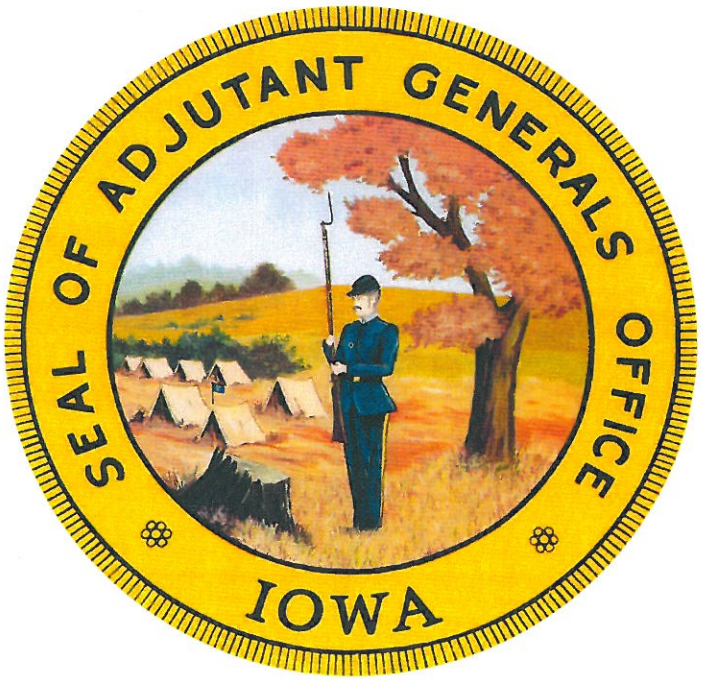
Iowa Department of Public Defense

Performance Report



Performance Results
Achieved for Fiscal Year 2013

Major General Timothy E. Orr,
THE ADJUTANT GENERAL

Table of Contents

Section	Page
INTRODUCTION	3
DEPARTMENT OVERVIEW	
Vision	4
Mission	4
Values	4
Principles of Command	5
Major Services and Products	6
STRATEGIC PLAN RESULTS	8
AGENCY CONTACT	20

Introduction

I am pleased to present the Iowa Department of Public Defense Performance Report for Fiscal Year 2013 (October 1, 2012 – September 30, 2013). 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 Global War on Terrorism. Large percentages of our citizen-soldiers served on federal active duty supporting these worldwide contingency operations since 9/11 and have served in 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 combat operations in Afghanistan. Our ability to deploy our soldiers and airmen are the result of the achievement of our established services, products, and activities.

The operations 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. Today, we have the fewest number of service members on active duty since 9/11 / 2001. As of 30 September 2013, we had only 1 Iowa National Guard unit on federal duty, the 833rd Engineer Company, which was deployed to Afghanistan. As of 30 November 2013, ALL units of the Iowa National Guard are Stateside – for the first time in over a dozen years. We continue to prepare and mobilize units for worldwide contingency operations.

The Iowa National Guard began 2013 over 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 continue 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 only a few Iowa National Guardsmen to state active duty for disaster operations during this past year. 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 that they have accomplished our federal and state missions to meet our performance objectives. Our Soldiers and Airmen are the epitome of excellence that is portrayed in this 2013 performance report. All Iowans can take great pride in their accomplishments and continual striving for excellence.

Sincerely,

Timothy E. Orr
Major General, Iowa National Guard
The Adjutant General

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, and enhanced by our family readiness and Employer Support of the Guard and Reserves programs and the processing of our members and families.

- 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 significantly impacts Iowa's quality of life environment.

- The National Sustainment Training Center is a US 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 Regiment is the subject matter expert (SME) for Regional Training Site Maintenance (RTSM) training nationwide and is the US Army "schoolhouse" for individual soldier maintenance training.

- The 185th 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.

- Readiness centers and 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 9,094-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 weaknesses, and barriers to success. External assessments involve areas of opportunity and potential threats. This information is used continually 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 and modify the campaign plan.

