

**Iowa Department
of
Public Defense**



State Annual Report

Fiscal Year 2024

Major General Stephen E. Osborn

The Adjutant General



IOWA NATIONAL GUARD HEADQUARTERS
Office of the Adjutant General

November 30, 2024

Governor Kim Reynolds
State of Iowa
State Capitol Building
Des Moines, Iowa 50319

Governor Reynolds:

I am pleased to submit the State Fiscal Year 2024 annual report for the Iowa Department of Public Defense, which summarizes our department's major activities and objectives. This report complies with Chapter 29A.12 of the Code of Iowa by providing a comprehensive record of our transactions and expenses during the state fiscal year, and further serves as a permanent historical reference.

"Always Ready" is our long-standing motto. We have a proud heritage based on readiness in all aspects, whether state or federal. Maintaining combat readiness in our units is our overarching priority. Our training and preparation allow us to answer the call domestically or abroad in an everchanging world.

While our mission is to protect the public and contribute to a strong national defense, the Iowa National Guard continues to significantly impact the economic prosperity of the state. We have a presence in 36 of Iowa's communities, both rural and urban. Our 9,000 citizen service members are leaders in their communities and invest in where they live and work.

Your strong and unwavering support, the support of the Iowa General Assembly, and the people of Iowa will continue to enable us to meet and exceed our goals to remain "Always Ready".

Respectfully,

A handwritten signature in black ink, reading "Stephen E. Osborn".

Stephen E. Osborn
Major General, Iowa National Guard
The Adjutant General

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Iowa Department of Public Defense

Performance Report

Achieved for State Fiscal Year 2024

The Iowa Department of Public Defense derives strategic and operational guidance from two key steering documents. The Iowa National Guard Strategic Plan 2030, dated October 1, 2023, and Campaign Plan VOLGA II, published April 15th, 2024. STRAPLAN 2030 describes the Organizational Mission, Vision, and Strategic Approach that will steer the organization through leadership transitions and changes in the environment. It incorporates the National Military Strategy, National Guard Vision, the Governor of Iowa’s strategic guidance, and the Adjutant General (TAG) of Iowa guidance. It identifies threats and competitors and codifies organizational strategic goals. The Iowa National Guard Strategic Plan 2030 is evaluated annually in a scan for reframing and refining strategic direction.

Iowa National Guard Mission—Our Purpose:

We will remain OPERATIONALLY RELEVANT and ALWAYS READY to deploy, operate, and succeed as part of the TOTAL JOINT FORCE at every mission-across multiple domains-in the homeland and abroad.

Iowa National Guard Vision—Our Future End State:

The Iowa National Guard (2030) is the MOST TRUSTED ORGANIZATION IN IOWA through our professionalism, character, INVESTMENT IN PEOPLE, and transparency. We are prepared to MOBILIZE, DEPLOY, AND WIN in all environments by ensuring our people are trained and cared for, resources are properly managed, and LEADERS ARE DEVELOPED. We are INTEGRATED WITH OUR COMMUNITIES through consistent communication and strong partnerships ensuring that the Iowa National Guard provides VALUE AND OPPORTUNITY for all Iowans. We are “Always Ready” – together strengthening the future of Iowa.

STRATPLAN 2030 nests organizational activities under four interrelated lines of effort (LOE) that are joint in nature as they incorporate both the Army and Air National Guard:

- 1) Lead and Care for People**
- 2) Readiness**
- 3) Modernization and Organizational Improvement**
- 4) Communication and Engagements**

Each of these interrelated LOEs is supported through more discreet functions represented in related task groups called Lines of Action (LOA). The LOAs are detailed within Campaign Plan VOLGA II through operational objectives to achieve in the near term. CAMPLAN VOLGA II delivers the actions and activities we will take as an organization to meet our strategic vision as a desired future state.

Enterprise level performance and progress is monitored through a formal cyclic assessment program that is briefed quarterly to The Adjutant General of Iowa and senior leaders. This assessment program is the feedback mechanism that drives continual improvement of business practices, prioritization of effort and resources, and deliberate care and development of our most valuable resource—our people. In turn, this ensures the Governor a ready and relevant response capability that can be trusted in every aspect.

The DPD Strategic Plans and Policy directorate coordinates and submits data to the Iowa Department of Management (DOM) annually based on key performance indicators found within CAMPLAN VOLGA II.

The Iowa Department of Public Defense has a wide array of key stakeholders. This is due to our three missions (federal, state, and community) and the wide span of commands and jurisdictions in which we operate. Our stakeholders include, but are not limited to:

- *External stakeholders* – War trace entities – War fighting combatant commanders, United States Forces Command (FORSCOM), and the NGB.
- *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.
- *DOD and Departments of the Army and Air Force entities* – TRADOC, Combat Training Centers, 1st 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, 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 majority of our budget activity supports manpower and salaries in our fulltime force and units.

CURRENT LEADERSHIP

Command Group	
MG Stephen E. Osborn	The Adjutant General
CSM Matthew T. Strasser	Command Senior Enlisted Leader
BG William F. McClintock	Deputy Adjutant General, Army
CSM Christopher Casey	State Command Sergeant Major, Army
Brig. Gen. Mark A. Muckey	Deputy Adjutant General, Air
CMSgt Sarah C. Orwig	State Command Chief Master Sergeant, Air
BG Derek L. Adams	Land Component Commander
CW5 Steven W. Stumbo	Command Chief Warrant Officer
COL Carl D. Whitman	Senior Advisor Army Guard

Joint Staff	
BG Mark G. Kappelmann	Director of the Joint Staff
SGM Joshua R. Lunning	Joint Operations Sergeant Major
COL Jason L. Wisheart	Chief of the Joint Staff
CMSgt Clinton J. Thomsen	Joint Staff Senior Enlisted Leader
LTC Jason R. Hornberg	J1 Personnel
LTC Nathan W. Schultz	J2 Intelligence
COL Rodney A. Chitty	J3 Operations
Lt. Col. Donald F. Pinter	J4 Logistics
COL Jason E. Knueven	J5 Strategy, Policy and Plans
Vacant	J6 Communications
Lt. Col. Bobby L. Riordan	J7 Training
MAJ Daniel J. Lekwa	J8 Resource Management/Fiscal Oversight
LTC Ryan D. Sextro	J9 Prevention and Resilience

Chief of Staff Army	
COL Charles H. Lampe	Chief of Staff, Army
COL Kathy A. McKay	G1 Director of Personnel
LTC Aaron L. Robinson	G2 Director of Intelligence
COL Jason M. Merchant	G3 Director and Operations and Training
LTC Nicholas W. White	G3A Director of State Aviation Office
COL Anthony J. Smithhart	G4 Director of Logistics
LTC Erick R. Eggers	G6 Director of Information Management
Mr. John J. Perkins	Construction and Facilities Management Officer

Chief of Staff Air	
Brig. Gen. Stephanie S. Samenus	Chief of Staff
Col. Stanley J. Kowalczyk	Director of Staff

