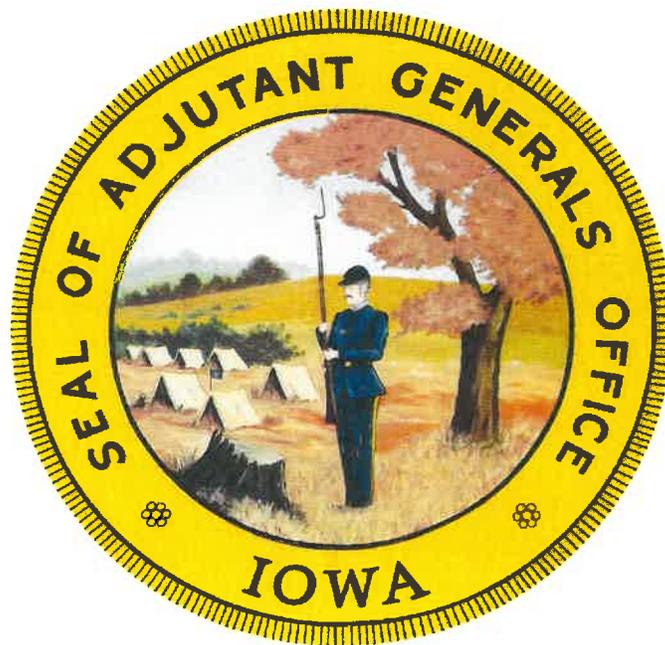


Iowa Department of Public Defense

# Performance Report



Performance Results  
Achieved for Fiscal Year 2016

Major General Timothy E. Orr,  
THE ADJUTANT GENERAL

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## Introduction

I am pleased to present the Iowa Department of Public Defense Performance Report for Fiscal Year 2016 (October 1, 2015 – September 30, 2016). This report contains information about the services provided to our country and the State of Iowa during this fiscal year by our Citizen-Soldiers.

During this past decade, the Iowa National Guard has been fully engaged in the Overseas Contingency Operations. Large percentages of our Citizen-Soldiers served on federal active duty supporting worldwide contingency operations since 9/11 and have served in the Sanai Peninsula, Kuwait, Iraq, and Afghanistan. Our Iowa Soldiers and Airmen have served with distinction in every role and mission they have been assigned. We can be very proud of their service. Our mobilized units were prepared and ready and are now conducting operations in support of Operation Enduring Freedom and Operation Freedom Sentinel. Our ability to deploy our Soldiers and Airmen are the result of the achievement of our established services, products, and activities.

The operational tempo of the Iowa National Guard continues at a high level though our focus now is on strength maintenance, training individual members and combat-ready units, and maintaining our equipment in a ready condition. As of 30 September 2016, we had two Iowa National Guard units on federal duty: Company B 2/211 Aviation conducting operations in support of Operation Freedom Sentinel and 185<sup>th</sup> Combat Sustainment Support Battalion conducting operations in support of Operation Enduring Freedom. We continue to prepare and mobilize units for worldwide contingency operations.

The Iowa National Guard began 2016 100% of authorized strength and continues to rank high nationally in strength maintenance and readiness. Strength maintenance is our number one priority. Our ability to recruit, retain, and maintain high-quality men and women in our units continued to be paramount in our ability to deploy combat-ready units for worldwide contingency operations. The retention rate of Iowa Guardsmen continues to rank among the highest in the country.

Strength relates directly to readiness which has been the key to our success in all areas of the command. Our Nation relies heavily on our Citizen-Soldiers to support worldwide military operations. Strength maintenance is the key to our ability to meet our mobilization obligations with trained Soldiers and Airmen. We remain mindful of effects of mobilizations on our families and employers, and we place considerable attention and resources into strengthening these programs.

We ordered a number Iowa National Guardsmen to state active duty for disaster operations during this past year for a total of 540 man-days. Our Citizen-Soldiers can be counted on to help our fellow citizens in time of need – “Warrior Ready”. I continue to be quite proud of the men and women of the Iowa National Guard, and with the professional manner in which they have accomplished our federal and state missions. Our Soldiers and Airmen are the epitome of excellence that is portrayed in this 2016

performance report. All Iowans can take great pride in their accomplishments and continual pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Timothy E. Orr". The signature is written in a cursive style with a long horizontal line extending from the start of the word "Timothy".

