (ESGR) program.**

The Iowa National Guard, between Air and Army units, hosted 55 ESGR employer or educator events this year. With the addition of National Guard unit briefings, the total number of events increased to 67. Across the seven reserve component services, 165 Patriot Awards were presented by service members and ESGR volunteers.

- **Maintain a program that provides pre-mobilization, during-mobilization, and post-mobilization briefings that facilitate entry into federal active duty and reintegration back to the civilian environment after release from active duty.**

In accordance with PL 110-181 Section 582, the Iowa National Guard conducts Yellow Ribbon programming that provides every deploying Soldier, and their Family, with information and services in preparation for pre- and post-deployment transition periods. In 2023 the Yellow Ribbon Reintegration Program conducted 5 Pre- and Post-Deployment events. These events supported over 550 Service Members, Family Members, and Soldier-Designated Individuals. Additionally, 2 more Yellow Ribbon events will take place in 2023 after the publication of this document supporting an estimated 400 attendees. During all Yellow Ribbon Reintegration Program events, attendees received training, support, and information about available resources in accordance with national guidelines and topics specifically chosen by unit leadership to address the needs of assigned personnel.

- **Assist the successful reintegration into employment or continued higher education for members upon release from active duty.**

Upon the return from Title 10 Active-Duty service, Soldiers and Airmen take part in reintegration programming activities like the Yellow Ribbon Reintegration Program. This program brings together resources and programs such as: Employer Support of the Guard and Reserve (ESGR), Transition Assistance, and Educational Programs. These programs are available for Soldiers and Airmen during pre- and post- deployment Yellow Ribbon events.

National Guard Service Members report Civilian Employment Information (CEI) in order to help identify employment/education needs prior to beginning a Title 10 mobilization. This information is used to identify Service Members in need of employment upon return from mobilization to connect them with services post mobilization. Additionally, Service Members are informed and encouraged to review educational opportunities that they may be able to utilize while on an Active-Duty status.

The Iowa National Guard Family programs office is collaborating with external programs like Home Base Iowa, Iowa Workforce Development, and the Employer Support of the

Guard and Reserve through the continuous conduct of Joining Community Forces events. Joining Community Forces connects the Iowa National Guard with employers, community partners, resources, and other state programs that support the reintegration and network of Iowa National Guard Service Members.

- **Provide member and dependent mobilization processing. This includes briefings, issuing identification cards, entering military sponsor and dependents into the medical assistance program, and providing required powers of attorney and other legal assistance.**

All of our Soldiers and Airmen and their families receive this assistance as part of their mobilization and demobilization processing. Many of these items are annual requirements during member mobilization readiness reviews.

- **Administer the Iowa National Guard Service Scholarship (formerly Iowa National Guard Education Assistance Program) for all qualified Army and Air members. We use Fiscal Year 2001 (when we had no units/members mobilized) as our benchmark and when 15% of our assigned strength availed them of the education assistance program.**

In 2023, Iowa National Guard awarded \$6,484,739 to 988 qualified Service Members of the Iowa Army and Air National Guard spread over 1,654 term awards across five academic terms. This means our average pay out was \$3,921 per term award and \$6,564 per qualified INGSS recipient. The 988 members paid out of combined Army (6,824) and Air Guard (1,888) end strength of 8,712 represents 11.3 % utilization against our 10% performance target. Because of the nature of the INGSS approval cycle, these data are based on the State of Iowa's fiscal year from 01 July 2022 through 30 June 2023.

- **Provide staffing and facilities of the federal Midwest Counterdrug Training Center (MCTC) located at Camp Dodge Joint Maneuver Training Center (CDJMTC).**

In FY23 the Midwest Counterdrug Training Center (MCTC) facilitated 379 training events. These events included 255 resident, mobile, and distance learning iterations of which 49 were certificate producing courses and an additional 124 non-certificate producing training events with a unique drug nexus. MCTC curriculum focused on drug trafficking detection, disruption, interdiction, transnational organized crime, criminal analysis, narcoterrorism, homeland security, threat finance networks, officer and community safety, and drug abuse prevention. In FY23 MCTC taught 11,467 students comprised of 89% law enforcement, 4% community-based organizations, and 7% U.S. military professionals. MCTC prioritized its tuition-free trafficking and prevention courses to rural, local, and state agencies. It conducted 80 on-site courses that trained 1,195 Iowa students from 91 Iowa agencies. MCTC also facilitated 149 mobile courses in 36 states and conducted 25 distance learning courses attended by 463 students. MCTC directly supported 14 High Intensity Drug Trafficking Area (HIDTA) agencies throughout the U.S. with 122 courses, including narco-trafficking and interdiction, clandestine laboratory, tactical medicine, transnational gangs, video surveillance, and counter-threat finance courses.