Special Staff	
COL Martha R. Kester	State Chaplain
COL Theodore J. Peters	Inspector General
COL William P. Kelly	Staff Judge Advocate
COL Randall T. Stanford	Director of Human Resources
LTC Brock J. Bockenstedt	Strategic Plans and Policy Officer
COL Christine F. Root	United States Property and Fiscal Office Director
Ms. Jackie L. Schmillen	Public Affairs Director
Ms. Tina K. Shaw	Government Relations / Legislative Liaison
COL (R) Michael J. Harris	State Quartermaster

Commanders	
COL Eric W. Soultis	2/34 th IBCT Commander
CSM Joshua A. Luck	2/34 th IBCT Command Sergeant Major
COL Jason M. Merchant	185 th RTI Commander
CSM Steven K. Dreher	185 th RTI Command Sergeant Major
COL Kathy A. McKay	67 th TC Commander
CSM Chad S. Stewart	67 th TC Command Sergeant Major
COL Jason L. Wisheart	671 st TC Commander
CSM Gary D. Estabrooks	671 st TC Command Sergeant Major
COL Anthony J. Smithhart	734 th RSG Commander
CSM Michael J. Mally	734 th RSG Command Sergeant Major
COL Jonathan L. Borg	Camp Dodge Garrion Commander
SGM David M. Bailey	Camp Dodge Garrion Command Sergeant Major
LTC Joel D. Sage	Recruiting and Retention Battalion Commander
CSM Daniel L. Wegner	Recruiting and Retention Battalion Sergeant Major
Col. Tavis J. Crawmer	132 nd Wing
CMSgt Jason T. Lehmann	132 nd Wing Command Chief
Col. Sonya L. Morrison	185 th Air Refueling Wing
CMSgt Justin R. Odell	185 th Air Refueling Wing Command Chief

STATE LEGISLATIVE PRIORITIES

The Iowa National Guard is “Always Ready” for challenges both here and abroad thanks in large part to the steadfast and unwavering support of Governor Reynolds and the Iowa state legislature. The Guard’s state mission is to provide responsive military assistance to civil support activities for the Governor and the State of Iowa while simultaneously fulfilling the demands of the federal mission - preparation for Large Scale Combat Operations across multiple domains: air, land, sea, space and cyberspace.

Together, the Guard’s Joint Forces - both Army & Air – is a 9,000 strong workforce that includes 248 state and 1,805 federal full-time employees. Headquartered at Camp Dodge in Johnston, the Iowa National Guard has a presence in 36 communities across Iowa and maintains 41 readiness centers (once known as armories), two Air National Guard Wings, and three Army Aviation Support Facilities.

The Guard endeavors to be a “good neighbor” and reliable steward of state and federal resources, while our service members are active, involved members in their communities often taking on civilian leadership roles where they live and work.

Iowa Department of Public Defense Funding - Justice Systems Appropriations

In FY 2024, the 90th General Assembly approved \$7.2 million in annual General Fund state appropriations to provide for agency administration, units, and equipment and which are essential in drawing down federal matching funds. This crucial state investment serves as the up-front funds that allows the Iowa National Guard to draw down federal funds at a ratio of \$43 federal for every \$1 of state. Approximately 98.0% of the total funding received by the Iowa National Guard is provided from the federal government, with 2.0% derived from state funds.

Iowa National Guard Service Scholarship – Education Appropriations

For nearly 25 years, the Iowa National Guard Service Scholarship (INGSS) program continues to increase the appeal of military service in the Iowa National Guard and supports the commissioning of officers in our formations. INGSS provides new recruits and current service members with opportunities to build a marketable career both in the military and in civilian life. Over the last three years, over 1,600 scholarships were utilized at Iowa’s universities, community colleges and private higher-education institutions.

In anticipation of future workforce needs, the Guard foresees the need to push beyond offering undergraduate degrees and looks to credentials and certificates that provide our uniformed personnel with relevant on-the-job, portable skills offered by accredited trades and industry certifications.

We look forward to working with the state legislature and Education Department to authorize policy flexibility granting the Adjutant General of Iowa oversight to approve certificate and credential programs for entering and ascending military personnel from existing INGSS appropriations.

Critical Infrastructure Investment – Rebuild Iowa Infrastructure Fund

Iowa National Guard missions and trainings require infrastructure that keep pace with changing dynamics and requirements. From Army aviation support facilities to infantry training grounds, all infrastructure assets are rated by the US Department of Defense and factored into how states retain and obtain new missions. The Rebuild Iowa Infrastructure Fund (RIIF), under the jurisdiction of the Transportation, Infrastructure and Capitals Appropriations Committee, is a tremendous investment tool to enhance, create military capacities and to shape a force that is ready to fight the next fight.

State RIIF funds are needed to draw down matching federal funds. Last session, the legislature approved a \$4.75 million RIIF appropriation that resulted in an additional \$25 million in federal investment used for both maintenance and construction.

Recruitment & Retention “Strength” Incentives

The National Guard’s strength is its people. Recruiting and training the brightest and best Iowans remains a tier-one priority for the organization. With the generous support from the Governor’s office, the Iowa National Guard is building upon a successful Iowa National Guard Incentive pilot program that offers a variety of competitive incentives to recruit, retain and retrain from both enlisted and officer ranks. Since the start of this program in July of 2024, over 150 members have either enlisted, transferred in from the active component, reclassified into a critical job, or have entered an officer commissioning program.

We hope to continue to work with the Governor and the legislature to make workforce incentives such as these last beyond this temporary pilot phase.

PERSONNEL

Various education incentive programs support our recruiting and retention programs. The DoD Office of People Analytics Joint Advertising, Market Research & Studies (JAMRS) New Recruit Survey published findings from 2017 to present show Education Benefits remain the number one benefit applicants join the military. This corresponds closely with our state's bi-annual Educational Needs Assessment findings. The state-funded **Iowa National Guard Service Scholarship** is critically vital to our readiness and recruiting programs. This program provides Iowa a competitive edge over bordering states and other service components in recruiting and retaining our best prospects for a future-ready Iowa. The 2024 Scholarship appropriation is \$6,600,000. In FY24, the program provided an average scholarship of \$6,140 to 958 qualifying Service Members during Academic Year 23-24. The Iowa National Guard Service Scholarship is paramount to achieving full strength in our units.

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 Guard Service Members 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.

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:

Maintain authorized officer and enlisted Soldier and Airmen strength

In 2024, the Army Guard ended the fiscal year at 100.42% assigned strength, 94.1% Duty MOS Qualified and 80% deployable. The Air Guard ended at 96.2% assigned strength and 94% Qualified and 88% deployable. In total, the Iowa National Guard maintained 99.48% assigned strength against our authorized strength. The deployable numbers exclude the Soldiers pending discharge, pending completion of initial entry training or in an officer producing program. We are extremely proud of being able to maintain strength in our current environment and while units were being tested in support of State and Federal missions.

Maintain active unit participation and support of the national and local Employers Support of the Guard and Reserve (ESGR) program

The Iowa National Guard, between Air and Army units, hosted 23 ESGR employer or educator events this year. With the addition of National Guard unit briefings, the total number of events increased to 45. Across the seven reserve component services, 89 Patriot Awards were presented by service members and ESGR volunteers.

