



HEADQUARTERS IOWA NATIONAL GUARD

Office of the Adjutant General

Camp Dodge Joint Maneuver Training Center

7105 NW 70th Avenue
Johnston, Iowa 50131-1824

NGIA

12 September 2025

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

SUBJECT: Iowa Department of Public Defense Operational Plan FY2026

1. The Iowa National Guard serves in a unique dual-status role. During day-to-day operations, the National Guard answers to the Governor of Iowa and is committed to providing a safe and secure environment for the citizens of Iowa. When called upon by the President of the United States, the National Guard enters federal service and is prepared to respond to any federal mission. 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 National Guard aligns with the governor's priorities in disaster assistance, education and workforce development, and government efficiency. The National Guard responds to any emergency, as directed by the governor, to protect property and mitigate human suffering. The educational benefits offered through service in the National Guard allow for both college and technical training, ultimately strengthening Iowa's workforce. The National Guard remains a good steward of the Iowa taxpayer's investment to improve government efficiency. The National Guard stands always ready to support the governor's priorities.

3. Operational Goals for FY2026.

- a. Achieve or exceed 100% of total authorized manning.
- b. Maintain the Readiness of our units.
- c. Improve the infrastructure of the Iowa Guard.

4. **List of Agency Programs.** The Iowa National Guard supports ten agency programs within our state mission. Provided in this memorandum is a list of these agency programs 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 shall establish a military historical museum located at Camp Dodge which shall be known as the "Iowa

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Gold Star Military Museum". Conduct regular events and educate the public on the proud military history of Iowa.

b. State Incentive Program - Pilot Program to help increase accessions into low-density and critical Military Occupational Specialties (MOS), Air Force Specialty Codes (AFSC), Officer Branches for both Army and Air National Guard Service Members. Fill key assignments/job specialties that build readiness.

c. Iowa National Guard Service Scholarship - 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. Provide annual awards to Iowa National Guard members.

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, as the governor deems proper. Ready to support any mission assigned by the governor.

e. Camp Dodge, State General Fund - State General Funding (Quartermaster). Provide for custodial staff, repair, and maintenance to meet state and federal facility standards for state buildings located on Camp Dodge. Also provide for the State Quartermaster's annual salary.

f. Facility/Armory Maintenance - Iowa Army National Guard Base Operations Support. Provides for major maintenance projects at armories and facilities.

g. Armory Construction Improvement Projects - Iowa Army National Guard Military Construction (MILCON). Upgrade National Guard facilities at the West Des Moines Readiness Center, Sioux City Field Maintenance Shop, and Waterloo Field Maintenance Shop.

h. Camp Dodge Infrastructure Upgrades - Iowa Army National Guard Facility Sustainment, Repair, and Modernization. Conduct construction improvements to Camp Dodge.

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

j. Armory Board - State Board with appointments made by the Governor. Perform functions of real estate matters, contract for construction of and repair of installations and facilities of Iowa National Guard. Manage state property assigned to Iowa National Guard.

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5. Outcome Measures and Targets for Each goal. We have three 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 100% manning of authorized strength.

b. Iowa National Guard Service Scholarship utilization. Goal = exceed 800 scholarships awarded.

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 Command, 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 MAJ Daniel C. Dvorjak at (515) 252-4808 or daniel.c.dvorjak.mil@army.mil.

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1. Iowa Advantage Measures
2. Iowa National Guard Org Chart

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The Adjutant General