Timothy E. Orr  
Major General, Iowa National Guard  
The Adjutant General/Director, Iowa  
Department of Public Defense

## Department Overview

### *Vision*

To be an Organization of Excellence, Dedicated to Providing a Mission-Ready, Full-Spectrum, Joint-Capable Force Serving our Nation, State, and Community.

### *Mission*

The Iowa National Guard Trains, Mobilizes, Deploys, Sustains and Reconstitutes Units; Providing Ready Forces in Defense of our Nation, State, and Community.

### *Values*

*Iowa National Guard Values mirror the “The Army and Air Force 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**

Bear true faith and allegiance to the U.S. constitution, the Army, the Air Force, and other Soldiers and Airmen. Be loyal to the nation and its heritage.

### **Duty**

Fulfill your obligations. Accept responsibility for your own actions and those entrusted to your care. Find opportunities to improve oneself for the good of the group.

### **Respect**

Treat people as they should be treated. Treat others with dignity and respect while expecting others to do the same.

### **Selfless Service**

Put the welfare of the nation, the Army, the Air Force, and your subordinates before your own. Selfless service leads to organizational teamwork and encompasses discipline, self-control and faith in the system.

### **Honor**

Live up to all the Army and Air Force values.

### **Integrity**

Do what is right, legally and morally. Be willing to do what is right even when no one is looking. It is our "moral compass", an inner voice.

### **Personal Courage**

The ability to face fear, danger, or adversity, both physical and moral courage.

### **Readiness**

Insure that our units and members are trained and equipped to perform their assigned missions.

## *Iowa National Guard Principles of Command*

Our 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.

- Embrace the Army and Air Force Values.
- Excellence – Striving to be excellent in all we do, always.
- We are a team first. Be known as team players. It is about “we, not me” that counts.
- Soldiers and Airmen are our credentials; treat them with dignity and respect.
- Integrity is measured by what you do when no one is watching you – don’t compromise.
- “Do the right thing”; “Do the work”.
- Teach, coach, and mentor at all echelons.
- Teach our people how to think; great leaders are great teachers.
- Your mark on your profession is a quality of junior leaders who follow you – junior leaders are our legacy.
- Foster and display Warrior Ethos.
- Don’t rationalize failure – “Can Do”.
- Measure and mitigate risk; don’t gamble with safety.
- Bad news doesn’t get better with age.
- We must allow mistakes to teach and learn – we must never allow failure.
- Train for the away game; sustain and improve the home game.
- Cross-pollination of Soldiers/Airmen and leaders between commands is a great thing.

- Get out with Soldiers/Airmen; they appreciate it and you benefit by their response.
- Remember, those who “do” and those who “have done” must tolerate those who are about to “be”.
- Maintain a balance of life – mind, body, and soul.
- Have a winning attitude – it’s infectious.
- Keep your sense of humor; have fun.

*Mission focused – Warrior Ready!*

*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 missions 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, as supported by our Family Readiness and Employer Support of the Guard and Reserves programs.
- Educated, drug-free, 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 Counterdrug programs, including coalition development, criminal analyst support, and training for law enforcement and prevention and treatment professionals which significantly impacts Iowa’s quality of life environment.

- The National Sustainment Training Center is a U.S. Army “schoolhouse” located at Camp Dodge and is an integral element in the Army’s combat support and combat service support maintenance training program.
- The Iowa Ordnance Training Center is the premier Army “schoolhouse” for individual Soldier maintenance training nationwide within the military’s Regional Training Site Maintenance (RTSM) structure.
- The 185<sup>th</sup> Regional Training Institute leadership programs produce leaders for the Iowa National Guard and United States Army Reserve units.
- Readiness centers and armories, facilities, ranges, and training areas to train Iowa National Guard members, as well as local and regional law enforcement officers, 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, combat readiness and emergency response operations.
- 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 8,601-member organization 6,828 (Army National Guard), 1,773 (Air National Guard) 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 weaknesses, and barriers to success. External assessments involve areas of opportunity and potential threats. As a learning organization, this information is used continually throughout the year to adjust operations for optimum performance.