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

In accordance with PL 110-181 Section 582, the Iowa National Guard conducts **Yellow Ribbon programming** that provides every deploying Soldier, and their Family, with information and services in preparation for pre- and post-deployment transition periods. In 2024, the Yellow Ribbon Reintegration Program conducted 7 Pre- and Post-Deployment events. These events supported over 621 Service Members, Family Members, and Soldier-Designated Individuals. During all Yellow Ribbon Reintegration Program events, attendees received training, support, and information about available resources in accordance with national guidelines and topics specifically chosen by unit leadership to address the needs of assigned personnel.

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

Upon the return from Title 10 Active Duty service, Soldiers and Airmen take part in reintegration programming activities like the Yellow Ribbon Reintegration Program. This program brings together resources and programs such as: Employer Support of the Guard and Reserve (ESGR), Transition Assistance, and Educational Programs. These programs are available for Soldiers and Airmen during pre- and post-deployment Yellow Ribbon events. National Guard Service Members report Civilian Employment Information (CEI) in order to help identify employment/education needs prior to beginning a Title 10 mobilization. This information is used to identify Service Members in need of employment upon return from mobilization to connect them with services post mobilization. Additionally, Service Members are informed and encouraged to review educational opportunities that they may be able to utilize while on an Active-Duty status.

The Iowa National Guard Family programs office is collaborating with external programs like Home Base Iowa, Iowa Workforce Development, and the Employer Support of the Guard and Reserve through the continuous conduct of Joining Community Forces events. Joining Community

Forces connects the Iowa National Guard with employers, community partners, resources, and other state programs that support the reintegration and network of Iowa National Guard Service Members.

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

Administer the Iowa National Guard Service Scholarship 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 education assistance program.

In 2024, Iowa National Guard awarded \$5,882,013 to 958 qualified Service Members of the Iowa Army and Air National Guard spread over 1,155 awards with an average pay out of \$3,070 per semester and \$6,140 for year per qualified INGSS recipient. The 958 members paid out of combined Army (6,850) and Air Guard (1,889) end strength of 8,739 represents 10.9 % utilization against our 10% performance target. Because of the nature of the INGSS approval cycle, this data is based on Iowa's Dept. Ed academic year 2023-24 as of SEP 2024.

DIRECTORATE OF OPERATIONS, PLANS, AND TRAINING OF THE IOWA ARMY NATIONAL GUARD (IAARNG)

Mission

The Directorate of Operations, Plans, and Training supports The Adjutant General's vision by planning, developing, and executing campaigns, exercises, and programs that resource, train, and sustain unit readiness to provide ready forces for State and Federal missions and mobilizations.

Organizational Overview

Executive Team: Directs Structural Readiness activities, equips divisions, and coordinates at the enterprise level to ensure the IAARNG is organized, led, manned, equipped, and trained to provide options for State and Federal military response requirements.

Mobilization Division: Within the near-mid-long-range horizon; coordinates, resources, & validates Organizational Readiness to provide ready forces for planned or emergent military response requirements.

Training Division: Within the near to mid-range horizon, plans, synchronizes actions and prioritizes resources (funding, quotas, ammunition) against training and operations to generate readiness within Unit Life Cycles (ULC).

Plans and Policy Division: Within the mid to long-range horizon, coordinates enterprise planning efforts to produce resilient plans and policies that align operational activities, mitigate risk, and preserve options to achieve IAARNG's strategic goals.

Protection Branch: Within the near and mid-range horizons, plans, directs, and assesses all aspects of the Protection and Security programs to safeguard the Soldiers, infrastructure, and assets of the IAARNG to mitigate future risk to missions and the force.

Highlights

In Training Year 2024 (TY24), The Directorate of Operations, Plans, and Training increased both structural and organizational readiness in the IAARNG as the Office of Primary Responsibility (OPR) for Readiness within TAG's Vision and Imperatives. These lines of action centered around the following functions: Organizing processes for efficiency; Leader and Soldier Development; Unit Training Management; Mobilization Life Cycle Management; and Resource Stewardship through the planning, programming, budgeting, and executing process (PPBE).

Organized to Generate Readiness: The Directorate implemented structural changes to our internal organization, planning constructs, and resourcing cycles to improve the IAARNG's posture for the challenges of the 21st century. These activities also included efforts to leverage technology that flattens information exchange, improve knowledge management, and capture standard operating procedures. To extend the planning horizons for the operational force, State Readiness Guidance TY26-28 was published to nest operational plans under TAG's vision by arranging unit missions, training, and activities in time and space. This structural change has

improved the IAARNG's ability to identify risk and align resources better. We also continued CAMPAIGN BACKBONE planning as the state completed OPERATION BACKBONE (xCTC 24-04) and continued planning and execution for OPERATION BLACKHAWK (JRTC 25-08), and OPERATION WILDCAT (2/34 IBCT Contiguous Mobilization).

Leader and Soldier Development: Leader development efforts remain the decisive point for training and mission success, and is foundational to forming high-performing, cohesive teams. Our multi-pronged approach focuses on developing leaders of character and competence, professional, agile and adaptive, and able to lead formations in the challenges of Large-Scale Combat Operations (LSCO).

In TY24, the Directorate was the lead proponent for leader development and training to improve formalized leader development/validation and future strength requirements. Implementation of this action included: coordination with the Officer and Warrant Officer Strength Managers (OSM/WOSM) to develop future officer and warrant officer pathways; coordination with the 185th Regional Training Institute to train leaders at the annual Company Commander/First Sergeant Pre-Command Course (CCFSPCC); resourcing battalion level strength summits, leader validations, unit training management seminars, and full-time unit staff (FTUS) training.

Individual Soldier development consisted of executing over 2,600 Army school quotas during TY24. These courses included Military Occupational Specialties (MOS), functional training, and professional development for Officers, Warrant Officers, and Non-Commissioned Officers. Directorates and Major Subordinate Commands used a Quarterly Readiness Integration Program (QRIP) and unit Order of Merit lists (OMLs) to prioritize requirements and align resources to meet mission requirements and Soldier development. These efforts consistently placed the IAARNG in the top five states for duty qualification (DMOSQ) with a 94% qualification rate; in the top 15 states for Officer Education System (OES) with a 66.2% rate; and a 73.5% completion in Non-Commissioned Officer Education School (NCOES). The total expenditure for the IAARNG school portfolio grossed \$9.3 million.

Unit Training Management: Unit Training Management (UTM) is the primary process that links Commanders' nested training plans to readiness objectives and future capabilities for mission success. Furthermore, UTM allows the enterprise to prioritize constrained resources against Unit Life Cycles (ULC) and avoid the turbulence of current fiscal volatility. At the unit level, UTM aligns all unit inactive duty training (IDT) assemblies to a collective culmination at annual training (AT).

