

**IOWA DEPARTMENT OF PUBLIC DEFENSE**

# **PERFORMANCE REPORT**

**Performance Results  
Achieved for Fiscal Year 2004**

**MAJOR GENERAL RON DARDIS,  
THE ADJUTANT GENERAL**

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## INTRODUCTION

I am pleased to present the Iowa Department of Public Defense Performance Report for fiscal year 2004 (October 1, 2003 – September 30, 2004). This report contains information about the services provided to our country and the State of Iowa during this fiscal year by the citizen-soldiers of the Iowa National Guard.

The Iowa National Guard had several outstanding achievements during this past fiscal year. The most significant has been the mobilization of over 4,700 soldiers and airmen to worldwide locations to support US efforts against the global war on terrorism since September 2001. Every Iowa Guard citizen-soldier that deployed was the consummate product of our core functions. We successfully deployed combat-ready soldiers in record numbers because we achieved the high standards of our established services, products, and activities.

Another major achievement was our continued high national ranking in the Army Community of Excellence National Guard category competition. We again placed in the top three states in the nation in this highly competitive program to evaluate and reward program performance excellence and continual improvement. The Iowa Guard was judged the first in the nation during 2001 and 2003. We continue to be one of the best three National Guards in the nation. This is a very enviable ranking when taking into consideration the high number of Iowa National Guardsmen that have been deployed for worldwide missions.

Key strategic challenges that the Department continually addresses are the strength maintenance of the Iowa National Guard and the heavy reliance being placed on our citizen-soldiers to support worldwide military operations. Family support and employer/employee relationship issues increase pressure on our members to maintain their Iowa National Guard membership. Other challenges include public support of our programs, incentive benefits for our members, and adequate federal and state funding of our programs to allow us to achieve high levels of readiness.

I am extremely proud of the manner in which the Iowa National Guard has accomplished our federal and state missions and met our performance objectives. Our soldiers and airmen are the epitome of excellence that is portrayed in this 2004 performance report.

Sincerely,

Ron Dardis  
Major General, Iowa National Guard  
The Adjutant General

## DEPARTMENT OVERVIEW

***Vision: “A world class team committed to excellence and to one another.”***

The vision of the Iowa Guard is to be recognized as a world class team, a Total Force partner capable of accomplishing its federal, state, and community missions with professional citizen-soldiers and airmen dedicated to protecting and defending the basic values all Americans cherish; and at the same time caring for all those within its Guard family.

***Mission: The mission of the Iowa National Guard is three-fold encompassing our commitment to our nation, the State of Iowa, and our communities.***

1. **Federal Mission:** Provide combat ready units in support of the national military strategy.

2. **State Mission:** Provide units and equipment to protect life and property and come to the aid of Iowans in a time of need, to preserve peace and order, and to ensure public safety for the citizens of Iowa.

3. **Community Mission:** Participate in community programs that add value to our communities, to Iowa, and to America while becoming true role models and making our communities safe and a better place to raise our families.

The Iowa National Guard has administrative and command authority over numerous Army and Air organizations and units to accomplish these diverse missions. In addition we have established a joint military headquarters that plans and conducts operations in support of civil defense

The Iowa National Guard is frequently called upon by the Governor of Iowa to support enterprise initiatives. These include sharing of resources that strengthen other areas of state government and to enhance the state economy to providing information, facilities, and personnel to support technology and other initiatives.

***Iowa National Guard Values mirror the “The Army Values”.*** These values are prominently displayed in every facility to guide us in our day-to-day operations. “Readiness” was added to ensure that we maintain personal readiness at all times.

- Loyalty
- Respect
- Honor

- Personal courage
- Duty
- Selfless service
- Integrity
- Readiness

***Iowa National Guard Command Philosophy:*** This command philosophy is the essence of our command and operations activities. They guide our leadership and members in the accomplishing our missions, achieving high levels of excellence, and continually improving.