The Iowa National Guard Strategic Plan is dated 22 APR 15. It is comprised of the Iowa Army National Guard’s Strategic Objectives and Strategic Interests. This strategic plan is supported by a day to day operational campaign plan, which is nested within the objectives of the strategic plan in order to ensure day to day efforts support the strategic plan. Both documents are under examination and revision by the Iowa Army National Guard to identify efficiencies gained, as well as inefficiencies to be eliminated. As a part of the continuous improvement process, the revision will include periodic assessments relative to each plan. Progress toward the strategic plan objectives will be evaluated on an annual basis, while progress toward the operational campaign plan will be assessed on a quarterly basis. As the Iowa National Guard continually assesses and revises these documents, the organization will ultimately begin using Baldrige Criteria to evaluate our strategic planning process.

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 operate 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 – Local governments and law enforcement agencies, schools, and emergency services agencies.
- 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, 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, and 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> predicated the infrastructure and related funds. The majority of our budget activity supports manpower and salaries in our fulltime force 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 2015 Iowa program was funded at \$5,100,000. The State appropriated only 2,100,000 for 2016 but allowed a carryover from previous year with the resulting total of appropriations and carry over totaling 4,600,000 for FY16-. This provided approximately 100% educational assistance to qualified Iowa National Guardsmen and women based on state regent's institution tuition costs. 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 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.

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 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:

- 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. 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 served or is serving on federal active duty in support of the overseas contingency operations. Some units have been ordered to active duty two or three times during this timeframe. 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.

During this same timeframe, every unit of the Iowa National Guard has undergone significant transformations to keep them relevant to the Army and Air Force's force structure requirements. Some units have been totally reorganized and provided new missions. Others have received new equipment that has caused major manpower changes, equipment support requirements, and needs for new construction and modifications to meet the new mission requirements. This has occurred in both the Army and Air National Guard.

Our overall target for our units to meet federal mission accomplishment requirements is 65%. Iowa continues to exceed all readiness standards established by the Department of the Army. Included in this evaluation are unit strength, individual Soldier training, equipment on hand, equipment readiness, and unit training. The Iowa National Guard status is based primarily on the availability of authorized and ready equipment in our units. The ability of our units to attain this level highlights the professionalism and determination of our team to continually improve.

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% and we closed FY 2016 at 95%. The State's goal for equipment readiness is 90% and we closed FY 2016 at 94%. 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.

- Maintain authorized officer and enlisted Soldier and Airmen strength.

Personnel strength in the Iowa Army and Air National Guard has remained over or near 100% of authorized strength throughout the mobilizations to support the overseas contingency operations. Our actual performance during this year was right at 100%. This figure is the percentage of fill against the authorized positions in the federal tables of organization and equipment that our units and organizations are organized under.

We had 85% qualified and trained personnel with available senior grade leadership. This number is an increase from 79% in 2015 and excludes the Soldiers waiting or at initial entry training. We are extremely proud of being able to maintain strength while units were being tested in combat. Our retention of our Citizen-Soldiers has remained high and has been an important factor in our ability to rank high in the nation. However, we have experienced turnover in our units as Soldiers and Airmen transition and new leaders are identified and assigned to new positions of responsibility.

- Maintain units within the five-year Army Force Generation (ARFORGEN) training cycle 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.

As of 30 September 2016, two IA ARNG units were mobilized. The 185<sup>th</sup> CSSB conducting sustainment operations for Operation Enduring Freedom and B 2/211 Aviation conducting rotary wing support operations in support of Operation Freedom Sentinel.

- Maintain units within the five-year Army Force Generation (ARFORGEN) training 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.
- The predominance of IA ARNG units, 82%, are meeting the readiness levels established by the Department of the Army
- Maintain active unit participation and support of the national and local Employers support of the Guard and Reserve (ESGR) program.

75% of our units actively support the ESGR program.

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

100% of our mobilized members receive pre- and post- mobilization briefings and assistance as required.

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

While a number of our formally-deployed Soldiers and Airmen are having difficulties finding employment, the majority has been reintegrated to a job or schooling upon final release from active duty. Our staff works diligently with them through our Employer Support to the Guard and Reserve network to help these Guardsman find meaningful employment. Some members are retained, for a period, on federal active duty because of medical reasons and others do not return to home station with mobilized units due to additional follow-on mobilization requirements. We are working hard to help all of them become reintegrated into the job market or pursue continuing education.

