

IOWA DEPARTMENT OF PUBLIC DEFENSE
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AGIA-TAG

1 December 2002

SUBJECT: Iowa Department of Public Defense Strategic Plan, 2002-2022

1) PURPOSE OF STRATEGIC PLAN

The purpose of the Iowa Department of Public Defense Strategic Plan is to provide guidance for planning, developing and managing growth and continual improvement within the organization which includes the Iowa Army National Guard, Iowa Air National Guard and the Iowa Emergency Management Division.

2) KEY CONCEPTS

The key concepts during the period 2002 to 2022 are:

- a) The Iowa Army and Air National Guard will maintain an authorized strength of approximately 10,000 soldiers and airman in an efficient and positive command environment with a variety of Army Combat, Combat Support, Combat Service Support, Air Force Fighter Aircraft, Air Refueling Aircraft and command and control test and evaluation Units.
- b) Remain flexible and responsive to federal, state and community missions.
- c) The organization will operate in accordance with a customer-focused, fact based, performance-oriented operating system that begins with the goals, strategic initiatives and objectives contained in this Future Plan and cascades throughout the operations of the Directorates, Major Commands and units of the Iowa National Guard.
- d) The Iowa Emergency Management Division will continue to establish, coordinate, and maintain State and local emergency management programs to minimize the effects of man-made, technological and natural disasters.
- d) The Iowa Department of Public Defense will be responsible for planning in respect to the Domestic Preparedness and Homeland Security mission for the State of Iowa.
- e) The Operational Initiatives will be to:
 - i) Continually improve in the eyes of our customers
 - ii) Reduce costs and unit workloads
 - iii) Continually improve relative to our benchmarks

3) VISION

The vision of the Iowa Department of Public Defense is to be recognized as a world class team, and Total Team Partnership capable of accomplishing its Federal, State, and Community missions with professional citizen soldiers, airmen, and state and federal civil servants dedicated to protecting and defending the basic values all Americans cherish; and at the same time caring for all military and citizens within the State of Iowa. "A world class Team - committed to excellence and to one another."

This vision implies:

World class: recognized by our peers to be a total-force partner that fully addresses key customer, market, process, and action plan requirements

Excellence: exceed the requirements and meet the expectations of our customers

Commitment to one another: dedicated to protecting and defending the basic values that all Americans cherish and at the same time caring for those within our family of members and our larger communities.

4) GOAL

Continually improve the overall effectiveness of the Department of Public Defense which includes the Iowa Guard and Emergency Management Division in meeting or exceeding customer expectations (customer-defined quality) in both our products and services while achieving mission success.

5) **MISSION** The primary missions assigned to the Iowa Department of Public Defense include:

- **Guard Federal Mission (A):** "Provide units of the Reserve Components of the Army & Air Force, adequately organized, trained, equipped, and available for mobilization in the event of national emergency or war, in accordance with the deployment schedule, and capable of participating in combat operations in support of U.S. war plans.
- **Federal Mission (B):** Military Support of Civil Authority (MSCA "Establish a military headquarters under the U.S. Army Forces Command (FORSCOM) to plan for and conduct operations of assigned multi-service military forces (Active and Reserve Components) in support of civil defense utilizing the Adjutant General and Headquarters, State Area Command for non-federalized National Guard forces and Joint State Area Commands for control of federalized forces."
- **State Mission:** "To provide sufficient organizations in the State, trained and equipped to function efficiently at existing strength in the protection of life and property and the preservation of peace, order, and public safety under competent orders of the state authorities."
- **Community Mission:** "Participate in programs that constantly improve and add value to the communities of Iowa while serving as the embodiment of the citizen soldier and dedicated civil servants."
- **Emergency Management Division Mission:** To establish, coordinate, and maintain State and local emergency management programs and inter-governmental, private and volunteer relationships to minimize the effects of man-made, technological and natural disasters.
- **Emergency Management Homeland Security Mission:** The Domestic Preparedness and Homeland Security mission is to develop and coordinate the implementation of a comprehensive state strategy to secure the State of Iowa from terrorist threats or attacks. The division will coordinate the executive branch's efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the State of Iowa.

6) COMMAND PHILOSOPHY for Department of Public Defense

The Adjutant General of Iowa Command Philosophy: 12 Point of Philosophy

Embrace the core values of the Iowa team

Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage, with Excellence in all we do.

Put the team first

When the team is a success there is credit for all.

Be sensitive to your people and their issues

Be intolerant of abuses and misuses of them.

Commit to excellence

Strive for continuous improvement.

Treat one another with dignity and respect

Promote the highest standards of honesty and trust.

Instill pride in the Iowa team

Recognize and reward your team.

Be accountable for your actions

Set the example, mistakes and disagreements are okay until decision is reached, go with final decision.