The MCTC courses were structured to maximize student interaction, networking, and collaboration. The training was enhanced by access to a wide range of military tactical training facilities located at the Camp Dodge Joint Maneuver Training Center. Each course offered by MCTC purposely met the objectives defined in the Deputy Assistant SECDEF for Counter-Narcotics and Stabilization Policy (DASD CN&SP) and Office of National Drug Control Policy's (ONDCP) National Drug Control Strategies. Many of the courses directly focused on the detection and monitoring of illicit drugs into the United States and national security threats posed by drug trafficking, transnational organized crime, and threat finance networks. In FY23 MCTC supported military Combatant Commanders by providing courses in network targeting, Criminal Analysis, medical care under fire, and Civil Operations that met their military training objectives.

### **Drug Demand Reduction Outreach (DDRO).**

Counterdrug and Drug Demand Reduction Outreach (DDRO) staff provides training and support in leadership, organizational analysis, planning, decision making and interagency collaboration while advancing community led efforts to develop, implement and evaluate prevention strategies for government agencies and community organizations. The DDRO Civil Operations Specialists (CivOps) partner with state level agencies such as the Iowa Office of Drug Control Policy (ODCP), the Iowa Department of Health and Human Services (HHS), Partnerships in Preventions Science Institute (PPSI), the Partnership for Healthy Iowa, the Alliance of Coalitions for Change (AC4C), and 6 other Iowa county coalitions. Iowa CivOps logged over 230 hours of instruction for DDRO Phase I & II and Substance Abuse Prevention Skills Trainer (SAPST) training; 12 courses in all. The DDRO staff has worked with state partners and the Iowa Association of Counties to develop an implementation process for the multi-year opioid settlement funds. Several community coalitions in the State of Iowa significantly increased their prevention capacity through efforts of Iowa DDRO CivOps members through community assessments, facilitation, and strategic planning.

- **Provide training periods at the Sustainment Training Center (STC) located at Camp Dodge. The STC is a federally funded NGB training center that provides a collective training environment for Army, National Guard, and Army Reserve sustainment units and better prepares them to perform their assigned federal missions. Units from all three Army components and civilians trained at this year-round, one-of-a-kind training center.**

The National Guard Bureau and the Iowa National Guard provide leadership, instructor staff, and administration/logistical support. The center has a tremendous positive effect on the overall readiness of the Total Army's sustainment force capability. The STC collectively provided training and preparation for overseas contingency operations based on Combat Training Center trends. Returning units are scheduled back to the center to maintain and improve their readiness posture. We achieved our goal of over 78% of scheduled units attending available training dates, and we anticipate over 80% in FY24.

- **The Iowa Gold Star Military Museum located at Camp Dodge collects, preserves, and portrays Iowa's rich military heritage. Our museum is the only Iowa military museum recognized by the US Army Center of History and we are required to meet the center's high standards of display, administration, and security. The museum's rotating displays depict the actions of Iowans during all periods of war and peace since our early days as a territory. The museum also contains an extensive Iowa State Patrol display.**

The Iowa Gold Star Military Museum continues to be a popular and well-visited destination for groups of all ages. The number of visitors to the Museum continued to trend upward with 14,235 registered visitors during federal fiscal year 2023.

During 2023 the Museum was voted as the best museum and the second-best place to volunteer in the Des Moines metro area by the Des Moines Radio Group's People's Choice Award. Additionally, the Museum was honored to be selected as a Loren Horton Community History Award recipient during 2023 for the Museum's Living History programming.