- 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 processing. Many of these items are annual requirements during member mobilization readiness reviews.

- Make available the Iowa National Guard Educational 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 educational assistance program. We provided assistance to 1,097 qualified service members of the Iowa Army and Air National Guard. Our average award per member was \$4,011. We had 13% utilization against our 10% performance target. Due to the nature of the NGEAP approval cycle, these data are based on the State of Iowa's fiscal year from 01 July 2015 through 30 June 2016.
- Provide staffing and facilities of the federal Midwest Counterdrug Training Center (MCTC) located at Camp Dodge Joint Maneuver Training Center (CDJMTC). This federally-funded facility is one of five training centers in the nation that provide federal, state, and local law enforcement officers, military, and substance abuse prevention professionals with the necessary education and tools required to reduce the distribution and use of illegal drugs in our communities. The Iowa National Guard

Counterdrug Program provides the leadership, administrative and logistical support staff, and facilities for this year-round operation. National Guardsmen and state of the art contractors compose the instructor staff. Courses are taught at CDJMTC and throughout the country through mobile training teams.

- Productivity and effectiveness of our continuing efforts are based on the numbers of courses MCTC provided and students who attended these courses throughout the year. In FY16, MCTC conducted 353 training events in 39 states. We trained 11,709 students from all 54 states and territories. These numbers are well in line with our cost-benefit benchmarking ratios proportional to MCTC's FY16 budget. Average annual target goal is 9,000 students, but is based on annual funding.
- Counterdrug and Civil Operations staff provide validated federal, state, and local requests for assistance and training. One Civil Operations instructor on the MCTC staff redesigned and implemented the National Guard Civil Operations Course, an Additional Skill Identifier/Special Experience Identifier producing course for Counterdrug Civil Operators that trained 60 students in FY16. This course provides the Counterdrug Program's strategic national direction and teaches Civil Operations missions for use in every state and territory. MCTC's Civil Operations instructor, in conjunction with the Iowa Department of Health, provided Substance Abuse Prevention Skills Training to 70 prevention specialists throughout Iowa. No other requests for Civil Operations support were filled in FY16 due to a lack of Civil Operations funding.
- Provide training periods at the Sustainment Training Center (STC) located at Camp Dodge. The STC is a federally-funded National Guard Bureau 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 as well as Marine Corps and civilians trained at this year-round, one-of-a-kind training center.

The National Guard Bureau and the Iowa National Guard provide the leadership, instructor staff, and administration/logistical support.

The center has a tremendously positive effect on the overall readiness of the Total Army's sustainment force capability and particularly so with the support that they have collectively provided to overseas contingency operations. Returning units are being scheduled back to the center to maintain and improve their readiness posture.

85% of the available unit training dates at the center were forecasted and scheduled during Fiscal Year 2016. Our target goal is 85%.

91% of the scheduled unit training dates that were utilized against our target goal of 75%. This percentage was impacted in prior years by units cancelling training due to federal active duty mobilizations, unit changes due to reorganization, or state National Guard, United States Army Reserve, and Active Army force structure changes. We anticipate continuing to exceed this goal in future years.

- 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 has become an extremely popular and well-visited destination for groups of all ages. Our staff is also requested to make outreach visits to a number of groups throughout the year. The museum's outreach special programs involved 1,000 persons in 2016.

Our goal of numbers of people physically visiting the museum and its displays is 19,000 annually. We had 20,015 visitors signed into our register this year.

- Station and provide adequate armories, facilities, ranges, and training areas for Iowa National Guard organizations and units, Soldiers, Airmen, and federal and state employees in order to improve/maintain unit readiness.

We are continually improving and upgrading facilities to insure 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.

In addition to our ongoing construction and modernization programs we demonstrated this function during recent years through restructuring of units, reassignment of facilities, and closing of armories at Cherokee (1980), Humboldt (1981), Webster City (1981), Ida Grove (1982), Des Moines (Red Horse Armory) (1983), Sioux Center (2000), Villisca (2000), Mapleton (2001), Atlantic (2001), Clarinda (2002), Glenwood (2003), Hampton (2004), Jefferson (2005), Chariton (2006) and Newton (2012), Eagle Grove (2013), Centerville Armory (2014), Red Oak Facilities Maintenance Shop (2013), and Davenport Facilities Maintenance Shop (2013). The Camp Dodge swimming pool was closed in 2003. In 2016 the Corning facility was closed.