In TY24, 35 IAARNG units executed Annual Training (AT) to achieve collective proficiency within their ULC. These ATs were conducted at: Home Station Armories; Tobyhanna Army Depot; Anniston Army Depot; Fort McCoy Training Center, WI; Fort Carson, CO; Camp Atterbury Army Base, IN; the Sustainment Training Center (STC) at Camp Dodge Joint Maneuver Training Center (CDJMTC), IA, and Camp Ripley Training Center, MN. The planning, preparation, and successful execution of these ATs occurred over an 18-month horizon beginning with the development of Unit Training Plans (UTP) and briefs (UTB) that go through a rigorous approval and resourcing process.

The enterprise conducted in progress reviews (IPR) and quarterly Commander's Unit Status Reports (CUSR) to manage progress and resource allocation for the safe and successful achievement of ATs, from the multi-state capstone exercise xCTC 24-02 to Army Depot integration to home station; the IAARNG achieved generational readiness goals.

The total expenditure for the Collective Training portfolio in TY24 was \$23.9 million. Related to this portfolio were seven additional Unit Training Assemblies (UTA) that enabled the 18 IAARNG units participating in xCTC 24-02 to achieve collective proficiency in IDT. The total boots on ground (BOG) for that capstone event totaled 3,963 of 6,105 available Soldiers.

Mobilization Life Cycle Management: The IAARNG conducted deliberate planning and preparation to posture units for mobilization and deployment in support of Combatant Commanders' requirements. During TY2024, the Mobilization Readiness Division resourced and facilitated three-unit mobilizations, one unit demobilization, five individual Soldier mobilizations under a Title 10 Federal status. The total expenditure for the IAARNG mobilization portfolio grossed \$5.2 million.

Mobilized Units

HHC, 1034th Combat Sustainment Support Battalion, Southwest Border Mission (San Diego) 186th Military Police Company (-), Operation Joint Guardian (Kosovo) Det. 1 Charlie & Det. 3 Delta 2-211th Aviation, Operation Joint Guardian (Kosovo).

Demobilized Units

831st Engineer Vertical Construction Company, Operation Inherent Resolve / Operation Spartan Shield (Kuwait, Saudi Arabia, Jordan, and Syria).

Individual Mobilizations

Five Soldiers were individually mobilized during 2024 in support of five contingency operations.

Contingency Response Forces

A/1347 DSSB served in enhanced readiness to provide forces for national chemical, biological, or radioactive emergencies (C2CRE). 294 MCAS served in enhanced readiness to provide medical and ambulatory capability for national emergencies as a Contingency Response Force (CRF).

In accordance with the Total Army, IAARNG units are formally evaluated in four readiness areas each quarter. The readiness rating for these areas is aggregated into a comprehensive readiness rating based on the following: 1) Personnel; 2) Equipment on hand; 3) Equipment readiness; and 4) Training readiness. The Commander's Unit Status Report provides an objective, snapshot in time of a unit's ability to perform its wartime mission.

Non-Deployed Units

Maintain units' readiness within their five-year Unit Life Cycles (ULC), which aligns with the US Army Regionally Aligned Readiness and Modernization Model (ReARMM). Units without an assigned Federal Mission during their Mission Phase are objectively assessed to varying degrees of

readiness within their ULCs, which dictates their priority for resources to perform some, but not all, tasks for their wartime mission based on organizational design. These units are available for State Active Duty (SAD).

The IAARNG objective for non-deployed units to meet quarterly State Readiness Aimpoints is 70%, or higher with National Contingency taskings. We achieved this goal with 17 of 24 units (75%) meeting their prescribed readiness standards in TY24. Units not achieving their goals was due to Presidential Directives (PD) that shifted critical unit equipment to Ukrainian support and challenges to meet entry level position fills. The PDs impacted equipment availability for artillery systems, mortar systems, and radar systems. Leveraging state and federal enlistment incentives against hard to recruit occupational specialties positively impacted assigned strength pipelines.

Deployed Units

Maintain units' readiness within their five-year Unit Life Cycles (ULC), which aligns with the US Army Regionally Aligned Readiness and Modernization Model (ReARMM). Units with an assigned Federal Mission Order or serving on Federal Active Duty during their Mission Phase are objectively assessed and resourced to perform all of their tasks for their wartime mission based on organizational design. These units are not available for State Active Duty (SAD).

During TY24, the Iowa Army National Guard deployed four units on Federal Active Duty to support requirements both within the continental United States and globally. These missions included:

- **831st Engineer Vertical Construction Company (EVCC)**
Deployed 150 personnel in 2023 and demobilized on July 10, 2024. The 831st EVCC supported Operation Inherent Resolve and Operation Spartan Shield by providing vertical construction support to Saudi Arabia, Kuwait, Jordan, and Syrian US bases.
- **Elements from C/2-211 and D/2-211 Aviation Detachments**
Deployed 33 personnel to Camp Bondsteel, Kosovo. Charlie & Delta 2-211th Aviation provided aerial MEDEVAC, refueling, and maintenance support for the NATO mission in Kosovo as part of the ongoing multinational NATO peacekeeping mission, which provides security and stability for all citizens throughout Kosovo and the Balkans.
- **186th Military Police Company**
Deployed 20 personnel to Camp Bondsteel, Kosovo. This company provided force protection and law enforcement on Camp Bondsteel, Kosovo as part of the ongoing multinational NATO peacekeeping mission, which provides security and stability for all citizens throughout Kosovo and the Balkans.
- **HHC 1034th Combat Sustainment Support Battalion**
Deployed 50 personnel in support of the Southwest Border Mission to Alpine, California. This company supports federal agencies and provides mission command to subordinate units, who are providing transportation and sustainment support along the US southwest border.

IOWA COUNTERDRUG TASK FORCE

Overview

The Iowa National Guard began providing Counterdrug support to Iowa law enforcement agencies (LEA) in 1989. Until late 1992, the majority of this support was summertime Army National Guard helicopter reconnaissance to search for outdoor-cultivated marijuana grows. In 1992, the Iowa National Guard created the Counterdrug Task Force and expanded its operations to include Supply Interdiction and Demand Reduction. In 2003, the Task Force entered the Counterdrug training arena by establishing the Midwest Counterdrug Training Center (MCTC), now one of five Counterdrug schools in the nation. Today, the Iowa Counterdrug Task Force (IACDTF) continues to provide world class assistance to our partners in law enforcement, prevention, treatment, and the military in support of national and state drug control strategies.

During Fiscal Year 2024 (FY24), Iowa's Counterdrug Task Force employed 16 full time and 4 part time Soldiers and Airmen. Similarly, the **Midwest Counterdrug Training Center** as a separate entity, under the IACDTF umbrella, employed 19 full time and 10 part time Soldiers and Airmen. The IACDTF receives congressional funds through the Department of Defense. The Adjutant General, the State Attorney General, the Governor, and the Secretary of Defense all approve and certify the IACDTF to conduct support missions.