The Museum conducted a well-attended Memorial Day observance and a living history exhibit based on the Viet Nam War era during 2023. The Museum also sponsored the Iowa Society of the Daughters of the American Revolution placement of the Patriot's 250 Marker in July 2023. The Museum hosted a ceremony honoring the 70<sup>th</sup> anniversary of the Korean War Armistice on July 28<sup>th</sup>, 2023. The ceremony included a reading of a proclamation signed by Governor Kim Reynolds, remarks by Junghan Kim, Consul General for the Republic of Korea, recognition of living Korean War Veterans and displays of military equipment and uniforms from the era. The Museum's outreach programming resulted in 26 middle and high school group visits during the year.

- **Maintain and provide Sustainable Infrastructure (Readiness Centers, Ground and Air Maintenance Facilities, Ranges, and Training Areas) through investing in structures and locations that offer strategic advantages, and divest selected low return legacy property and infrastructure, to improve/maintain unit readiness.**

We are continually improving and upgrading facilities to ensure that they are in the very best condition possible for the stationing of units and the training of our service members. This on-going process is greatly affected by the transition of units as well as elements such as shifting demographics.

The new major facilities are projected for construction (pending funding) in the next few years are the replacement of outdated Field Maintenance Shops in Sioux City (2026) and Waterloo (2025), and potentially an Electrical Microgrid for Camp Dodge (2027).

- **Sustainable Infrastructure also means developing interagency/community facilities that foster community partnerships and efficiently use resources.**

This year we have continued master planning efforts to construct an interagency training center on Camp Dodge. This center will allow state of Iowa and local agencies to efficiently train fire and emergency services in centralized and safe facilities.

We were also successful in assisting our community partner in their purchase of 62 acres of land on the west boundary of Camp Dodge using the Army Compatible Use Buffer (ACUB) program. This land supports watershed management, wildlife conservation, and improves the resiliency of Camp Dodge's firing ranges during high rain and snow melt events.

- **The man-day utilization of Camp Dodge provides a critical measure of how busy the installation is and is an important determinant for the size and manning of the fulltime support force that operates and maintains the camp. Man-day utilization also directly relates to the funding that is received for upgrades and modernization projects. Our target goal is a 350,000 or more-man-day utilization of Camp Dodge.**

Nearly \$23M of Facility Investment Projects in DPD Infrastructure contributed to over 365,893 of Law Enforcement and Military Training Man-days on Camp Dodge this Federal Fiscal Year. The investment in the Facilities and Training Ranges allowed Camp Dodge users to effectively prepare to support the Citizens of Iowa and deploy to Overseas Contingency Operations while remaining close to home. The construction of 11,500 square foot barracks additions completed in 2023 will support improved readiness of Military Forces by providing a year-round Barracks Facility. Furthermore, the Sustainable Infrastructure allowed Camp Dodge to be the 6th most utilized of the 105 National Guard Training Installations in the Nation while allowing users from 18 different States to meet their training goals.

Our performance during 2023 was approximately 366,000. This number includes users from all branches of the Department of Defense, federal and local law enforcement personnel, and civilian organizations. Camp Dodge is consistently ranks in the top 6 busiest National Guard installations nationally. This volume of utilization translates to a large local community economic impact.

- **The effective and efficient distribution of supplies and services directly impacts a commander's training programs and combat readiness. The IA ARNG continues to focus on processing excess federal equipment since it represents shortages and diminished readiness in other units in the total force structure. Ultimately, it costs resources to store, secure, and maintain. The NGB target goal for excess property on hand is 0.5%.**

We achieved that goal by leveraging G-Army and Decision Support Tool technology, as well as a high degree of oversight resulting in an overall excess of 0.23% as reported at the end of September 2023.

- **The effective and efficient execution of federal funds directly impacts a commander's training programs and combat readiness. The IA ARNG continues to focus on appropriate expenditure of federal funds as it represents fiscal stewardship to the U.S. taxpayer. The NGB target goal for federal funds execution is 99.5% obligated by the end of the fiscal year (September 30).**

We achieved that goal by leveraging effective and efficient funds management, as well as a high degree of fiscal oversight resulting with an overall execution rate of 99.97% as reported at the end of September 2023.