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

Our target goal for the best utilization of facilities is 90%. In 2016, Fort Iowa (Camp Dodge and Out-State) Facility utilization rate was 100% (55 of 55) based on the number of facilities available; i.e., facilities closed or taken off-line for renovation, remodel, repair, etc. and used at least once for its intended purpose during the 2016 training period divided by the total number of training facilities.

- We endeavor to meet a 3:1 federal/state cooperative agreement funding ratio. This is based on a compilation of all of our federal/state cooperative agreements since the ratio of funding is dependent on the type of activity or facility that the cooperative agreements support. We met the applicable funding ratios for all of our agreements.
- We were in 100% compliance with the US Army Standardized Training Requirements that address unit stationing plans and the execution of our facilities master plan to upgrade Camp Dodge and outlying area facilities, training areas, and ranges.
- 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 man-day utilization of Camp Dodge. Our actual performance during 2016 was 387,790 making Camp Dodge the #1 busiest Tier III installation, and #3 busiest overall nationally in training throughput, surpassed by only Fort Indiantown Gap and Camp Atterbury. This throughput includes the Iowa National Guard members and other military units and organizations that train here as well as our fulltime force, staff and students of the Iowa Law Enforcement Academy, Counter Drug, and Mission Training Command - Dodge. 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. We have made tremendous progress in this area in recent years by the implementation of various computer-based programs and our continual improvement processes. We are focusing on 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 National Guard Bureau target goal for excess property on hand is .5%. We achieved that goal by leveraging emerging G-Army and Decision Support Tool technology, as well as a high degree of oversight resulting overall excess of .49% reported at the end of September, 2016.

- The proper and complete execution of our federal and state fiscal accounts is crucial to supporting our ongoing plans and programs and providing justification for continued funding.

Additionally, our ability to execute federal dollars increases our ability to attract end-of-the-year funds that are underutilized and returned to the National Guard Bureau by other states. Our Director of Installation Management continually has plans on the shelf for projects that can be executed in a very short time with the availability of end-of-year funding. Many of our programs have been funded in this manner.

Our target goal of funds execution and utilization is 99.5%. We exceeded that goal with a 99.86 execution rate for FY16.

- Reliable and operable technology and communications systems are vital to training units, maintaining readiness, conducting operations and normal day-to-day functions. The Iowa National Guard has been a forerunner in this area since the very beginning of automated information systems in the military. The Iowa National Guard was the first state in the union to receive federally-funded automation equipment and for many years we continued to receive new and upgraded models as we continued to be the test bed for many programs and applications. We continue to be a leader in this area.

Our target goal for the network services availability to our unit/employee users during the year is 99%. We achieved 99.99%.

- Our units are formally evaluated in five areas concerning unit readiness each quarter. These areas have been dealt with earlier in this report. However, we chose to highlight the Unit Status Reports because they are an evaluation of our units that directly relates to the mobilization and deployment of our units by the Department of Defense. Each of our units is evaluated quarterly in the areas of personnel on hand, personnel qualification, equipment on hand, equipment readiness, and training.

The criteria and standards of this evaluation are very exact. The location of the units in the five-year training cycle is crucial to the evaluation for obvious reasons. The percentages are heavily impacted by federal mobilizations and the units' recovery. Returning units may experience personnel turbulence including turnover, retraining requirements, and senior leader education and progression. Essential equipment may not be available because it was retained by DOD in the combat theater or is unsatisfactory due the maintenance requirements for training. The Iowa National Guard continues to be affected by all of these as has been previously explained in this report.

We make improvements daily in our readiness and our demonstrated and evaluated ability to perform our mission.

Our target goal for percentage of units that meet quarterly readiness standards is 65%. This is an ambitious goal considering the high number of units and personnel that have been deployed in recent years. Our units continue to meet quarterly readiness standards greatly surpassing our goal with 82% of units meeting readiness standards in FY16. We are proud that we have been able to maintain this level of readiness despite the turbulence caused by the multiple on-going mobilizations and deployments, and challenges associated with reset as well as reorganization of some Iowa units.