Be patient and persevere

Vital components of teamwork take time to develop and grow.

Lead for the best of us, not the worst of us

Not everyone wants to be on the team – pull the weeds.

Work proactively to affect positive change

Empower your people to be creative and innovative.

Keep things in perspective

Your families are your greatest treasures. Have fun, keep a sense of humor.

Leave something behind

Mentor the men and women of the Iowa Team.

7) PREPARE THE IOWA DEPARTMENT OF PUBLIC DEFENSE FOR PLANNING

The Iowa Department of Public Defense leaders have developed Strategic Planning documents and staffed yearly offsite workshops since 1998. Following the workshops, the staff as worked by committee based on the Key Processes of Ready, Resource, Care, and Innovate, to develop the basis for the organizational strategic plan. The Adjutant General has confirmed the Iowa Department of Public Defense values, vision, purpose, missions, and the thirteen (13) Operational Level Strategic Objective areas.

8) IDENTIFY THE PURPOSE, MISSION, VALUES, BASIC ASSUMPTIONS, AND VISION

a) The Adjutant General and the Iowa Strategic Management Group (SMG) reviewed all previously published plans, missions and other source documents. They revalidated the assumptions, vision , values, philosophy, purpose, and missions. These were finalized early in the preparation process to focus the efforts of the planning committee prior to the conference.

b) The purpose is the unchangeable reason for the organization's existence. The vision is one or more concise images (commander's intent) of the organization's future role and structure. The missions reflect the functions and operations of the Iowa National Guard and Emergency Management Division as part of the Department of Public Defense. Value statements represent the desired quality of performance. Basic assumptions are broad fundamental statements about the future.

9) STRATEGY DEVELOPMENT PROCESS. Strategic planning in the Iowa Department of Public Defense is viewed as a continuous process. It includes a five step process. This process is based on the work of C. Davis Fogg and his book "Team-Based Strategic Planning." Though this appears to be a linear approach, in fact, it is not. The process is dynamic and focuses on a three to five year long-term strategic planning time line coupled with a detailed short-term planning window.

(a) Step One - The internal and external assessments occur throughout the year as part of the organizational performance review process. Leaders at all levels are continually assessing "where are we now?" These assessments involve individuals ranging from each Department to include TAG Iowa. The Continuous Improvement Steering Committee, (CISC), which is composed of Directors and Special Staff Officers, begins its annual off-site planning session with a review of these assessments. Internal assessment involves areas of strength, organizational weaknesses and barriers to success. External assessment involves areas of opportunity and potential threats. This information is used throughout the year to adjust operations. Members of the CISC have the primary responsibility of synthesizing these assessments and they are expected to bring their assumptions and priority issues to the off-site meeting for linkage with other parts of the strategic plan.

(b) Step Two - The strategic planning off-site meeting begins with the assessment of "where do we want to be." Participants review the organizational vision and mission in the context of current reality. Using the Strengths, Weaknesses, Opportunities and Threats (SWOT) from the internal and external assessments, this group identifies priority issues and updates the strategic objectives. This information is used to confirm the validity of both strategic and operational level programs.

(c) Step Three - With the priorities and strategic objectives identified, the off-site meeting continues with discussion of "how will we get there." Objectives and programs that have been completed or no longer make sense are dropped. New objectives and the programs needed to attain them are identified. The off-site meeting concludes when objectives and programs have been assigned (delegated) to the appropriate directorate or action officer. Since the CISC lacks command authority, the group nominates appropriate programs and objectives that should be implemented within the commands and recommends them to TAG Iowa through the agencies.

(d) Step Four - This step begins immediately following the off-site meeting and concludes when objectives and programs have been fully communicated to the appropriate action officer. During this step, members of the CISC or their designated representative, further define the objectives and programs.

(e) Step Five - The basis for continuous improvement is in constant review of results related to organizational objectives. The review process relates to the organizational objectives and performance measures. This process is driven by the CISC and it relies heavily on input from the process "owners" (those with day-to-day responsibility for implementation) to ensure accurate and adequate review.

10) ADDRESSING KEY PROCESSES. The strategic planning process in the Iowa Department of Public Defense is a continuous activity. The primary focus is on the Iowa Department of Public Defense Federal, State, and Community missions. We accomplish those missions by working through the Key Processes of Ready, Resource, Care and Innovate.

11) SCAN THE ENVIRONMENT & ASSESS THE CURRENT STATE

The Iowa Department of Public Defense Strategic Planning Committee examined external factors which influence the present and future functions of Department of Public Defense. The following are initial categories reviewed which may be changed as necessary to include all pertinent and relevant factors.