1. EMBRACE THE CORE VALUES OF THE IOWA TEAM. *Loyalty, duty, respect, selfless service, honor, integrity, personal courage, with excellence in all we do.*
2. PUT THE TEAM FIRST. *When the team is a success there is credit for all.*
3. BE SENSITIVE TO YOUR PEOPLE AND THEIR ISSUES. *Be intolerant of abuses and misuses of them.*
4. COMMIT TO EXCELLENCE. *Strive for continuous improvement.*
5. TREAT ONE ANOTHER WITH DIGNITY AND RESPECT. *Promote the highest standards of honesty and trust.*
6. INSTILL PRIDE IN THE IOWA TEAM. *Recognize and reward your team.*
7. BE ACCOUNTABLE FOR YOUR ACTIONS. *Set the example. Mistakes and disagreements are okay until decision is reached, go with final decision.*
8. BE PATIENT AND PERSEVERE. *Vital components of teamwork take time to develop and grow.*
9. LEAD FOR THE BEST OF US, NOT THE WORST OF US. *Not everyone wants to be on the team – pull the weeds.*
10. WORK PROACTIVELY TO AFFECT POSITIVE CHANGE. *Empower your people to be creative and innovative.*
11. KEEP THINGS IN PERSPECTIVE. *Your families are your greatest treasure. Have fun, Keep a sense of humor.*
12. LEAVE SOMETHING BEHIND. *Mentor the men and women of the Iowa team.*

## ***Major services and products of the Iowa National Guard are:***

- Combat-ready organizations and units that are trained and equipped to complete their federally assigned mission in support of combatant commander missions and emergency response requirements.
- Organizations, units, personnel, and equipment to protect life and property and come to the aid of Iowans in a time of need, to preserve peace and order, and to ensure public safety for the citizens of Iowa.
- Recruitment and retention of qualified members to perform assigned organizational and unit missions.
- Trained and qualified officers and soldiers to attain combat readiness and perform assigned missions.
- An ability to mobilize and deploy Iowa National Guardsmen quickly and efficiently with the least possible impact on families and employers, and enhanced by our family readiness and Employer Support of the Guard and Reserves programs and the processing of our members and families.
- Educated, physically, and mentally fit soldiers and airmen in Iowa National Guard organizations and units.
- Activities involved with the elements of homeland security; detection, prevention, and protection with traditional phases of emergency management (mitigation, preparedness, response, and recovery) into a comprehensive program that is both multi-hazard and multi-function based.
- Iowa National Guard Drug Demand Reduction and Counter Drug programs that significantly impact on the quality of Iowa.
- The National Maintenance Training Center is a US Army “schoolhouse” located at Camp Dodge and is an integral element in the Army’s maintenance training program.
- The 185<sup>th</sup> Regional Training Institute leadership programs produce leaders for the Iowa National Guard and United States Army Reserve units.
- Army Communities of Excellence program initiatives that are federally funded Iowa National Guard tenant activities that provide unique training and operations support to the US Army and Air Force. These include the Sioux City-based US Air Force regional paint facility, Camp Dodge-based Military Interactive Multimedia Instruction Center, Digital Training Development Center, Computer Services Corporation, and ALION Corporation.
- Armories, facilities, ranges, and training areas to train Iowa National Guard members and improve/maintain unit readiness in a “ready” condition.
- A proper mix of types of units in the Iowa National Guard essential to working within the limits of Iowa’s demographics along with proper and adequate training facilities and areas to support unit training requirements and programs.

- Upgrades and required maintenance to preserve our facilities and ultimately reduce construction expenditures.
- Effective utilization and security measures for facilities and equipment.
- Effective and efficient distribution of supplies and services to units to support commanders' training programs and combat readiness.
- A comprehensively planned and coordinated direction, utilization of funding, personnel, and equipment to support operations of the Iowa Department of Public Defense.
- Effective fiscal management of available agency funding support to gain the greatest impact on Iowa National Guard readiness.
- Operable equipment and supplies to train, achieve combat readiness, and perform missions.
- Iowa National Guard training programs that strictly adhere to environmental stewardship.
- Leadership of a 9,500-member organization and the stewardship of resources directly related to combat readiness and the ability to mobilize and deploy combat-ready organizations and units, respond to emergencies in the State of Iowa, and to make the best advantage of available funding resources.

## **STRATEGIC PLAN RESULTS**

The Iowa Department of Public Defense Strategic Plan is based on a dynamic planning program that focuses on a three to five year long-term planning timeline coupled with detailed short-term planning windows. Various internal and external assessments occur throughout the year as part of the organizational performance review process. Leaders at all levels are continually asking, "Where are we now?" These assessments involve areas of strength, organizational weakness, and barriers to success. External assessments involve areas of opportunity and potential threats. This information is used throughout the year to adjust operations for optimum performance.