- **The Iowa National Guard CIO/G6 directorate operates as a Network Enterprise Center (NEC) for the Iowa Army National Guard, consisting of 46 full-time positions across seven (7) sub-sections responsible for Information System (IS) and network administration, monitoring, maintenance, cybersecurity, and compliance with the Army Command Cyber Readiness Inspection program. The GIO/G6 team provides command, control and operational support to the Iowa National Guard and tenants. The CIO/G6 operates and maintains a robust, compliant, and secure network environment to support all Information Systems (IS), IAW NGB, U.S. Army Network Enterprise Technology Command (NETCOM), U.S. Army Cyber Command (ARCYBER), Joint Forces Headquarters (JFHQ) Department of Defense Information Network (DoDIN) regulations and policies. Operating and maintaining a robust enterprise environment is pertinent to the management of lifecycle replacement for hardware and software and directly affects the reliability and security that provides Command, Control, Communications, Computers, Cyber, and Information Management (C5IM). The CIO/G6 strives to maintain 99.9 percent operational network and service uptime while adhering to security and policy constraints put forth from higher.**

This year the Iowa Army National Guard Defensive Cyber Operations Element (DCO-E) team worked alongside over 800 service members from all military branches, State Partners from Kosovo Security Forces Cyber team and several state and federal agencies as part of Cyber Shield 2023. Cyber Shield was hosted at the National Guard Professional Education Center in Arkansas and was the largest joint cyber exercise to date. The Iowa DCO-E team was tasked to provide Incident Response for a simulated real-world mission that involved a cyber-attack on a major coast to coast railroad company. The team employed Cyber SOPs that allowed them to hunt for the hackers on the network, recommend remediation steps to the Network Owner, and bring a critical piece of public infrastructure back online for the rail company. The Cyber Shield event helped the DCO-E team grow its cyber capabilities through various training and certification courses, working with JAG to hunt, exploit and defend against live adversaries known as the Red Team. The Iowa CIO/G6 began the movement for a mass data move to a secure cloud environment for a greater universal access for all Iowa Army National Guard soldiers.

- **Our units are formally evaluated in five readiness areas each quarter. These areas are personnel, equipment on-hand, equipment readiness, training, and overall readiness. Unit Status Reports are an evaluation of our units that directly relate to the mobilization and deployment of our units by the DOD.**

The State continues to exceed the standard in maintaining overall strength in the categories of equipment on hand (EOH) and equipment readiness (ER). Our goal for equipment-on-hand is 90%. While federal government makes the actual percentage classified, at the close of FY 2023 the Iowa National Guard exceeded equipment on hand

goals and possessed over 84,568 pieces of standard LIN MTOE equipment to support domestic and international mission requirements. The State’s goal for equipment readiness is 95% and we closed FY 2023 at 96.2%. This achievement is due to the professionalism of our force and the maintenance and logistics community’s effort to maintain and ready our equipment for mission accomplishment.

- **Support federal, state, and community Counterdrug programs. The amount of federal funding available to support the Counterdrug program, including MCTC, directly relates to their ability to assist law enforcement, our government partners, and community coalitions.**

**Funding and Metrics.**

Our target goal of federal funding to support these programs was \$6.5M in FY23. The IACDTF received a total of \$6.5M in FY23. (\$5.79M in FY18, \$6.35M in FY19, \$6.50M in FY20, \$6.67m in FY21, and \$6.75M in FY22). The Task Force endeavors to increase their ability to hire and employ National Guardsmen to work with government partners, coalitions, LEAs, and other stakeholders, in addition to providing the best training possible to LEAs, prevention professionals, and community leaders throughout the country. Specific activities, events conducted, and accomplishments are listed below.

<b>Midwest Counterdrug Training Center</b>	
Training Events	379
Students trained	11,467
Iowa Students	1,195
Iowa Agencies	91
States and Territories supported	36
<b>Criminal Analysts</b>	
Cases Supported	1048
Hours of Mobile Forensics	
Resulting Arrests	821
Pounds of Drugs Seized	+2,400
Currency Seized	+\$3.4M
Firearms Seized	375
<b>Drug Demand Reduction Outreach</b>	
Coalitions Supported	8
State Organization/Agency Supported	2
Support Hours	
Students Trained	220
DDRO Training Hours	230
<b>Aerial Observation</b>	
Drug Mission Hours Flown	125
Missions Executed	37

Number of Agencies Supported	15
Resulting Arrests	9

*Figure C-1. MCTC Activities, Events, and Accomplishments*

- **The majority of funding for our facility construction/modernization program is received from the federal government. However, state funding is required to support a percentage of the work. Determining factors, such as whether the building is located on federal or state property, the principal user, the principal function, and the availability of federal or state funding, determine when the project rises in priority for completion.**

Our projects are up to 100% federally funded and others are a combination of federal and state funds. 75% federal/25% state is common for new construction of Readiness Centers (armories) while Maintenance and Sustainment activities are commonly funded at 50% federal/50% state.