FY24 Missions

Program Management/Administration	Coordination/Liaison
Investigative Case and Analytical Support	Communication Support
Illicit Narcotics Detection Support	Aerial Observation
Training for Law Enforcement and Military Personnel	Leadership Development
Coalition Development Training and Course Design	Drug Demand Reduction

Analytical and Aerial Observation Support to Supply Interdiction

The IACDTF provided 12 Criminal Analysts to federal, state, and local drug task forces in support of supply interdiction efforts throughout the state of Iowa. Personnel and logistical resources assisted LEAs in reducing Iowa's drug threat. During FY24, the supply interdiction effort conducted 9 year-long missions (each year long mission has multiple cases supported) and 1 part-time mission. These missions resulted in 1,234 cases assistance; support to 22 Organized Crime Drug Enforcement Task Force (OCDETF) cases; 1,628 hours of mobile phone forensics; and produced 2,853 intelligence products such as association matrices, flow charts, and link analysis for LEAs. The support resulted in 884 arrests, 2,327 lbs. of drugs seized, 455 firearms seized, and over \$1.7 million in cash and assets seized. The force multiplier of analytical support to LEAs directly resulted in multiple federal indictments, including the arrest of a Regional Priority Organization Target (RPOT). The seizures and arrests played a significant role in ensuring safer streets and communities of Iowa and the surrounding states.

The IACDTF Operations Section provided administrative control for the LUH-72 (Lakota) aircraft and crews out of Waterloo and Davenport, IA. In FY24 the LUH-72 provided occasional aerial observation of LEA requests in Iowa. The LUH-72 crews executed 1 mission, flying 3 hours for

the Iowa Division of Narcotics Enforcement (DNE), the lead investigator for the state of Iowa related to distribution, manufacturing, and abuse of illegal narcotics. The mission led DNE to identify the target's pattern of life, build a criminal activity profile, and contributed to the seizure of a pound of methamphetamine, a firearm, and other foundational case elements. Further contributions to drug seizures, arrests, and other related statistics are unknown due to on-going investigations.

Midwest Counterdrug Training Center (MCTC)

In FY24, the Midwest Counterdrug Training Center (MCTC) facilitated 366 training events. These events included 254 resident, mobile, and distance learning iterations, of which 43 were certificate producing courses and an additional 112 non-certificate producing training events with a unique drug nexus. MCTC curriculum focused on drug-trafficking detection, disruption, interdiction, transnational organized crime, criminal analysis, narcoterrorism, homeland security, threat finance networks, officer and community safety, and drug abuse prevention. In FY24 MCTC taught 12,001 students comprised of 84% law enforcement, 6% community-based organizations, and 9% U.S. military professionals. MCTC prioritized its tuition-free trafficking and prevention courses to rural, local and state agencies. It conducted 94 courses on-site at Camp Dodge and trained 4,723 Iowa students from 453 Iowa agencies. MCTC also facilitated 162 mobile courses in 35 states and conducted 28 distance learning courses attended by 722 students. MCTC directly supported 14 High Intensity Drug Trafficking Area (HIDTA) agencies throughout the U.S. with 106 courses, including narco-trafficking and interdiction, clandestine laboratory, tactical medicine, transnational gangs, video surveillance, and micro-lab: fentanyl and synthetics courses.

The MCTC courses were structured to maximize student interaction, networking, and collaboration. The training was enhanced by access to a wide range of military tactical training facilities located at the Camp Dodge Joint Maneuver Training Center. Each course offered by MCTC purposely met the objectives defined in the Deputy Assistant SECDEF for Counter-Narcotics and Stabilization Policy (DASD CN&SP) and Office of National Drug Control Policy's (ONDCP) National Drug Control Strategies. Many of the courses directly focused on the detection and monitoring of illicit drugs into the United States and national security threats posed by drug trafficking, transnational organized crime, and threat finance networks. In FY24, MCTC supported military Combatant Commanders training objectives by providing courses in network targeting, Criminal Analysis, medical care under fire, and Drug Demand Reduction.

Drug Demand Reduction Outreach (DDRO)

Drug Demand Reduction Outreach (DDRO) staff provides training and support in leadership, organizational analysis, planning, decision-making, and interagency collaboration while advancing community led efforts to develop, implement, and evaluate prevention strategies for government agencies and community organizations. The DDRO Civil Operations Specialists (CivOps) partner with state level agencies such as the Iowa Office of Drug Control Policy (ODCP), the Iowa Department of Health and Human Services (HHS), Partnerships in Preventions Science Institute (PPSI), the Partnership for Healthy Iowa, the Alliance of Coalitions for Change (AC4C), and 10 Iowa county coalitions. In collaboration with MCTC, CivOps provided instructors and administrative support for 4 DDRO Phase I and one Phase II course. DDRO led an effort to guide

the MCTC initiative to increase their prevention training platform with courses such as Evidence-Based Drug Education (3 courses); Substance Abuse Prevention Skills Trainer (SAPST) (2 courses); and new in FY 24, Motivational Interviewing for Substance Misuse Professionals (1 course) and Mental Health First Aid (1 course). These seven courses provided in-depth skills training for 647 prevention professionals from Iowa and across the country. Community coalitions in Iowa continued to increase their prevention capacity through DDRO’s execution of community assessments, strategic planning, and resource identification.

Funding and Metrics

The target goal in FY24 for federal funding to support these programs was \$6.2M. The IACDTF received a total of \$7.48M in FY24. (\$6.35M in FY19, \$6.50M in FY20, \$6.67M in FY21, \$6.75M in FY22, and \$6.5M in FY23). The national Counterdrug Program received a significant funding increase in FY24 is due to diligent education efforts provided to congressional appropriations committee members. Congress took note of almost 20 years of stagnate funding levels and passed an appropriations act to provide \$305M for the National Guard Counterdrug Program and \$30M for the National Guard Counterdrug Schools. The IACDTF endeavors to increase their ability to hire and employ National Guardsmen to work with government partners, coalitions, LEAs and other stakeholders, in addition to providing the best training possible to LEAs, prevention professionals, and community leaders throughout the country.

Criminal Analysts	
Cases Supported	1,257
Hours of Mobile Forensics	1,628
Resulting Arrests	884
Pounds of Drugs Seized	2,327
Currency Seized	\$1.8M
Firearms Seized	455
Aerial Observation	
Drug Mission Hours Flown	3
Missions Executed	1
Number of Agencies Supported	1
Midwest Counterdrug Training Center	
Training Events	366
Students Trained	12,001
Iowa Students	4,723
Iowa Agencies	453
States and Territories Supported	35
Drug Demand Reduction Outreach	
Agency & Coalitions Supported	15
State Organization/Agency Supported	2
Prevention Courses	12
Prevention Training Hours	353

ARMY NATIONAL GUARD SUSTAINMENT TRAINING CENTER

Overview

The Army National Guard Sustainment Training Center (STC), formerly known as National Maintenance Training Center (NMTC), began operations in June 1991. It is the only facility of its kind designed to train Field Maintenance Companies, Forward Support Companies, Distribution Companies, Medical Companies, and elements of Support Battalions throughout the Army. The mission of the STC is to provide sustainment training and organizational evaluations for the ARNG to increase operational readiness for the Combatant Commander. Field maintenance, multi-functional logistics, and medical training is focused at the section, platoon, and company level collective training using current doctrine, logistics enabler systems, and some of the latest generation of equipment that support the current Army structure. The STC also provides individual technical maintenance instruction to Federal Technicians.