- (1) Leadership
- (2) Demographics
- (3) Economics
- (4) National Guidance - Mission (DOD, DA, NGB)
- (5) State Guidance - Mission (State Government, Local Community)
- (6) Threat (Force Protection)
- (7) Public Image & Social Attitudes
- (8) Customers
- (9) Technology
- (10) Force Structure
- (11) Manning
- (12) Training soldiers, units and organizations
- (13) Providing Facilities & Training Areas
- (14) Mobilizing/Deploying
- (15) Managing Information
- (16) Equipping
- (17) Sustaining
- (18) Overall National Guard (Army & Air) Strategy
- (19) Overall Emergency Management Division Strategy

12) ORGANIZATIONAL TENETS:

- a) Readiness is the number one priority of the Iowa Department of Public Defense which includes the National Guard and Department of Public Defense.
- b) Strength maintenance and personal fill are the driver of readiness.
- c) The Iowa Department of Public Defense is constantly ready to meet all military and civil requirements.
- d) The Iowa Department of Public Defense maintains an engaging style of leadership throughout the entire organization.
- e) All managers participate in our Continual Improvement Cycle (CIC) by providing our internal customers appropriate tools to continually improve.
- f) Internal customers for the Iowa Department of Public Defense are key components of the decision making process.
- g) There is a systemic, team-oriented method of improving business processes.
- h) All functional areas operate with a philosophy based upon trust and mutual respect.
- i) Teamwork and innovation are promoted and recognized.

13) BASIC ASSUMPTIONS.

- a. A strong need for a viable National Guard, as a total force component, will continue throughout this planning period.
- b. That the total Army and Air Force will remain approximately at the current strength but may have a change in missions and direction away from massed warfare to homeland security and anti terrorism between 2002 and 2022.
- c. That population trends in Iowa will have a slight upward growth and become more diversified.
- d. That the military will continue to be an all volunteer force.
- e. Federal budget resources will decrease or remain the same during the planning period and energy costs will increase.
- f. State government will continue to support the Iowa Department of Public Defense at about the same level as recent years.
- g. Technology based units and organizations will continue to be fielded in the Army and Air Guard.
- h. That the Army National Guard will continue to exist as a Reserve Component of the Total Army and the Air National Guard as a component of the Total Air Force with a Federal, State and Community Mission.
- i. That employer support of the National Guard will continue.
- j. That both military and civilian education requirements will be maintained.
- k. That Homeland Defense and Military Support to Civil Authority activities will continue to occur which cause the DoD and DA to call upon the resources of the Army National Guard.
- l. That Iowa will continue to rely heavily on an agricultural base and maintain a highly educated labor force as well as a business climate that encourages economic development.
- m. That NGB will support the Iowa National Guard Future Plan (2002-2022).
- n. That the Homeland Security Agency and FEMA will support the State of Iowa and EMD in all emergency management and homeland defense requirements.
- n. That the Emergency Management Division will continue to be responsible for establishing, coordinating, and maintaining state and local emergency management programs and inter-governmental, private and volunteer relationships to minimize the effects of man-made, technological and natural disasters.
- o. That the Iowa Emergency Management Division will work the Homeland Security Mission to develop and coordinate the implementation of a comprehensive state strategy to secure the State of Iowa from terrorist threats or attacks. The division will coordinate the executive branch's efforts to detect, prepare for, prevent, protect against, respond to, and recover from terrorist attacks within the State of Iowa.

14) CUSTOMER FOCUSED KEY PROCESSES:

Ready
 Resource
 Care
 Innovate

15) Key Customers of the Iowa Department of Public Defense

External Customers

- i) War Trace Entities:
 - (1) Warfighting Combat Commanders
 - (2) FORSCOM
 - (3) 34TH Infantry Division (NG)

- ii) State of Iowa
 - (1) Governor & Citizens of Iowa
 - (2) All State Agencies
 - (3) Law Enforcement Agencies

- iii) Communities
 - (1) Schools
 - (2) Local Law Enforcement Agencies
 - (3) Emergency Services Agencies

- iv) General DA & DoD Entities
 - (1) TRADOC
 - (2) NTC
 - (3) JRTC
 - (4) 5th Army & 1st Army
 - (5) Military Units
 - (6) Other Services

- v) Other Federal Entities
 - (1) Department of Homeland Defense
 - (2) FEMA
 - (3) Law Enforcement Agencies

- vi) Civilians
 - (1) Businesses
 - (2) Not-for-profit entities
 - (3) Individuals

16) STRATEGIC OBJECTIVES:

The thirteen (13) Strategic Objectives that align with the Key Processes are listed:

1. Provide Trained & Ready UIC Units/Organizations for US CINC Missions and Emergency Response.
2. Maintain Authorized Officer & Enlisted soldier / airmen strength.
3. Maintain required Enlisted MOS Qual & Officer Qualification.
4. Maintain Required Federal, State, & Community Emergency Response Capability for MSCA and Homeland Security.
5. Equip , Sustain, & Train all Assigned Units / Organizations in the Iowa Guard.
6. Provide Armories, Facilities, Ranges and Training Areas for Iowa Guard Units, Soldiers, Airmen and Federal / State Civilian Civil Servants.
7. Station Assigned Structure & Consolidate Guard Facilities and Services to improve support.
8. Support and Care for all Iowa Service Members & Dependents plus DOD dependents located in Iowa.
9. Support and Care for all Iowa Guard and Iowa DOD Retirees.
10. Support Iowa Guard Operational Requirements to Protect the Environment.
11. Execute the Iowa Emergency Management Plan, Homeland Defense Plan and Guard Safety & Anti Terrorism & Force Protection (AT/FP) Plan.
12. Support Federal / State / Community DDR and CD Programs.
13. Maintain a Positive Economic Impact for Iowa by Nurturing DOD & MSCA growth and mission development opportunities.

17) Department of Public Defense Key Strategic Objectives and Performance Projections. (See Chart on the following page)

| Key Process | Performance Measures "Operational Level" W/ Priority Check | Strategic Performance Objectives | Measurement Periods | Measurement Standard | Action Plan # |
|-----------------|---|---|--|---|---------------|
| Ready | <p>1. Provide Trained & Ready UIC Units/ Organizations for U.S. CINC Missions and Emergency Response ***</p> <p>2. Maintain Authorized Officer & Enlisted soldier strength</p> <p>3. Maintain required Officer & Enlisted Qualification & Officer Qualification</p> <p>4. Maintain Required Federal, State, & Community Emergency Response Capability for EMD, MSCA and Homeland Security</p> | <p>1a. Maintain FSP & Priority units at C1 or C2 1b. Maintain all units at C3 or better 1c. Maintain Mobilization Capabilities & Standards</p> <p>2a. Maintain Officer Strength at 100% 2b. Maintain Enlisted Strength at 100% 2c. Maintain turnover at 18% or less. 2d. Provide 100% Funding for State Military Tuition Assistance 2e. Achieve a Demographic Diverse Force of Soldiers, Airmen and Civilians</p> <p>3a. Achieve 85% DMOSQ Enlisted Personal 3b. Achieve 50% of Officers Qual for the next Grade Advancement CPT MAJ LTC 3c. Achieve 95% of Officers Qualified</p> <p>4a. Train National Guard Reaction Force to meet Homeland Security Missions 4b. Train 71st Civil Support Team for State/Regional/National Mission 4c. Conduct Training & CPX's with State of Iowa & Community Agencies 4d. Provide EMD Spt thru the tenants of Prepare, Respond, Recover & Mitigate</p> | <p>1a. Quarterly USR b. Quarterly USR c. Admin Lanes & Scheduled MOBX</p> <p>2a. Quarterly USR b. Quarterly USR c. Quarterly USR d&e. Annual</p> <p>3a. Quarterly USR b. Quarterly USR c. Quarterly USR</p> <p>4a. DCSOPS Eval b. 5Army Eval c. DCSOPS Eval d EMD Measures</p> | <p>1. 100% Ready AA Units @ NGB Goals Mob 100% ready</p> <p>2. 100% Officer Strgth 96% Enlisted Strgth</p> <p>3. 85+% Enl MOSQ 95+% Officer Qual 50% Off Completion</p> <p>4. One Ready Bn Per Year CST 100% Ready Support 100% Tng Exercises & CPX's Meet FEMA Goals</p> | |
| Resource | <p>5. Equip , Sustain, & Train all Assigned Units / Organizations in the Iowa ARNG</p> <p>6. Provide Armories, Bases, Facilities, Ranges and Training Areas for Iowa Units, Soldiers, Airmen and Civilian Employees. ***</p> <p>7. Consolidate ARNG Facilities and Services to improve support for the ARNG & ANG.</p> | <p>5a. Maintain Equipment O/H fill at required resourcing level in all UIC's. 5b. Maintain Equipment Readiness at required resourcing level in all UIC's. 5c. Provide resources to train all Units to required readiness levels. 5d. Perform Budget Execution at 99+ %.</p> <p>6a. Modernize two Army Guard facilities per year. 6b. Replace one Armory / Community Center per year w/ new facility. 6c. Maintain Training Areas and Ranges to support unit, org readiness.</p> <p>7a. Provide Soldier, Airmen and Dependant support to all regions of the State 7b. Provide Logistics and Training Support to all units and organizations.</p> | <p>5a. Quarterly USR b. Quarterly USR c. Quarterly USR d. SPIRS</p> <p>6a. Annually b. Annually c. Facility Report</p> <p>7a. Quarterly Rpt b. USR / SPIRS</p> | <p>5. EOH & Equip Ready @Goals Training Readiness at C3 or better</p> <p>6. All Armories Green Status on ISR Maintain 3:1 Fed/State Funding%</p> <p>7. 100% Log ,Admin, Tng Support</p> | |
| Care | <p>8. Support and Care for all Iowa Service Members & Dependents plus DOD dependants in Iowa</p> <p>9. Support and Care for all Iowa Guard and Iowa DOD Retirees</p> <p>10. Support Iowa Guard & EMD Operational Requirements to Protect the Environment</p> <p>11. Execute the Iowa EM Plan, Homeland Def Plan & NG Safety & AT / FP Plan ***</p> | <p>8a. Insure Soldier & Dependant Admin Processing & DEERS Enrollment 8b. Develop Family Support Program & Member Participation in all Units. 8c. Develop Effective ESGR program with appropriate responses to employers 8d. Maintain effective Awards Programs. 8e. Maintain Iowa Soldier / Airmen Wellness and Deployability</p> <p>9. Maintain Effective Support to all Retirees in Iowa.</p> <p>10. Maintain an Environmental Protection Plan to protect the environment during Iowa Guard Operations.</p> <p>11a. Execute the Iowa Emergency Management & Homeland Defense plan. 11b. Maintain a Safety & Risk Mgt Accident / Incident Prevention Program. 11c. Maintain an Anti Terrorism / Force Protection Program in Iowa Guard.</p> | <p>8a. Annually b. Annually c. Annually d. Qtry TAG Brief e. Quarterly USR</p> <p>9. Annual Retiree Day -Report 10. Qtry TAG Brief</p> <p>11a Qtry EMD Brief b.Qtry TAG Brief c. Qtry TAG Brief</p> | <p>8. 100%Log & Admin Support to Soldiers & Dependents 9. 100% support to all IA & DOD Retirees</p> <p>10. No Iowa Dept PD Environmental Deficiencies</p> <p>11. Proper Emergency Response. No Class A, or B Accidents or FP Security Incidents.</p> | |
| Innovate | <p>12. Support Federal / State / community DDR and CD Programs.</p> <p>13. Maintain a Positive Economic Impact for Iowa by Nurturing DOD Opportunities ***</p> <p>File: APIC Play Book State Strat Plan Priority Symbol ***</p> | <p>12a. Establish, coordinate & maintain State Emergency Management programs and Homeland Defense programs. 12b. Expand DDR and Counter Drug Programs to all regions of the state. 12c. Support Fed and State Law Enforcement agencies in CD & Drug Demand Reduction</p> <p>13a. Increase Iowa Technology Job Programs - budget & employment levels 13b. Market Iowa as best place for soldiers / airmen and Technical initiatives. 13c. Increase Customer Satisfaction of Iowa Guard Customers 13d. Maintain Iowa Force Structure & Cmds / Field DA & AF Command Plans.</p> | <p>12a Qtry TAG Brief b. Qtry TAG Brief</p> <p>13a Annual IA Rpt b. Annual IA Rpt c. Annual IA Rpt d. Annual IA Rpt</p> | <p>12. Support 100% of EMD / DDR / CD Mission</p> <p>13. Increase Iowa jobs & Federal \$\$ Income. Maintain 10:1 Fed/State Capital Fund % & 36:1 Agreement. Maintain Force Structure</p> | |