- **The federal military construction (MILCON) funding ratio related directly with the amount of actual funding that we receive for the completion of various statewide projects. The acquisition of this funding allows us to plan and construct the vitally needed facilities where our Soldiers and Airmen will train and where they will work and maintain their equipment and improve and maintain readiness in their units.**

This funding contributes to Iowa’s economy by employing the building trade for our projects. The economic impact helps produce jobs for Iowans and in turn generates taxes to support state programs.

In federal fiscal year 2023 the Iowa Army National Guard (IAARNG) received \$19,297,000 to construct the West Des Moines Readiness Center, scheduled to be completed in December 2024. In federal fiscal year 2024 the IAARNG received \$808,500 to design the new Sioux City Field Maintenance Shop and \$927,000 to design the new Waterloo Field Maintenance Shop. Sioux City Field Maintenance Shop is scheduled for construction in 2025 and the Waterloo FMS is scheduled for construction in 2026. The estimated construction cost for the Sioux City Field Maintenance Shop is \$10,400,000 for and \$10,600,000 for the Waterloo Field Maintenance Shop.

- **Annually, over 90% of the Construction & Facility Management Office’s total annual funding is received from the federal government. Our overall target-funding ratio of federal/state funding is 8:1.**

Overall, the total goods and services purchased to support the Iowa National Guard using Federal funds in 2023 continues to well exceed the 8:1 Federal/State targeted performance ratio. Our actual performance for 2023 was nearly 11:1.

Deployed Soldiers and Airmen receive pay and allowances that are not calculated into our normal appropriation. Given this fact, our personnel have returned hundreds of thousands of dollars back into their communities statewide, significantly impacting our state’s economy despite their physical absence. Pay and allowances, various bonuses, the Iowa National Guard Education Assistance Program, and the Military Homeownership Assistance Program provide

income and incentives to our members. Our Iowa Guardsmen have been loyal to their oaths to “support and defend the Constitution of the United States and the State of Iowa.” In return, their income and utilization of these various program encourage them to remain in Iowa after they have completed their education, purchased homes, and raised their families. They are loyal citizens who support and contribute to their local communities through a wide array of organizations and activities.

### **Iowa Department of Public Defense Department Contact**

Copies of the Iowa Department of Public Defense Performance Report are available by contacting 1LT Ariane Hakizimana, Chief of Staff Admin Officer, at 515-252-4444 or [Ariane.i.hakizimana.mil@army.mil](mailto:Ariane.i.hakizimana.mil@army.mil).

Iowa Department of Public Defense  
Attn: 1LT Ariane Hakizimana, Chief of Staff Admin Officer  
6100 NW 78<sup>th</sup> Ave,  
Johnston, Iowa 50131

IOWA DEPARTMENT OF PUBLIC DEFENSE (Iowa National Guard) AGENCY PERFORMANCE PLAN FISCAL YEAR 2023

Name of Agency: Iowa Department of Public Defense

Agency Mission: Provide units and equipment to protect life and property and come to the aid of Iowans in times of need, to preserve peace and order, and insure the public safety of the citizens of Iowa