Concept

The STC's concept is to coach, teach, train, mentor, and provide the Combatant Commander with trained Sustainment Soldiers capable of sustaining combat power across the depth of the operational area and with unrelenting endurance. This is accomplished by providing training on the Army's most current technical and tactical procedures. Training at the STC provides a realistic operational environment focused on multi-domain, Large Scale Combat Operation (LSCO) training based on firsthand combat experience, Army Doctrine, Center for Army Lessons Learned (CALL) products and Combat Training Center (CTC) Lessons Learned published documents.

Facilities

The STC occupies approximately four acres and houses 320,000 square feet. The Field Maintenance collective training operations are in five buildings that include over 140,000 square feet. Each of these facilities is equipped with the tools, test equipment, parts, modern components, and end items required for collective training operations. The Army National Guard has ten active tactical Supply Support Activities, one of which is located at the STC, comprising of over 50,000 square feet supports repair parts supply for the STC training Department of Defense activities.

Staff

The STC has 26 full-time Iowa Title 32 Active Guard-Reserve (AGR) and 13 Title 10 AGR. The Center also employs 8 Federal Technicians, 9 Federal Title 5 Department of the Army Civilians (DAC), 29 Active Duty for Operational Support (ADOS) Officer/Soldiers and 23 Contractors. STC conducts an annual validation program to train cadre and staff on the latest sustainment doctrine in preparation for the upcoming year. Additionally, instructors complete the Army Common Faculty Development - Instructor Course at Iowa's Regional Training Institute.

Technician Training Programs

Individual training programs that the STC supported in 2024 included the Tactical Water Purification System (TWPS) 1500 Gallon, RTCH maintenance course, a series of M1 Abrams Tank Maintenance Courses, the M2A3 Bradley Maintenance Course, the M-88A1 & A2 Vehicle Recovery Track Maintenance Course, Test-Measurement-Diagnostic-Equipment (TMDE)

Calibration Course, and a series of Systems Maintenance wheeled courses that teach Federal Technicians on light, medium, and heavy vehicles. The STC trained conducted 116 courses training a total of 810 Federal Technicians in fiscal year 2024.

New Programs

In FY24, the Sustainment Training Center was realigned under the Warrior Training Center Brigade, based at Fort Moore, Georgia. The Sustainment Training Center has dedicated significant effort to providing analysis to the WTC on developing new courses to be offered at the STC, including the Unit Movement Officer course and HAZMAT Certification. The STC will continue to develop these initiatives in FY25 and develop new plans for integrating into unit readiness for the CTX, CTC, and mobilizations.

Future Strategy

The STC is incorporating LSCO training and data literacy programs based on newly released Army doctrine, facilities, and technology to align units with current sustainment doctrine. The STC is modernizing equipment to meet training requirements of ARNG 2030. Integrating training with the Mission Training Center (MTC) Dodge to improve training for Support Battalion Headquarters.

Year-round training periods are available at the Sustainment Training Center (STC) at Camp Dodge. The STC is a federally funded training facility affiliated with the National Guard Bureau (NGB) that offers a collective training environment for Army, National Guard, and Army Reserve sustainment units. It aims to better prepare these units for their designated state and federal missions. This unique training center operates year-round and accommodates units from all three Army components and civilian personnel.

The National Guard Bureau and the Iowa National Guard are responsible for providing leadership, instructor staff, and administrative/logistics support. The center has a significant positive impact on the overall readiness of the Total Army's sustainment force capability. According to trends from the Combat Training Center, the Sustainment Training Center (STC) offered essential training and preparation for overseas contingency operations. Units returning from deployments are scheduled to return to the center to maintain and enhance their readiness. We successfully achieved our goal of having over 80% of scheduled units attend available training dates, and we anticipate maintaining this rate in FY25.

IOWA GOLD STAR MILITARY MUSEUM

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 continues to be a popular and well-visited destination for groups of all ages. The number of visitors to the Museum continued to trend upward with 14,682 registered visitors during federal fiscal year 2024. During 2024, the Museum was voted as the second-best museum in the Des Moines metro area by the Des Moines Radio Group's People's Choice Award.

The Museum conducted a Memorial Day observance attended by over 1,700 visitors and a living history exhibit based on the Vietnam War era with attendance of over 400 during 2024. The Museum also sponsored 29 community engagement and outreach events during the year. Noteworthy is the initiation of the Curator in the Park outreach program in a partnership with the City of Des Moines Park and Recreation Department which extended Museum programming to over 200 youth participants in five summer sessions. Additionally, the Museum increased the number of organized school and group tours during the year and two commercial group tour companies added the Museum to their itinerary.

The museum replaced the video teleconferencing system in the Colonel Al Rolfes Education Center and modernized the storage systems for artifacts in during 2024. During the upcoming year, the museum will expand the weapons exhibit to include the public display of crew served anti-tank weapons currently in artifact storage.

CONSTRUCTION AND FACILITIES MANAGEMENT

The man-day utilization of Camp Dodge is a critical measure of the installation's activity level, determining the size and manning of its full-time support force and influencing funding for upgrades and modernization projects. Our target goal is to achieve a 350,000-man-day utilization to ensure operational efficiency, appropriate support force manning, and increased funding for enhancements. To reach this goal, we should promote increased use of the camp, optimize scheduling, and regularly review and adjust utilization data. By achieving this target, Camp Dodge will be better positioned to support the readiness and effectiveness of our military forces.

In Federal Fiscal Year 2024, Camp Dodge received nearly \$12 million in facility investment projects, significantly bolstering its infrastructure and supporting over 320,773 man-days of military training and law enforcement activities. These investments have transformed the camp's facilities and training ranges, enabling users to prepare effectively for both domestic and overseas missions while remaining close to home. Key improvements include the renovation of four barracks (B27-29 & S53), adding 540 bed spaces, which enhances the camp's capacity to accommodate more personnel and contributes to the overall readiness of military forces. Additionally, the completion of the design for a Joint Network Node (JNN) Lab, with construction planned for FY 2025, will further enhance the training capabilities and technological readiness of the forces. The JNN Lab will provide a cutting-edge environment for soldiers to practice and improve their skills in network and communication technologies, crucial for modern warfare.

These enhancements support the year-round readiness of military forces, ensuring that they are well-prepared to support Iowa citizens and overseas deployments. Camp Dodge's sustainable infrastructure has positioned it as the second most utilized of the 18 Mission Training Complex – Light (MTC-L) Training Centers and the ninth of 101 training bases nationwide. This ranking underscores the camp's importance and effectiveness in providing top-tier training facilities for the military. The investments made at Camp Dodge in FY 2024 have not only improved the facilities but also strengthened the training capabilities, making it a premier location for military and law enforcement activities. These efforts underscore our commitment to the readiness and effectiveness of our military forces. As Camp Dodge continues to evolve, it remains a critical asset in preparing soldiers for the challenges they may face, both at home and abroad.

Our units are formally evaluated in five readiness areas each quarter. These areas are personnel, equipment on-hand, equipment readiness, training, and overall readiness. Unit Status Reports are an evaluation of our units that directly relate to the mobilization and deployment of our units by the DOD.