A key part of our strategic planning process is the annual strategic planning off-site meeting that begins with an assessment of "Where do we want to be?" Members of the Continuous Improvement Steering Committee (CISC) review the organization vision and mission in the content of current reality. Using the strengths, weaknesses, opportunities, and threats (SWOT) to the organization from the internal and external assessments the committee identifies priority issues and updates the strategic objectives. This information is used to confirm the validity of both strategic and operational level programs.

With the priorities and strategic objectives identified, the off-site group continues with discussion of "How do we get there?" Objectives and programs that have

been completed or are no longer functional or logical are eliminated. New objectives and the programs required to attain them are identified. The meeting concludes with assignment of program ownership to appropriate directorates and action officers.

The basis for our continuous improvement program is a constant review of results related to organizational objectives. The review process relates to organizational objectives and performance measures. This process is driven by the Continuous Improvement Steering Committee and relies on input from the “owners” of the day-to-day implementation and program functionality to ensure accurate and adequate review.

The Iowa Department of Public Defense is unique in the vast array of our key customers. This wide variance is due to our three missions (federal, state, and community) and the wide span of commands and jurisdictions in which we operation to complete our missions. Our customers include, however, are not limited to:

- External customers – War trace entities – War fighting combatant commanders, United States Forces Command (FORSCOM), and the National Guard Bureau.
- State of Iowa – The governor and citizens of the state, all state agencies, and law enforcement agencies.
- Communities – Schools, local law enforcement agencies, and emergency services agencies.
- General Department of Defense and Departments of the Army and Air Force entities – United States Training and Doctrine Command (TRADOC), National Training Center, Joint Readiness Training Center, 1<sup>st</sup> United States Army, 5<sup>th</sup> United States Army, 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, and service organizations, and individuals.
- Military service members – active and retired. Current members and veterans receive installation support, i.e., recreation center, Department of Public Defense, credit union, 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 the September 30<sup>th</sup> predicated the infrastructure and related issues. The majority of our budget activity supports manpower and salaries in our fulltime force and organizations and units.

Various incentive programs support our recruiting and retention programs. The state-funded Iowa National Guard Educational Assistance Program is vital to our

recruiting program. Many of our soldiers and airmen join our programs to receive monies to fund their advanced education. The Iowa program is funded at \$2.7M and provides 100% educational assistance to qualified Iowa National Guardsmen and women based on state regents institution tuition costs. The program funding was recently increased from approximately 50% to the 100% mark making Iowa competitive with surrounding state educational incentive programs and attracting Iowans living along the state's borders to enlist in our Iowa units as opposed to joining a bordering state's National Guard or a Reserve unit. The Iowa National Guard Education Assistance Program is helping us achieve full strength in our units and attracting Iowans to attend Iowa schools and remain in Iowa to work and raise their families.

Our end-of-the-year strength figure is critical to our 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 national emergencies and state disasters. The Iowa National Guard has become a recognized national leader in our ability to mobilized 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.

The contributions to Iowa's fabric are significantly enhanced by our Iowa National Guardsmen's contributions. 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 Guard training to be leaders in their communities and to make Iowa a better place to live, get an education, and raise a family.

As a result of this process we work very hard to achieve our **Number One mission of Strength Maintenance**. Our efforts are much less effective for 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:

- Provide trained and ready Unit Identification Code (UIC) organizations and units for United States combatant commander missions and emergency response.

The Iowa National Guard organization has performed as a front-runner in the nation on accomplishing our mission of preparing units for combat and response to emergencies. Over 95% of our Army and Air units statewide met or exceeded minimum mobilization requirements on 11 September 2001. The others were trained and lacked equipment. Our ability to produce the trained and ready units that the combatant commanders overseas needed has been duly noted as nearly every unit in the Iowa National Guard has been ordered to federal active duty to support the global war on terrorism. Nearly every Army Guard unit has served and the remainder has received orders or is being considered for possible mobilization. The Air Guard units have provided aircraft and personnel for worldwide missioning. The State of Iowa can be extremely proud of the manner our leadership has prepared our citizen-soldiers for potential duty and for the duty performance of our Iowa National Guardsmen when they have been mobilized.