18) CURRENT STATUS OF THE IOWA ARMY NATIONAL GUARD

a. Force Structure. The Iowa Army National Guard is currently authorized 7,644 soldiers.

b. Budget. The budget of the Iowa National Guard in FY 01 was \$192.7 Million Federal dollars and \$5.6 Million State dollars. The budget of the Emergency Management Division is XXX.

c. Demographics. Demographics in Iowa have maintained at a constant level over the past ten years. Prior to that period Iowa was on a study decline in population. Iowa has 2.9 Million citizens. The population has shifted during the past 25 years from western, southern and rural Iowa to the metro areas of Des Moines- Ames, Cedar Rapids-Iowa City- I 380 Corridor, Davenport-Quad Cities, Burlington- Muscatine area, Iowa Lakes Region-Spencer, Council Bluffs, and Sioux City. Iowa is tending toward a older population age average.

d. Armory Sites (Regionalization) & Air Bases. The Iowa Army National Guard is laid out in 56 Armories, 13 OMS Shops, three AASF’s and three Air Bases in 50 communities. The Army Guard maintains a total of 1,139,535 SF in all facilities. Currently the Army Guard is evaluating the marginal armory facilities that are in low demographic areas. Four armories have been closed in the recent past.

d. Partnerships The Iowa Army National Guard has established Partnerships with:

- NGB**
- FORSCOM** NMTC Operations
- TACOM** NMTC Operations
- USAR** Facilities Use and Maintenance Support
- State of Iowa** Partner with Cp Dodge Property, Funding, & Resources
- Missouri ARNG** Partner with Ordinance Training Battalion
- Minnesota** Partner with 34th Div issues
- Iowa EMD** Partner with EMD in servicing Iowans

f. Technology The Iowa Guard will Leverage technology to improve individual skill proficiency of soldiers and increase the collective training status of companies and battalions. We will use technology to leverage resources (intellectual and financial) of on-site activities to keep Iowa National Guard at forefront of technological and operational ready status. Through all technology we will retain the Guard as a community organization.

g. Relevance The Iowa Guard will work the force structure to retain and gain relevant units and organizations that will provide value to the State of Iowa and the U.S Army.

h. Leadership Developed by the Adjutant General of Iowa with input by the DAG Army, DAG Air and Director of the Emergency Management Division.

i. DA COMMAND PLAN FROM NATIONAL GUARD BUREAU FY02 thru FY06 : (Known)

Force Structure shown on the DA Command Plan

| <u>ORGANIZATION</u> | <u>ACTION NECESSARY</u> | <u>TIME FRAME</u> | <u>IMPACT</u> |
|--|----------------------------|-------------------|---------------|
| 34ID Units | Convert to Objective Force | 2015 – 2032 | Conversion |
| 1-113th CAV Sqdn | Field BFV’s to Sqdn | 2005 - 2007 | Modernize |
| 2133 POL Trans Co | Convert to new MTOE | 2004 - 2005 | Conversion |
| 1555 th Water Det (55 psnl) | Field ROPU’s | 2002-2005 | NET |

| | | | |
|--------------------------------------|--------------------------|-------------|----------------|
| 134 th Medical Co | Reorganize | 2003 | -40 |
| C/2-135 Convert to B/1-147 Avn | Reorganize | 2003 | -55 |
| 334 th Fwd Spt Bn | Reorganize to Light MTOE | 2004 | -100 |
| DASB 34 th ID | Activate in Iowa | 2004 | +91 |
| 135 th MPAD | Reorganize | 2004 | +10 Full MPAD |
| 3 Water Teams (16 psnl ea) | Activate | 2004-2005 | Activate (+48) |
| 767 th Engr Fire Fight TM | Reorganize | 2005 - 2007 | |
| 185 CSB | Inactivation | 2005-2006 | -59 (Delay) |
| MP Company | Activate | 2007-2011 | +180 |

(4) The following communities have been identified as being able to support a NG unit and may be programmed for a new armory two to five years after a unit is established after a proper market research and demographic study:

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The Chief of Staff of the Iowa Army National Guard will delegate Action Planning to the Directors and Special Staff. Follow up and tracking will occur at the monthly TAG Update briefing and individually with directors as appropriate.

- 1) Goal A- Fix readiness of UIC Units that are below the NGB Objective C Rating.
- 2) Goal B- Develop Objective plans for the field and contonement area training facilities on Cp Dodge.
- 3) Goal C- Improve Anti-Terrorism and Force Protection for the Iowa Army National Guard, State-Wide.
- 4) Goal D- Fix near term and long term Enlisted MOS Qualification to NGB Objectives.
- 5) Goal E- Increase officer education levels in OBC, OAC, CAS3, and CGSC to Objectives.
- 6) Goal F- Fill all MTOE LT positions in the Iowa ARNG in Two Years.
- 7) Goal G- Develop a Junior Officer/NCO Leader Program outside of NCOES w/ emphasis on Army Values.
- 8) Goal H- Improve Unit / Organizational Environmental Compliance
- 9) Goal I- Improve Safety and Risk Management Program.
- 10) Goal J- Increase Enlisted Strength and Recruiting Production to meet NGB Objective.
- 11) Goal K- Reduce Recruit Training pipeline losses to objective.
- 12) Goal L- Maintain a positive economic impact for Iowa by Nurturing DOD Opportunities.
- 13) Goal M- Increase Diversity of the ARNG Force to mirror the state demographic average in communities.
- 14) Goal N- Improve support and service to retirees and National Guard Dependents.
- 15) Goal O- Modernize and / or build readiness centers to meet Objective.
- 16) Goal Q- Increase available resources by consolidating facilities to improve support (Armories & Shops)
- 17) Goal R- Reduce Recruit First Term Losses to Objective and Pre-Shipper losses (Phase II OSUT)
- 18) Goal S- Improve Employer Support to the Guard and Reserve within the state of Iowa.

k. ACTION PLAN DEVELOPMENT AND DEPLOYMENT

Delegate. The Chief of Staff of the Iowa Army National Guard will delegate Action Planning to the Directors and Special Staff. This will be done at the weekly CSAR staff meetings and at the monthly CISC meeting which are held at the MUTA 4 drills. All delegations will be made to a individual action officer or directorate. This will take place at three levels:

- a) Level One. An overall strategic objective, or a part of it, is assigned to the element most capable of carrying it out.
- b) Level Two. Responsibility for strategic program action plans go to a functional directorate or team with a designated OIC.
- c) Level Three. Key objective and steps in an action plan becomes part of an action officer's personal performance objectives for OER or Technician review.