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 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, 1st United States Army, NORTHCOM, 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 the September 30th predicates 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 2013 Iowa program was funded at $4,800,233. It provided approximately 90% 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 out year budgets, organizational structure, and our ability to perform our missions. The increased budgets derived from our ability to maintain our unit strength enhances our training program activities resulting in a better-trained and more capable force. It dramatically increases the investment that we are able to make in our soldiers and airmen. Additional training opportunities enhance their self worth and abilities. Our Iowa Guardsmen are using their military training education to perform their assignments, improve and progress in their civilian endeavors, and to make Iowa a better place to live and work. A well-resourced full strength organization is a "combat multiplier" for Iowa's economy and quality of life.

Consequently, well-trained units, Soldiers, and Airmen require much less time to respond to national emergencies and state disasters. The Iowa National Guard 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 ***Strength Maintenance*** objectives. 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 served or is serving on federal active duty in support of the global war on terrorism. 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 meet minimum mobilization standards at all Army Force Generation (ARFORGEN) levels; however, Department of the

Army, Department of Air Force, and National Guard Bureau have directed all Components to discontinue providing readiness level statuses outside the classified arena. 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.

While we have done a very good job of maintaining overall strength in our units, the categories of equipment on hand (EOH) and equipment readiness (ER) have suffered from the continual mobilizations and use of the equipment. Our goal for equipment-on-hand is 90%. We closed the year at 92%. The major factor affecting this performance is that our units are now receiving equipment from the Department of Army to fill their equipment shortages. Many of our units that have had equipment shortfalls have been provided the prescribed equipment required by their transformation mission statements and supporting documents.

Ironically, we surpassed our 80% equipment readiness goal with an actual performance of 94%. This is a testimony to the abilities of our members and maintenance and logistics sections to maintain and ready our equipment to mission accomplishment.

We are continuing to focus considerable energy towards resetting our units that have returned from Overseas Contingency Operations and outfitting them with mission-capable equipment so they may achieve minimum readiness goals as well as receiving the required equipment for our transformed units. This will occur as the equipment is made available through the Departments of the Army and Air Force and the National Guard Bureau.

- 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 throughout the mobilizations to support the overseas contingency operations. Our actual performance during this year was over 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 89% qualified and trained personnel with available senior grade leadership. This number excludes the soldiers waiting or at initial entry training. 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 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 available for or are serving on federal active duty. 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 available for state active duty.

  Iowa continues to surpass its goals of units being able to perform ALL federal missions and State Active Duty; however, Department of the Army, Department of Air Force, and National Guard Bureau have directed all Components to discontinue providing readiness level statuses outside the classified arena.

- 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.

  We achieved our 50%. Lower percentages are better because the bulk of our units are in the higher level "ready" category.

- Transition units from active duty and reset their organization and capabilities within the five-year training cycle. These units have limited capability for state active duty.

  We continue to by far exceed target goal of 17% of units from active duty and reset organization and capabilities within a five year training cycle; however, Department of the Army, Department of Air Force, and National Guard Bureau have directed all Components to discontinue providing readiness level statuses outside the classified arena.

- Maintain unit mobilization station arrival date criteria as established by higher federal mobilization headquarters.

  100% of our units that have been mobilized have met or exceeded mobilization criteria upon arrival at their mobilization stations.

- 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.

  We achieved our 95% target goal. However, a large number of our formally-deployed soldiers and airmen are having difficulties finding employment while the majority has been reintegrated to a job or schooling upon final release from active duty. Our staff is working 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 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 1,167 qualified soldiers and airmen during 2013. Our average award per member was $5,042. We had 12.8% utilization against our 10% performance target.

- Provide staffing and facilities of the federal Midwest Counterdrug Training Center located at Camp Dodge. This federally-funded facility is one of five in the nation that provide federal, state, and local law enforcement officers with the necessary education and "tools" that they required to deal with illegal drugs in our communities across the nation. The Iowa National Guard provides the leadership, administrative and logistical support staff, and facilities for this year-round operation. Law enforcement agencies provide the instructor staff. Courses are taught at Camp Dodge and throughout the Midwest region through Mobile Training Teams.