- 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.

Our target goal of the amount of federal funding to support these programs for FY16 was \$6M. We received a total of \$5.12M in FY16. (\$4.41M in FY12, \$4.84M in FY13, \$2.26M in FY14, \$2.21M in FY15). We endeavor to increase our ability to hire and employ Guardsmen to work with our government partners, coalitions, law enforcement and other stakeholders, in addition to providing the best training available to our students throughout the country.

- 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 principle user, the principle function, and the availability of federal or state funding, determine when the project rises in priority for completion.

Some of our projects are 100% federally funded and others are a combination of federal and state funds. 75% federal/25% state is common.

- 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 2012, we received a mere \$353,376 in federal military construction funding. In 2013, we received \$2,529,415.30 for federal military construction funding. In 2014, we received no federal military construction funding. In 2015 we received

no federal military construction funding. In 2016, NGIA received \$1,826,036 to construct a new bay in the Field Maintenance Camp Dodge facility.

The \$2,230,000 project, consisting of equal parts of Federal and State funds, renovated the Clinton Readiness Center included a 4,800 sf of additional multi-purpose space and renovation to major parts of the facility. The project also consisted of a Recruiter office, Family Support office, a new ICN Classroom, a new supply and storage areas, a new arms vault, and a newly remodeled full-furnished kitchen. All existing square footage was upgraded to new finishes and current energy efficient heating, air-conditioning and ventilation, as well as new lighting, and new windows. All parking areas were paved and exterior landscape and drainage was greatly improved. Construction on the project began in the Fall of 2014 and substantial completion was in July of 2015. The Clinton Readiness Center was originally constructed in 1989 on 13 acres of land, consisting of 25,020sf, and at a cost of \$1,376,722.

The \$4,200,000 project, consisting of 75% Federal funds and 25% State Funds, renovated the Camp Dodge Maintenance Armory (known as the S-60 Readiness Center) included work to renovate approximately 86,400 square feet of an existing building in four (4) phases to include: expansion of restroom/shower facilities; new office areas; new classroom areas; replacement of room finishes throughout the building; replacement of mechanical systems; upgrading electrical and technology systems; modifying the plumbing systems; selective demolition; new wall partitions; new doors; new energy efficient lighting systems; a new roof, and all associated work to complete the project. Construction began in the Fall of 2014 and substantial completion was November of 2015. The Camp Dodge Maintenance Armory was originally constructed in 1997, consisting of 86,400 sf, and at a cost of \$5,030,146.

The \$3,200,000 project, funded with 100% Federal funds, renovated the Camp Dodge Combined Support Maintenance Shop (CSMS) includes work to renovate all of the existing 44,850 square foot building in four (4) phases to include: demolition and installation of a new roof and downspouts; replacing exterior doors, frames, and windows; replacing sectional doors; caulking and painting exterior of building; demolition of masonry and concrete slabs; and mechanical, electrical, plumbing, telecommunications, and civil work. Construction began in November of 2014 and was completed in 2016. The Camp Dodge CSMS was originally built in 1990 at a cost of \$2,491,735.

- Approximately 97% of the Iowa National Guard's total annual funding is received from the federal government. Our target funding ratio of federal/state funding is 30:1. Our actual performance for 2016 was 32:1.

We received \$348,276,849 of federal funding in 2016. In State Fiscal Year 2016, the Iowa Legislature appropriated \$6,554,478 in general funds for operations,

salary and maintenance, \$344,644 for State Active Duty, and an additional \$4,250,000 in Rebuild Iowa Infrastructure Funds for a total of \$11,210, 624.

At the same time, we are able to attract considerable reimbursed federal dollars that support various military support functions, i.e., base security, and the various military contractors that have come to Iowa and Camp Dodge to base their operations and employ Iowans.

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 our state's economy.

The pay and allowances and 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." They have answered the call over and over. In return, they receive pay and allowances and various assistance programs that encourage them to remain in Iowa after they complete their educations to raise families, purchase homes, and support and contribute to their local communities.

## DEPARTMENT CONTACT

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