19. Current Status of the Iowa Air National Guard

a. The 132nd Fighter Wing (FW), Des Moines is modernizing their F-16 aircraft with a new engine, main computer, software updates, and data link systems. War fighting and self defense capabilities are greatly enhanced with the increase in thrust from the new engines, night employment capabilities, and laser and global positioning system (GPS) guided munitions. These upgrades not only make the 132nd FW aircraft equitable with the active Air Force F-16 weapon systems, but position the 132nd Fighter Wing as a primary Air National Guard Total Force contributor in the Expeditionary Aerospace Force.

b. The 133rd Test Squadron, Fort Dodge is in conversion from an Air Control Squadron to a Test Squadron and will conduct test and evaluation for air control systems. The new mission is an integral step in fielding new systems and technology that is critical to combat command and control. Air Force transformation is dependent upon new and innovative ways of conducting battle management and the 133rd Test Squadron is strategically positioned to lead the way in developing the battle management systems of the future.

c. The 185th Fighter Wing, Sioux City is entering conversion from the F-16 to KC-135 aircraft in which the unit will become the 185th Air Refueling Wing (ARW). This dramatic mission shift will ensure the unit's relevancy into the future and support the ever increasing air refueling demand placed upon current active duty and reserve forces. As contingency operations increase, this additional aerial refueling capability will be crucial in meeting the needs for both rapid response and global reach.

20. Current Status of the Iowa Emergency Management Division

The Iowa EMD is currently completing an assessment of the EMD and Home Land Defense requirements for the State of Iowa. The assessment will be completed in February 2003 with a Strategic Plan developed before the end of the FY.

(Insert EMD Strategic Plan Input)

21. Iowa National Guard SY/FY 2003 / 2004 Legislation Strategy

- a) Secure \$2,250,000 State funds for the Iowa National Guard Education Tuition Assistance Program
- b) Secure \$2,190,800 State funds for construction of the Boone Readiness Center Addition/Alteration
- c) Secure \$195,900 State funds for design of the Iowa City Complex
- d) Secure \$1,434,900 State funds for design and construction of the Fort Dodge Readiness Center Addition/Alteration
- e) Secure \$1,388,400 Federal funds for UMI construction of the Waterloo Readiness Center Addition (if not provided in FY 03)
- f) Secure Federal authorization and appropriation to construct Camp Dodge Company Grade BOQ
- g) Secure Federal authorization and appropriation to design and construct the Iowa City Complex
- h) Secure Federal authorization and appropriation to design and construct the Waterloo AASF Addition/Alteration (Transformation)
- i) Secure Federal authorization and appropriation to design and construct the Fort Dodge Readiness Center Addition/Alteration as a UMI project

**ANNEX A Army National Guard FY 03 (MILCON , UMI, RPOM) PRIORITY LISTING
MILCON (PRIORITY LISTING) as of 03 DECEMBER 2002**