The mobilizations have taken an understandable toll on our units particularly in the category of equipment on hand (EOH) and equipment readiness (ER). 55% of Iowa Army National Guard units meet minimum equipment on hand and equipment readiness mobilization requirements. The Iowa Army National Guard is currently undergoing equipment reconstitution operations for units that have returned from Global War on Terrorism operations.

84% of units meet minimum equipment on hand and equipment readiness requirements when reconstitution units are removed from consideration.

These percentages will improve to 95% as repair parts become available and units regain control of their own equipment.

- Maintain authorized officer and enlisted soldier and airmen strength.

Personnel strength in the Iowa Army and Air National Guard have remained over 100% of authorized throughout the mobilizations to support the global war on terrorism. We are extremely proud of being able to maintain strength as units were being tested in combat. Our retention of our citizen-soldiers has remained high and has been important factor in our 100+% status.

- Maintain required officer qualification and enlisted military occupational specialty qualification. The training of our soldiers and airmen and their ability to perform their assigned tasks is a major consideration as units are reviewed and considered for active duty. Our assigned unit personnel were qualified or we were able to cross level from other units to fill mobilization requirements.

The demobilization of the deployed units and return to a peacetime environment naturally brings transition and reassignment of personnel. This is being accomplished while we retain very high specialty qualification.

- Maintain required federal, state, and community emergency response capability for military support to civilian authorities (MSCA) and homeland security.

Throughout the past three-year's mobilization process, the Iowa National Guard has had sufficient numbers of soldiers and airmen available to respond to anticipated emergencies and disasters that could potentially occur in the State of Iowa.

- Equip, sustain, and train all assigned Iowa National Guard organizations and units.

Our ability to perform our mission rests on trained soldiers and airmen with operable equipment. Our units were well equipped and our soldiers were trained when called upon to support the global war on terrorism. As the units return we are working hard to provide repaired equipment to them and train the newly assigned members of the team to use the equipment and perform their tasks.

- Provide armories, facilities, ranges, and training areas for Iowa National Guard organizations and units, soldiers, airmen, and federal and state employees.

The Iowa National Guard has some of the finest facilities for our soldiers and airmen of any state. Our statewide Army and Air Guard facilities and construction program has been proactive. We forecast our facilities requirements as part of our long-range plan. Consequently, we have been able to make unit assignments, determine required facilities and upgrades, schedule the construction, and insure necessary funding was coordinated in the right years to support our facilities program requirements.

Recent improvements at the Air National Guard bases have brought over \$55M of new construction and improvements to the State of Iowa. In the

cases of the Des Moines and Sioux City units, the construction projects have included major upgrades of municipal airport facilities.

Major construction projects completed in the Army Guard include Estherville, Waterloo, Dubuque, and LeMars. Several renovation/remodeling projects were completed to provide adequate training and support activity facilities. Over \$13M of improvements was made to Iowa Army National Guard facilities during the fiscal year. We plan to continue at this pace in future years to insure the best possible facilities possible within federal and state budget authorizations.

- Station assigned structures and consolidate Iowa National Guard facilities and services to improve support.

We demonstrated this function during this fiscal year by the restructuring of units, reassignment of facilities, and closing of armories at Clarinda, Glenwood, and Mapleton. These are in addition to fiscal year 2003 closures at Atlantic, Sioux Center, and Villisca.

These closures were based on diminishing demographics in the community/area and the maintenance backlog applied against the existing facilities.

Our objective is to place units where we can provide long-term maintenance of personnel and facilities.

- Support and care for all Iowa National Guard members and dependants plus Department of Defense dependants located in Iowa.

The Iowa Guard has become a national leader in our ability to care for our members and dependants. Our Family Programs have become a model nationally and have been adopted in many states. They are a statewide organization that provides a network to connect our soldiers' and airmen's families and to deal with emergencies and situations that may occur when our citizen-soldiers are mobilized.

Our State Committee of Employers Support of the Guard and Reserves is also a forerunner in how it deals with Guardsman-employer situations that may occur due to the ever-increasing demands on our Guardsmen for military schooling and training and response to mobilizations and extended periods away from the workplace.

The Iowa National Guard headquarters is mandated the mission of provide available support to other Department of Defense dependants that may be situated in the State of Iowa. We have also extended our support base to the families of the non-Iowa Guard fatalities from the global war on

terrorism. We have many highly qualified leaders, soldiers, and airmen who can provide support to those families.