- Productivity and effectiveness of our efforts is based on the number of students that attend the school's course throughout the year. The Center trained 11,183 students during 2013. One indicator of our efficiency and effectiveness is the number of students trained by the Midwest Counterdrug Training Center (MCTC) each year, based directly on the budget received. In Fiscal Year 2013, MCTC trained over 11,000 students, well in line with our cost-benefit benchmarking ratios.

- The Iowa Counterdrug Taskforce completed the shift of one of its missions, Drug Demand Reduction, to Civil Operations in FY 2013. As a result, support of youth programs has significantly diminished and efforts have transitioned to support of community coalitions.

Currently the Iowa Counterdrug Taskforce has 2 Soldiers dedicated to the Civil Operations mission, both of which are working in support of the Iowa Department of Public Health's Bureau of Substance Abuse. This combined effort strengthens the efforts of community coalitions across Iowa by providing additional resources, direct coaching support, and technical assistance to coalition staff and members. During FY13, the Iowa Counterdrug Task Force was able to put one additional Airman on orders to support The Governor's Office of Drug Control Policy temporarily to help create a system for emerging drug trend notification that currently informs over 5,000 Iowans about emerging drug-abuse related issues in Iowa. One Soldier was also brought on orders to support IDPH to gather data and map substance abuse prevention efforts across Iowa. Both of these projects help increase communication amongst prevention agencies at the state, county, and local level.

- Provide Counterdrug and Drug Demand Reduction staff to provide validated federal/state/local requests for assistance and training.

  62% of the validated requests received were supported and completed by our Civil Operations Soldiers working in conjunction with the Iowa Department of Public Health.

- Provide training periods at the National Sustainment Training Center (NSTC) located at Camp Dodge. The NSTC is a federally-funded National Guard Bureau training center that provides a collective training environment for Army, National Guard, and Army Reserve maintenance units and better prepares them to perform their assigned federal missions. Units from all three Army components as well as Marine Corps and civilians training 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 maintenance 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 2013. Our target goal is 85%.

  75% of the scheduled unit training dates that was utilized against our target goal of 75%. This percentage has been affected in prior years by units cancelling due to federal active duty mobilizations and transformation of units within the various state National Guard, United States Army Reserve, and Active Army force structures. We anticipate exceeding the goal in future years.

- The Iowa Gold Star Military Museum located at Camp Dodge collects, preserves, and portrays Iowa' 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 2,199 persons this year (2013) with a goal of 2,000.

Our goal of numbers of people physically visiting the museum and its displays is 5,000 annually. We had 20,319 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 to "ready" condition.

  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 soldiers and airmen and women. This on-going process is greatly affected by the transition of units that are transforming 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), Red Oak Facilities Maintenance Shop (2013), and Davenport Facilities Maintenance Shop (2013). The Camp Dodge swimming pool was closed in 2003.

  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 2013, Fort Iowa (Camp Dodge and Out-State) Facility utilization rate for 2013 was 91% (52 of 57) 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 2013 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 is a very important determinant of the size and manning of the fulltime support force that operates and maintains the camp. It also directly relates to the funding that is received for upgrades and modernization projects.

  Our target goal is 350,000 man-day of utilization of the camp. Our actual performance during 2013 was 363,800 individuals. This is an decrease of over 8,000 individuals over the previous year and 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, the Digital Training Development Center. This number fluctuates. This type 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%. This allows for changes in Tables of Organization and Equipment and the pipeline for processing and shipping removing the excess property from the various overage state accounts. Our actual performance was 1.25%. We will improve on this during the next Fiscal Year.

- 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 99.975%. We achieved that goal.

- 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 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 six-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 has been 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 Unit Status Report 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 unit status reports readiness standards; however, Department of the Army, Department of Air Force, and National Guard Bureau have directed all Components to discontinue providing readiness level statuses outside the classified arena. 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.

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

  Our target goal of amount of federal funding to support these programs was $8.0M. We received a total of $6.5M in FY2013. We endeavor to increase our ability to hire and employ coordinators to work with our government partners, coalitions, law enforcement and other stakeholders, in addition to providing the best training available to our students.

- The majority of funding for our facility construction/modernization program is received from the federal government. However state funding may be required to support a percentage of the work. Determining factors whether the building is located on federal

or state property, who the principle user is and what the principle function is, and the availability federal or state funding 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. 75% federal/25% state is common.