| <i>LOCATION</i> | <i>1390 done</i> | <i>PROJECT</i> | <i>PROGRAMMED YEAR</i> | <i>FEDERAL \$</i> | <i>STATE \$</i> |
|-----------------|----------------------|--------------------------------------|----------------------------|-------------------|-----------------|
| Camp Dodge | Y | *** BOQ, Company Grade | FY 04A | 3,485,000 | - 0 - |
| Iowa City | Y | New Readiness Center (Replacement) | FY 04A | 6,286,500 | 2,176,600 |
| Iowa City | Y | New OMS (Replacement) | FY 04A | 2,459,000 | - 0 - |
| Waterloo AASF | Y | AASF Add/Alt (Aviation Trans.) | FY 04A | 6,029,000 | - 0 - |
| Burlington | Y | New Readiness Center (Replacement) | FY 05A | 5,028,200 | - 0 - |
| Burlington | N | New OMS (Replacement) | FY 05A | 1,433,000 | - 0 - |
| Dubuque | N | *Readiness Center Addition | FY 05A | 2,874,200 | 958,100 |
| Boone | Y | AASF Add/Alt (Aviation Trans.) | FY 05A | 5,314,000 | - 0 - |
| Camp Dodge | N | New Readiness Center | FY 06A | 15,000,000 | - 0 - |
| Muscatine | N | New Readiness Center (Replacement) | FY 06A | 3,137,600 | 1,045,900 |
| Oelwein | N | Readiness Center Addition/Alteration | FY 06A | 2,257,800 | 752,600 |
| Cedar Rapids | N | *New Readiness Center (Replacement) | FY 07A | 7,202,400 | 2,400,800 |
| Cedar Rapids | Y | *New OMS (Replacement) | FY 07A | 3,505,500 | - 0 - |
| Waterloo | N | Aviation Armory Add/Alt | FY 07A | 3,278,000 | 1,192,700 |
| Davenport | N | *New Readiness Center(Replacement) | FY 07A | 5,952,800 | 1,984,300 |
| Davenport | N | *New OMS (Replacement) | FY 07A | 3,107,200 | - 0 - |
| Camp Dodge | N | New RTI Complex | FY 08A | 17,500,000 | - 0 - |
| Newton | N | New Readiness Center (Replacement) | FY 08A | 2,958,300 | 986,100 |
| Audubon | N | Readiness Center Addition/Alteration | FY 09A | 1,892,000 | 630,700 |
| Keokuk | N | Readiness Center Addition/Alteration | FY 09A | 1,338,600 | 446,200 |
| Camp Dodge | Y | ** CSMS Addition | FY 10A | 7,435,000 | - 0 - |
| Camp Dodge | Y | *** Consolidated Dining Facility | FY 10A | 2,013,000 | - 0 - |
| Sioux City | N | Readiness Center Addition/Alteration | FY 11A | 3,115,700 | 1,038,600 |
| Ames | N | New Readiness Center | FY 12A | 4,500,000 | 1,500,000 |
| Eagle Grove | N | New Readiness Center (Replacement) | FY 12A | 3,150,400 | 1,050,100 |
| Camp Dodge | Y | *** TMC/MEPS | FY 13A | 6,410,000 | - 0 - |

* RPD complete

** Project currently approved and under design

*** Design complete

UMI (PRIORITY LISTING)

as of 03 DECEMBER 2002

| <i>LOCATION</i> | <i>PROJECT</i> | <i>PROGRAMMED YEAR</i> | <i>FEDERAL \$</i> | <i>STATE \$</i> |
|-----------------|--|----------------------------|-------------------|-----------------|
| Fort Dodge | * Readiness Center Addition | FY 04A | 2,126,200 | 708,700 |
| Clinton | * Readiness Center Addition/Alteration | FY 05A | 1,487,800 | 495,900 |
| Chariton | Readiness Center Addition/Alteration | FY 06A | 2,112,700 | 704,200 |
| Knoxville | Readiness Center Addition/Alteration | FY 07A | 1,729,700 | 576,600 |
| Red Oak | Readiness Center Addition/Alteration | FY 08A | 1,431,700 | 477,200 |
| Washington | Readiness Center Addition/Alteration | FY 09A | 1,006,400 | 335,500 |
| Camp Dodge | Construct Bde HQ Building | FY 10A | 755,000 | --- |

* RPDP complete

RPOM MINOR CONSTRUCTION (PRIORITY LISTING)**as of 03 DECEMBER 2002**

| <i>LOCATION</i> | <i>PROJECT</i> | <i>PROGRAMMED YEAR</i> | <i>FEDERAL \$</i> | <i>STATE \$</i> |
|------------------------|--------------------------|-----------------------------------|--------------------------|------------------------|
| Le Mars | Readiness Center Add/Alt | FY 03 | 750,000 | 250,000 |
| Dubuque | Readiness Center Add/Alt | FY 03 | 750,000 | 250,000 |
| Storm Lake | Readiness Center Add/Alt | FY 03 | 750,000 | 250,000 |
| Spencer | Readiness Center Add/Alt | FY 04 | 750,000 | 250,000 |
| Ottumwa | Readiness Center Add/Alt | FY 04 | 750,000 | 250,000 |
| Perry | Readiness Center Add/Alt | FY 05 | 750,000 | 250,000 |
| Knoxville | Readiness Center Add/Alt | FY 05 | 750,000 | 250,000 |
| Mount Pleasant | Readiness Center Add/Alt | FY 06 | 750,000 | 250,000 |
| Iowa Falls | Readiness Center Add/Alt | FY 06 | 750,000 | 250,000 |
| Hampton | Readiness Center Add/Alt | FY 07 | 750,000 | 250,000 |
| Jefferson | Readiness Center Add/Alt | FY 07 | 750,000 | 250,000 |
| Davenport AASF | Readiness Center Add/Alt | FY 07 | 750,000 | 250,000 |
| Glenwood | Readiness Center Add/Alt | FY 08 | 750,000 | 250,000 |
| Charles City | Readiness Center Add/Alt | FY 08 | 750,000 | 250,000 |

Iowa Department of Public Defense

Strategic Plan

2002 - 2022