- Support and care for all Iowa National Guard and Iowa-based Department of Defense retirees.

We recognize the service of all of our nation's veterans and retirees and strive to assist them in any way possible. Minimal amounts of Department of Defense facilities are located in Iowa due to our low retiree base. However, our Camp Dodge Post Exchange and wellness center and our statewide identification card centers are very well received.

- Support Iowa National Guard operational requirements to protect the environment.

The Iowa National Guard extremely cognizant of our responsibilities to be a good steward of our environment. Environmental risk assessments are built into every training program and exercise. We have conducted ongoing training programs for many years to educate our people about how they may positively and negatively impact on our homeland as well as teach them the proper and necessary responses to environmental accidents and incidents that may occur during our training exercises and at our training support base locations.

Our programs have received national attention and are frequently looked at as models for others. We have proactively worked to protect endangered species, protect and construct environmental habitats, such as wetlands and reforestations, be good environmental neighbors in our communities. We have established hours of operations for noise-producing facilities and have designated flight routes and hours for aircraft to utilize airports and landing pads near population centers and housing developments.

- Execute the Iowa Emergency Plan, Homeland Defense Plan, and Iowa National Guard Safety and Antiterrorism and Force Protection Plan.

We frequently exercise our training and ability to respond to these plans through joint exercises with other State of Iowa agencies and jurisdictions. A specially trained state headquarters element responds to emergency situations and provides the nucleus of our total response. The Iowa National Guard has demonstrated on numerous occasions our ability to respond and react to situations that endanger our state's citizens.

- Support federal, state, and community drug demand reduction and counter drug programs.

Again, Iowa is a long-time forerunner in counter drug operations and our programs have received national recognition for their content, application, and results.

Typically, the Iowa National Guard has approximately 45 soldiers and airmen on duty providing support and assistance to Iowa-based federal, state, and local law enforcement agencies. They have provided instrumental assistance in the investigation, identification, apprehension, and prosecution of major illegal drug operations.

Our Iowa National Guard Methamphetamine Education Program has received national recognition for its effectiveness.

The illegal drug-screening program conducted in the state headquarters has been judged as the best in the nation. Our leaders understand the criticality of insuring our soldiers and airmen are unimpaired for duty performance. Every opportunity is taken to educate our members, and identify, eliminate and provide rehabilitate, as applicable, identified violators.

- Maintain a positive economic impact for Iowa by nurturing Department of Defense and military support to civilian authorities growth and mission development opportunities.

The Iowa National Guard operations brought \$302,786,227 of federal money into the State of Iowa during fiscal year 2004. It should be noted that the Iowa Guard's return on investment of state funding of \$8,828,340 was 34.3:1. In addition to the federally appropriated monies that provide military and civilian wages and provide for many support operations, the soldiers and airmen who have been mobilized received federal pay and allowances that are in addition to the appropriated dollars. Since these are paid through active duty finance centers we are unable to determine the exact amount, however, we can be sure that our mobilized soldiers and airmen have returned hundreds of thousands of dollars back into their statewide communities and significantly impacted on our state's economy.

At the same time, we are able to attract considerable reimbursed federal dollars that support various military support functions, i.e., base security, as well as funding for our Homeland Security Emergency Management operations and full/partial salaries.

The Iowa National Guard has been a military leader in automated information applications for many years. This distinction has attracted agencies specializing in digital training programs and applications.

The Digital Training Development Center (DTDC) is a National Guard Bureau Army Training Facility. DTDC is responsible for management of the three assigned programs: Army Battle Command Training Section (BCT), Military Interactive Multimedia Instructional Course (MIMIC) and Application Support and Training Section (AST). The DTDC headquarters section employs 4 soldiers and 5 contractors. The five contractors are responsible for the overall day-to-day operations of the center.

The BCT Section employs 4 contractors and their mission is to train Army National Guard soldiers and units in the Army Battle Command System this is being deployed throughout the Army National Guard. During fiscal year 2004, they provided a total of 51 sustainment-training classes. This section also provided leader courses and integration courses to assist units in becoming digitally aware in order to operate and integrate themselves into today's digital battlefield. The section expects growth during fiscal year 2004 due to increasing training requirements. The Battle Command Training and Deployable Server (BCT&DS) that is part of the operation provides the Army National Guard the ability to train soldiers with distributive learning using standard PC workstations located anywhere in the Army National Guard and linking to ABCS servers located at DTDC.