Maintain and provide Sustainable Infrastructure (Readiness Centers, Ground and Air Maintenance Facilities, Ranges, and Training Areas) through investing in structures and locations that offer strategic advantages, and divest selected low return legacy property and infrastructure, to improve/maintain unit readiness

We are continually improving and upgrading facilities to ensure 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.

The new major facilities are projected for construction (*pending funding*) in the next few years are the replacement of outdated Field Maintenance Shops in Sioux City (2025) and Waterloo (2026), and potentially an Electrical Microgrid for Camp Dodge (2027).

Sustainable Infrastructure also means developing interagency/community facilities that foster community partnerships and efficiently use resources

This year we have continued master planning efforts to construct an interagency training center on Camp Dodge. This center will allow state of Iowa and local agencies to efficiently train fire and emergency services in centralized and safe facilities.

We were also successful in assisting our community partner in their purchase of 62 acres of land on the west boundary of Camp Dodge using the Army Compatible Use Buffer (ACUB) program. This land supports watershed management, wildlife conservation, and improves the resiliency of Camp Dodge's firing ranges during high rain and snow melt events.

The State continues to exceed equipment on hand (EOH) and equipment readiness (ER) standards. Our goal for equipment-on-hand is 90%. The Iowa Army National Guard is meeting equipping objective levels in 97.8% of units. The State's goal for equipment readiness is 95%, and we closed FY 2024 at 99%. This achievement is due to the continued dedication of our force in the maintenance and supply communities. Their efforts to equip and maintain our equipment for state and federal missions provide an operationally relevant force that is always ready.

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

Our projects are up to 100% federally funded and others are a combination of federal and state funds. 75% federal/25% state is common for new construction of Readiness Centers (armories) while Maintenance and Sustainment activities are commonly funded at 50% federal/50% state.

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 federal fiscal year 2023 the Iowa Army National Guard (IAARNG) received \$19,297,000 to construct the West Des Moines Readiness Center, scheduled to be completed in December 2024. In federal fiscal year 2024 the IAARNG received \$808,500 to design the new Sioux City Field Maintenance Shop and \$927,000 to design the new Waterloo Field Maintenance Shop. Sioux City Field Maintenance Shop is scheduled for construction in 2025, and the Waterloo FMS is scheduled for construction in 2026. The estimated construction cost for the Sioux City Field Maintenance Shop is \$10,400,000 for and \$10,600,000 for the Waterloo Field Maintenance Shop.

Our performance during 2024 was approximately 327,700. This number includes users from all branches of the Department of Defense, federal and local law enforcement personnel, and civilian organizations. Camp Dodge is consistently ranked in the top 10 busiest National Guard installations nationally. This volume of utilization translates to a large local community economic impact.

Annually, over 90% of the Construction & Facility Management Office's total annual funding is received from the federal government. Our overall target-funding ratio of federal/state funding is 8:1.

Overall, the total goods and services purchased to support the Iowa National Guard using Federal funds in 2024 continues to well exceed the 8:1 Federal/State targeted performance ratio.

Our actual performance for 2024 was nearly 10:1.

UNITED STATES PROPERTY AND FISCAL OFFICE

Establishment

Congress established the position of the United States Property and Fiscal Officer in the National Defense Act of 1916, as expressed in 32USC§708. This states that each Property and Fiscal Officer shall:

“Receipt and account for all funds and property of the United States in the possession of the National Guard for which he is Property and Fiscal Officer.”

“Make returns and reports concerning the funds and that property, as required by the Secretary concerned.”

Description

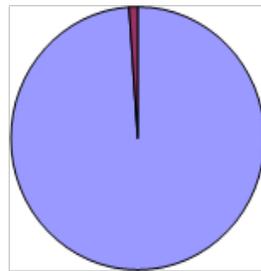
The United States Property and Fiscal Officer is a commissioned officer of the Army or Air National Guard of the United States on extended federal active duty assigned to the National Guard Bureau (NGB), with duty station assignment as USPFO for Iowa. The USPFO is responsible directly to the Chief, NGB to advise and assist The Adjutant General in support of his mission, programs, and priorities while conforming with applicable statutes and regulations.

The USPFO is fulfilling this statutory responsibility by way of the following:

- Performs oversight of the federal contracting process for construction, supplies and services supported by federal appropriated funds.
- Issues the documents required for authorized transportation of federal property and personnel of the Iowa National Guard.
- Maintains an active internal review (auditor) program to concentrate on areas of statutory responsibility and concern as well as to assist management in administering, safeguarding and monitoring the utilization of federal resources; and
- Maintains a Data Processing Center to supervise and administer all locally maintained federal databases of record in support of the USPFO’s Federal requirements to account for and make reports on federal Funds and property.

Federal and State Funding Fiscal Year 2024

During Federal Fiscal Year 2024, the Iowa National Guard (Army & Air) was supported by 98.5% (\$444,597,958) federal funds and 1.5% (\$6,963,037) State funds for a total of \$451,560,995. The following charts reflect the federal funding, the Iowa National Guard 2024 federal funding breakout, a federal funding summary, and a historical review of military design and construction funding. Federal funding does not include pay and allowances while mobilized. It also does not include other Federal benefits that Guard members received from other agencies, such as G.I. Bill benefits. State funds do not include the Iowa National Guard Educational Assistance Program funding.



State Funding

\$6,963,037

1.5%

Federal Funding

\$444,597,958

98.5%

Fiscal Year 2024 Federal Funding Breakout (Total: \$444.597M)

Federal Funding Summary



The effective and efficient distribution of supplies and services directly impacts a commander’s training programs and combat readiness. The IA ARNG continues to focus on processing 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 NGB target goal for excess property on hand is 1.00%.

We achieved that goal by leveraging G-Army and Decision Support Tool technology, as well as a high degree of oversight resulting in an overall excess of 0.98% as reported at the end of September 2024.

The effective and efficient execution of federal funds directly impacts a commander’s training programs and combat readiness. The IA ARNG continues to focus on appropriate expenditure of federal funds as it represents fiscal stewardship to the U.S. taxpayer. The NGB target goal for federal funds execution is 99.5% obligated by the end of the fiscal year (September 30).

We achieved that goal by leveraging effective and efficient funds management, as well as a high degree of fiscal oversight resulting with an overall execution rate of 99.97% as reported at the end of September 2024.

INFORMATION MANAGEMENT

The Iowa National Guard G6 directorate operates as a Network Enterprise Center (NEC) for the Iowa Army National Guard, consisting of 47 full-time positions across seven (7) sub-sections responsible for Information System (IS) and network administration, monitoring, maintenance, cybersecurity, and compliance with the Army Command Cyber Readiness Inspection program. The GIO/G6 team provides command, control and operational support to the Iowa National Guard and tenants. The CIO/G6 operates and maintains a robust, compliant, and secure network environment to support all Information Systems (IS), IAW NGB, U.S. Army Network Enterprise Technology Command (NETCOM), U.S. Army Cyber Command (ARCYBER), Joint Forces Headquarters (JFHQ) Department of Defense Information Network (DoDIN) regulations and policies. Operating and maintaining a robust enterprise environment is pertinent to the management of lifecycle replacement for hardware and software and directly affects the reliability and security that provides Command, Control, Communications, Computers, Cyber, and Information Management (C5IM). The CIO/G6 strives to maintain 99.9 percent operational network and service uptime while adhering to security and policy constraints put forth from higher.