Staff Function	Core Function	Performance Measure(s) (Outcome)	Performance Target FY24	FY21 Actual	FY22 Actual	FY23 Actual	Link to Strategic Plan Goals(s)
<b>Military Readiness and Defense</b>							
G-3	<b>Desire Outcome(s):</b> Provide combat- ready units in support of national military strategy and capable of performing federal disaster relief operations and state emergency operations.	Percentage of units fully trained, equipped, and deployable to support United States combatant commanders' missions and emergency response, as required, and to coordinate, plan, support and maintain emergency support to the citizens of the State of Iowa.	70% of units are in appropriate overall unit readiness levels and meet mission accomplishment ranges of 100% to 65%.	86%	76%	88%	LOE 1
<b>Services, Products, Activities</b>							
G-1	1. Personnel. Recruiting and retention of qualified members is essential to units' capability to perform their assigned missions.	Percentage fill of qualified and trained personnel with available senior grade leadership to form a "ready pool" available for mobilization.	80%	87.00%	78% (Federal mission) 80% (State mission)	79.5% (Federal mission), 79% (State mission)	Pulled from DPRO Deployable % fill (Federal mission) and Available % fill (State mission). Deployability criteria divided by authorized strength. Record high retention rates could not outpace our continued recruiting challenges across all services challenged our ability to exceed authorized end strength.
Air		Percentage of Iowa Air National Guard units' mission capable.	85%	85.40%	84.00%	86.00%	LOE 2
G-3	2. Trained force. Trained and qualified officers, soldiers and airmen are key to the ability to attain combat readiness and perform assigned missions.	The process of developing, supporting, and maintaining deployable, combat-ready units has changed from a measurement and goal of a complete, all-ready force to a force generation cycle focused on available-for-mobilization, building readiness and available-for-state active duty, and prepare phases. This is accomplished through use of a five year Unit Readiness Cycle (URC) and Regionally Aligned Readiness and Modernization Model (ReARMM). Units are reentered into the	100%	86%	93%	93%	LOE 1 Utilized training and resource management to produce collectively trained and proficient units.
		Percentage of units available for, or serving on federal active duty. (Possess required resources and are trained in mission essential tasks to complete wartime mission for which it is organized and designed.) These units are available for state active duty.	33%	36%	17%	41%	LOE 1
		Percentage of units conducting training year of five-year force generation cycle. Possess required resources to undertake many, but not all, portions of the wartime mission for which it is organized or designed. These units are available for state active	50%	56%	66%	66%	LOE 1
		Percentage of units returned from mobilization and resetting in the five-year force generation cycle.	Not more than 20%	32%	41%	41%	LOE 1 12 units are in reset year of the ReARMM

	3. Mobilize/deploy the force. Our ability to mobilize and deploy Iowa Guardsmen quickly and efficiently with the least possible impact on families and employers is enhanced by our family readiness and Employer Support of the Guard and Reserves programs and the processing of our members and families.	Percentage of units that achieve deployment latest mobilization station arrival date criteria as established by higher federal mobilization headquarters.	100%	100%	100%	100%	LOE 1 Mobilize and meet required federal, state, and community response requirements.
G-1/ESGR		Percentage of Iowa National Guard unit ESGR participation.	65%	54%	53%	60%	In TY23, the ESGR team hosted 55 ESGR employer or educator events this year. With the addition of National Guard unit briefings, the total number of events increased to 67. Across the 7 reserve component services, 165 Patriot Awards were presented by service members and ESGR volunteers.
		Percentage of members that receive mandatory pre-/post-mobilization briefings that facilitate entry to active duty and reintegration back into the civilian environment after release from active duty.	100%	98%	100%	100%	ESGR achieved 100% pre/post mob briefings during Yellow Ribbon Programs using a combination of in-person and utilizes virtual options to inform SM and Families.
		Percentage of members successfully reintegrated into employment after release from active duty.	100%	99%	99.5%	99.5%	Determining information is obtained from analysis of personnel retention rate, reemployment/college enrollment, first time home buyers information and employment
G-1		Percentage of Iowa National Guard member and dependent processing (DEERS, ID, powers of attorney, etc.).	100%	100%	100%	100%	6 ARNG and 2 ANG Deers (ID Card) Machines. The ARNG issued 8922 ID Cards in TY23. All ARNG Soldiers pre-processing for deployment and requiring a will or POA were supported
G-1	4. Educational Services.	Percentage of Iowa National Guard members utilizing Iowa National Guard Educational Assistance Program compared to a 2001 benchmark.	12%	9%	11%	11%	988 unique awards / 8,712 EoY End strength (787 Soldiers, 201 Airmen). The TY23 metrics on payments of the Iowa NG Service Scholarship (INGSS) continues reflect one the principal reason citizens enlist into the NG, access to the many educational programs that support them in completing a higher degree debt free. The state continues to market the many programs offered by both services to attract qualified person to Iowa National Guard membership.
IA-Counter Drug	5. Counterdrug (CD) Programs. The Iowa National Guard DDR/CD programs significantly impact on the quality of Iowa.	Number of individuals trained annually at the Midwest Counterdrug Training Center.	15,000	12,003	17,021	11,467	Support governor's safe communities and economic agendas.
		Percentage of validated federal/state/local requests for assistance and training that are supported and completed by the CD staff.	50%	49%	45%	45%	Includes all requests for analysts, civil operations, aerial reconnaissance and training. Prior year report only included training
STC	6a. Collective TRNG - Sustainment Training Center (STC). The STC, located at Camp Dodge, is an integral element in the Army's sustainment training program. The STC provides sustainment training and organizational collective evaluations for the Army National Guard to increase operational readiness for the combatant commander.	Percentage of available STC training periods scheduled.	80%	(56) 78%	(51) 85%	(39) 78%	Increase Department of Defense reliance on the STC to provide US Army National Guard unit sustainment training. Promote US Army mandate for all sustainment units to routinely schedule through the STC with the ARNG G3. *Data reflects company level slots on rotational calendar
		Percentage of available STC training periods utilized.	80%	(38) 68%	(47) 78%	(37) 70%	Post COVID-19, we are starting to see an increase in missions. We still have late cancellations due to NOS mission changes (e.g. SWB CRE). *Data reflects company level slots on
	6b. Individual Technician Training: ARNG Military Technicians, the ARNG-STC provides 16 separate 80-hour courses within the Technician Skill Base Training Program.	Percentage of ATRRS seats utilized.	952 Quotas	(822/710) 86%	(873/742) 85%	(910/810) 89%	Track Courses, M1A1 Hull/Turret and M1A1 ADV, was not well attended this year due to the ARNG being fielded M1A2SEPV.3's.