The Military Interactive Multimedia Instructional Course (MIMIC) section employs 37 contractors. Their mission is to develop distributive courseware for the Army National Guard and other Department of Defense entities and provide multimedia interactive training to the Army as a whole. During fiscal year 2004, this section produced 5 courses consisting of 186.5 total seat/hours. They anticipate that they will produce 8 courses consisting of 320 seat/hours during fiscal year 2004. Seat hours are the number of hours of instruction with the course.

The Application Support and Training (AST) Section employs 6 soldiers. Their mission is to support Army National Guard training and resource applications used uniquely by the Army Guard. Currently, TROUPERS is the only application supported by this section. This section measures performance in the following three categories, Customer Support, Training Support and Application Support. Customer Support during fiscal year 2004 was 754 help tickets, with 738 completed and 16 carried over to fiscal year 2005. Out of these 754 tickets, the support desk required 2560 transactions. Training support during fiscal year 2004 is measured by classes conducted and students trained. The AST section trained 24 classes. 4 of these were conducted at Camp Dodge with 20 of them conducted at other locations throughout the 54 states/territories. With a total of 326 soldiers trained. The section plans to conduct 20 classes with an average class size of 15 equaling 300 during fiscal year 2005.

Application support is measured by number of Engineering Change Proposals (ECP) and software improvement releases. There were 119 ECP's during fiscal year 2004. 41 of these were completed in November 2004. The remainder of the ECP's will be rolled to fiscal year 2005 and worked during a new version release.

The Distributed Training Operations Center is an Air National Guard program that provides a virtual environment of electronically linked flight simulators and other operational training devices. The Distributed Missions Operations (DMO) is based at the Des Moines Air National Guard Base and supports Air National Guard and Air Force Reserve training sites throughout the United States. DMO simulators may be collectively assembled at one location or distributed at sites across the country to provide a network and infrastructure to facilitate training exercises with advantages over live training missions.

The Center operations have grown to seven connected operational simulators plus a test bed simulator located in Arizona. Several additional sites in Kentucky, Texas, and Ohio are on contract to be added to this training network.

The Distributed Training Operations Center's fiscal year 2004 budget was \$3.89M. It has grown to \$8.2M in fiscal year 2005.

## **RESOURCE REALLOCATIONS**

During 2004, the Iowa Army National Guard closed the local armories in Clarinda, Glenwood, and Mapleton. We closed Atlantic, Sioux Center, and Villisca during 2003. These closures directly coordinate with our Physical Assets Management core function and the desired outcome of "stationing and providing adequate armories, facilities, ranges, and training areas for Iowa National Guard units to train members and improve/maintain unit readiness to a "ready" conditions.

Another very important resource reallocation has been the recent transformation of the Iowa National Guard headquarters. The former headquarters organization, known as the State Area Command, has been replaced by the Joint Forces Headquarters. Our transformation was part of a nationwide National Guard initiative to streamline the state headquarters operations, consolidate joint Army and Air functions, and remove excess and repetitive headquarters positions and allow those billets to be reallocated to the formation and fielding of war fighter units in the National Guard.

In addition, the federally funded Midwest Regional Counterdrug Training Center was established at Camp Dodge during this past year. The center is housed in

previously existing structures that have been renovated and altered to meet the schools requirements. This was completed with federal funding. The school instructs regional law enforcement officers on skills and techniques for dealing with the illegal drugs in our communities. The center is in full operation. The center's students are positively impacting the northwest Des Moines economy.

Major construction/alternation projects during 2004 were completed at Estherville, Waterloo, Dubuque, and LeMars. These were necessary to provide adequate facilities for the units located in those communities. These upgrades add significantly to the community while at the same time enhancing our programs.

A major realignment of the Camp Dodge Security Force has been accomplished. Prior to September 11, 2001, the force consisted of a small number of state employees with limited authority. This force was augmented with Iowa National Guard soldiers on a combination of federal and state active duty following the terrorist attacks. The force is now comprised of a larger force that is made up of state employees. The funding source is from the federal government.

## **DEPARTMENT CONTACT**

Copies of the Iowa Department of Public Defense Performance Report are available by contacting Mr. Duane Jamison, Comptroller, at 515-252-4222 or [duane.Jamison@iowa.gov](mailto:duane.Jamison@iowa.gov)

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