Facilities utilization target goal of 90% (the 63% reported in 2012 was for facility utilization on Camp Dodge): In 2013, Fort Iowa (Camp Dodge and Out-State) Facility utilization rate for 2013 was 91% (52 of 57) 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 2013 training period divided by the total number of training facilities.

- The federal 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 Military Construction.

- The $2.7M Council Bluffs Readiness Center (RC) renovation included the renovation of approximately 22,300 square feet of existing space and the conversion of approximately 12,000 square feet of adjoined Motor Vehicle Storage Building (MVSB) space to Readiness Center space. This work included all new electrical, mechanical and building finishes throughout the structure and upgrades to comply with Federal, State and local codes; upgrades to the latrines; approximately 345 square yards of concrete addition to military parking; upgrades to the fire suppression/protection system, telecommunication conduit, PA system, fire alarm system, security system, and approximately 334 linear feet of storm sewer; the relocation a 30-foot gate, relocation of 116 linear feet of fencing, 12 feet of new fencing, approximately 4,293 square feet of concrete and gravel for military parking, approximately 340 square feet of sidewalk, repair or replacement of flooring and replacement of the windows and HVAC.

- The $1.1M Council Bluffs Field Maintenance Shop (FMS) addition included all new electrical, mechanical and building finishes to comply with Federal, State and local codes, one standard maintenance bay with supporting infrastructure, an approximately 800-square foot storage area, a 7.5-ton bridge crane, approximately 12,000-square foot gravel addition to the FMS compound, and an approximately 5,000-square foot concrete road.

- The $2.35M Dubuque RC renovation included re-lamping the facility with energy efficient lighting, all new electrical, mechanical, hardware, doors, latrines, showers, kitchen, pantry, fitness room, building finishes throughout the structure and upgrades to comply with Federal, State and local codes. It included an addition to the existing heat pump system, approximately 1,500 linear feet of perimeter fencing, a 4-foot fence gate, a 30-foot fence gate, approximately 2,500 square yards of concrete driveway and approximately 570 square yards of relocated POV parking. This project will include expansion of two vaults (300 square feet each), minor landscaping, removal of trees and new military parking compound gate.

- The Camp Dodge JF Miller RC received an extensive remodel and energy efficiency improvements for $2.8M and included new high efficiency mechanical systems with controls, new electrical distribution panels, new fire alarm system, new windows, new doors, renovated kitchen and latrines/bathrooms, new ceiling, new acoustical treatment to drill floor ceiling, new display cases, concrete drive replacement, parking areas paved, exterior landscape and drainage improved, new data cabling, emergency generator connections, and upgraded storm water system. The facility upgrades were designed by Robert Ridgeway of Design Alliance, Inc., Waukee, Iowa and construction was completed by Woodruff Construction of Fort Dodge, Iowa in December of 2012. Miller Armory is currently home to the 334th Brigade Support Battalion of the 2nd Brigade Combat Team.

- The Washington RC was renovated for $1.9M and included design work, all new electrical, mechanical and building finishes throughout the structure, new fire detection system and upgrades to comply with Federal, State and local codes. It included a new generator transfer switch, 700 linear feet of new fencing, a 1000 square foot dumpster access drive, upgraded kitchen, repaired parking lot, new blast-proof windows, replaced boiler with roof-top unit and furnace, polished drill floor, sound attenuation, and more. Facility design work was completed by Sires Architects, Johnston, Iowa and construction was completed by Bi-State Contracting Inc., West Burlington, Iowa.

- Approximately 97% of the Iowa National Guard's total annual funding is received from the federal government. Our target funding ration of federal/state funding is 30:1. Our actual performance for 2013 was 33:1.

  We received $339.36M of federal funding and $10.37 State of Iowa funding in 2013. This is good for Iowa's economy. We demonstrate an economic impact of $2.44B on revenues when an economic impact multiplier of seven is applied.

  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 Division operations and full/partial salaries, 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 on our state's economy.

The pay and allowances and various bonuses, the Iowa National Guard Education Assistance Program, and the Military Service member Home Ownership 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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