CDJMTC IA-Gold Star Museum	7. Iowa Gold Star Military Museum. The museum collects, preserves, and portrays the military history of Iowans of all services during war and peace.	Number of community events annually.	150 Events	4	24	144	Provide and promote opportunities to community members to learn how Iowa's citizen Soldiers and Airmen have contributed to national and global security while supporting LOA 4.1. Provide and promote facility availability to allow community members to learn how Iowa's citizen Soldiers and Airmen have contributed to national and global security while supporting LOA 4.1.
		Number of annual museum visitors.	25,000	7,366	14,021	14,235	
<b>CF 52: Physical Assets Management</b>			<b>Performance Target FY24</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>Strategies/Recommended Actions</b>
G-3	<b>Desire Outcome(s):</b> To station and provide adequate armories, facilities, ranges, and training areas for Iowa National Guard units to train members and improve/maintain unit readiness to 1. Force Stationing Planning and Facility Design and Construction. The proper mix of types of units in the Iowa National Guard is essential to working within the limitations of Iowa's demographics. This impacts our ability to recruit/maintain trained and qualified members and to organize and train them in combat-ready units that can respond to federal missions and	Percentage of armories and facilities stationed and assigned for best utilization to improve readiness, and support and best utilize resources.	90%	91%	98%	99%	Service member and dependent and administrative/logistical support available within 50 miles or one hour of driving anywhere in Iowa.
				89%	89%	89%	No significant force structure moves or new facility construction in TY22. Next unit moves are projected 3-5 years with completion of Southwest Des Moines Readiness Center.
CDJMTC	2. Facility Utilization. Effective utilization and security measures for facilities and equipment directly relates to overall unit readiness.	Number of man-days of utilization of Camp Dodge training facilities.	400,000	339,036	409,787	365,893	Promote the diverse training opportunities available at CDJMTC while maintaining existing infrastructure to reduce training distractors. Refine user requests to reduce facility wasted capacity and provide available resources to units.
USPFO	3. Supplies and Services. Effective and efficient management of property impacts on overall combat readiness of the Army National Guard.	Percentage of excess federal property in the Iowa Army National Guard.	0.02%	0.02%	0.17%	0.02%	LOE 1. Reducing excess of federal property enables the state to focus on readiness for the assigned property and prevents unnecessary fiscal expenditures.
<b>CF 67: Resource Management (Enterprise and Agency)</b>			<b>Performance Target FY24</b>	<b>FY21 Actual</b>	<b>FY22 Actual</b>	<b>FY23 Actual</b>	<b>Strategies/Recommended Actions</b>
USPFO	1. Financial Management. The Iowa leadership and citizens expect fiscal responsibility. Effective fiscal management allow for the best utilization of available agency funding support and greatest impact on Iowa National Guard combat readiness.	Percentage of received federal funds obligated and expended.	99.50%	99.78%	99.90%	99.97%	LOE 1 Execute at or above 99.5% utilization of authorized all Iowa National Guard funding resources. Capability to execute federal dollars increases ability to attract end-of-year funds. Previous success in this area has led to innovations, increased readiness, and construction projects that have led to increased readiness and strength, which have resulted in additional next-year funding. These contribute to higher readiness and strength percentages, increased member retention, elevated member education, more and better jobs for members that result in higher retention of Iowa National Guardsmen in Iowa, increased utilization of New Home Buyers Program, and increased economic presence and tax payments that support
	2. Supplied and maintained force. The force must have operable equipment and supplies to train, achieve combat readiness, and perform missions. These figures will approximate the unit readiness addressed in Military Readiness and Defense.						

G-4		Equipment-on-hand. Current equipment authorized and on hand for standard LIN MTOE equipment necessary to support wartime/primary mission requirements. The outcome is that the higher the percentage of on-hand equipment translates to more effective support for domestic and worldwide mission requirements. Note: The equipment on hand spiked in FY-22 and continues in FY-23. The amount exceeds MTOE-authorized equipment because HQDA EXORD 138-21 directed units to account for all non-expendable medical, non-medical COEI, and ASIOE items on the property book for Enterprise visibility. Second, CTA-authorized equipment and equipment with a letter	87,169	47,767	78,710	84,568	Effectively manage fiscal resources in order to achieve the maximum return on investment by fulfilling the organization's readiness objectives.
G-4		Equipment readiness. Percentage of selected equipment on-hand that is maintained and considered operationally ready and fully mission capable.	>95%	98.1% Mission Capable Rate	98.4%	96.2%	Effectively manage fiscal resources in order to achieve the maximum return on investment in fulfilling the organization's readiness objectives.
G-6	3. Information Technology. Reliable, operable communications systems are required to train units, conduct operations, and perform daily support functions.	Percentage of network services uptime availability to users and employees during fiscal year. The acceptable threshold is 7/365 days or 28 minutes in a 24 hour period.	>98%	99.99%	99.81%	99.99%	LOE 3 / LOA 3.2 - Maintain and develop network infrastructure. Precise management of network outages helps achieve the maximum performance target in order to fulfill the organization's objectives.
	4. Policy, Procedures, and Leadership of 9,500-member organization that constitutes 2% of National Guard. The Headquarters' ability to lead and direct subordinate units and the stewardship of resources are directly related to our combat readiness and ability to mobilize and deploy units, respond to emergencies in the State of Iowa, and make the best advantage of available funding resources.						Teach, practice, promote, and maintain Army and Air Force values and mentor subordinates.
G-3		Percentage of units that meet quarterly Unit Status Report readiness standards for personnel on hand, personnel qualification, equipment on hand, equipment readiness, and training dependent of where they are in the force generation cycle. Note: This percentage is being heavily impacted by the federal mobilizations. Returning units may experience personnel turbulence including turnover, retraining requirements, and senior leader education and progression. Essential equipment may not be available.	65%	81%	76%	66%	Provide the best support possible to the soldiers, airmen, and federal and state employees. 18 of 27 reporting "AA" units met USR readiness goals by 1st QTR FY24
IA-Counter Drug		Amount of federal funding support to National Guard counter drug programs for schools and law enforcement agencies.	\$6.3M	\$6.67M	\$6.75M	\$6.5M	Includes State Plans (analysis, drug demand reduction, and aerial observation) and MCTC. Prior to FY24 included RC-26 funding.
CFMO		Amount of federal MILCON funding acquired for new/upgraded facilities.	\$1.771M	\$1.3M	\$59K	\$19.297M	\$59K received for inspection / title work of the West Des Moines Readiness Center for construction in 2023
CFMO		Percentage of federal/state total funding.	8:1 ratio	8:1 ratio	12:1 ratio	8:1 ratio	State General: \$2,111,977 State RIF: \$4,750,000 Total: \$6,861,977  Federal 131/132: \$35,699,564 Federal MilCon Design: \$19,297,000