Network Convergence and Consolidation

This past year marked a significant step forward in advancing the Army's Unified Network Plan (AUNP) and supporting organizational Network initiatives. By emphasizing the importance of network convergence, Risk Management Framework (RMF), cloud migration, and data analytics, we aimed to strengthen and enhance mission command capabilities and achieve cost savings across our network enterprise environment. We began the transition to the Army Unified Directory Services (AUDS), which despite some technical challenges, provided global efficiencies and improved mobility for mission command and forward operations, all while achieving a 99.9 percent network and service uptime.

Joint Cyber Operations

In FY24, the Defensive Cyberspace Operations - Element (DCO-E) team collaborated with over 800 service members from all military branches, Kosovo Security Forces - Cyber Defense Unit (CDU) and Communication Information Management (CIS) Company and multiple state and federal agencies during Cyber Shield 2024. This event was held at the State Military Reservation (SMR), Virginia Beach, Virginia. This annual exercise once again stood as the largest joint cyber exercise in the United States. The team's mission was to respond to a simulated cyber-attack on a municipal water company that supplied cooling water for nuclear reactors. The team used Cyber standing operation procedures (SOPs) to track down hackers on the network, recommend remediation steps to network administrators, and restore this critical infrastructure for the nuclear facility. Cyber Shield offered the DCO-E team and our state partners valuable opportunities to strengthen their cyber skills through a range of training and certification programs focused on locating, countering, and defending against live adversaries, represented by an extensive red team contingent. It also provided the Iowa Army National Guard Judge Advocate General (JAG) with hands-on experience in managing cyber engagement activities.

State Partnership Training and Support

In January, members of the Iowa Air and Army National Guard visited Kosovo to participate in a planning and development conference, laying the foundation for selecting an industry stand to guide cybersecurity and information management practices for Kosovo Security Forces and Ministry of Defense as they integrate into a unified network environment. In September, members of the Iowa Army National Guard Signal and Cyber communities traveled to Kosovo to conduct an enterprise security assessment and provide training for tactical communication operators on new radio systems, including antenna theory courses and practical exercises to reinforce the training.

INSPECTOR GENERAL

Mission and Functions

The Inspector General (IG) reports to the Adjutant General on matters affecting personnel, unit readiness, mission performance, discipline, command climate, morale, esprit de corps, resource utilization, and the state of efficiency of the Iowa National Guard.

Duties include and not limited to the following:

- Implement the IG functions (teaching/training, assistance, inspections, and investigations) within the State and inform the Adjutant General of any issues and concerns;
- Conduct inspections directed by the Secretaries of the Army and Air Force, the Chiefs of Staff of Army and Air Force, the Adjutant General, or the Inspectors General for the Army and Air Force, or as prescribed by law, instruction, or regulation;
- Accomplish command objectives; teach policy, procedures, systems, and processes to help inspected activities; and improve operations and efficiencies;
- Provide an impartial status report to the Adjutant General on the operational and administrative effectiveness of the command;
- Disseminate information, innovative ideas, and lessons learned as the result of inspections and changes in procedures;
- Provide assistance to Commanders, Soldiers, Airmen, Family members, civilian employees, retirees, and others who seek help with problems related to the Army and Air Force; and
- During the course of conducting inspections, consider management controls in the examination of systemic issues and make appropriate recommendations to the Adjutant General.

Accomplishments

Inspections

In 2024, the Iowa National Guard Inspector General Office made groundbreaking strides in the Inspection function of Inspector General activities. The Morale Assessment is a function that falls under Inspections but has a different function than Command Climate assessments.

Morale Assessments versus Command Climate

Assessing morale differs from assessing command climate because command climate focuses primarily on leaders while morale focuses primarily on the led - although both concepts are inextricably linked in numerous ways. In a sense, morale is a subset of command climate because command climate is the principal driver behind morale. Morale generally focuses on the perceptions of the individual Soldier and, in many cases, Civilians and Family members. But more specifically, morale refers to the way a Soldier feels about himself or herself, the level of individual faith a Soldier puts in his or her unit, the belief that the Soldier's unit is a good one, the faith a Soldier has in the unit's support of Family members, and the collective benefit gained by being a member of such a unit. In this context, morale is often used interchangeably with esprit de corps. In FY 2024, the IG Office conducted 25-unit visits, conducting Morale Assessments with over 2,000 Service Members. This initiative supported the lines of effort regarding people, readiness, and retention. This effort proved extremely valuable to State efforts as morale also includes matters beyond the unit itself and that apply to the Army as an institution.

Inspector General Action Requests (IGARs)

The IG received and acted upon 258 requests for assistance to resolve real and perceived issues from military, civilian, retiree, and family members of the Army and Air Force during Fiscal Year 2024. The case load grew over 70% from the previous year's case load of 151. This is a testament to the IG Office unit visits and briefing Service Members on the role of the IG. All complaints were either acted upon directly by the IG office or referred to the appropriate agency and monitored by the IG until final resolution. Of the Requests for Assistance, 63 were generalized questions that did not need actioned by other agencies or units. The Iowa IG Office does not close cases until resolution has been reached, this policy ensures issue resolution, visibility, and timeliness.

Teaching and Training

The Inspector General's office incorporates teaching and training into all facets of daily activities. Every IG case provides an opportunity to explain regulations or instruction and help with communication and common understanding. The IG office conducted quarterly updates to the Adjutant General on issues and trends. The IG Office also conducts training for the Pre-Company Command and ISG Course as well as participates with providing a block of instruction to the Equal Opportunity Course. The IG provided six Command Level briefings to senior leaders entering Command positions. During the QRR, the IG provides a vignette, or topic describing the last quarter trends. This provides commanders, directorates and leaders with a topic for professional development of subordinates.

Investigations and Inquiries

The IG Office completed two Investigative Inquiries as well as two Whistleblower Reprisal (WBR) complaints. The WBR complaints were submitted to DODIG with dismissal recommendation.

Professional Development

Continuing to improve our service to a Joint Force, the IG Office seeks professional development to improve our team members. One Inspectors General completed The Army Basic Inspector General Training Course and two completed the Air Force Basic Inspector General Course. Two Inspectors General completed the Whistleblower Reprisal Investigation course. The IG office participated in numerous teleconferences from the Department of the Army, Department of the Air Force, National Guard, and Air Mobility Command on issues important to IG's such as Command Referral Investigations and Intelligence Oversight. These teleconference events served as both continuing education forums and as opportunities for the IG staff to remain current on national, systematic trends and to share common emerging trends within the Iowa National Guard. The Iowa IG Office remains diligent in watching daily trends across the DoD and using relevant information to inform our forces. This office also conducts internal AARs on cases as well as ensuring that we are supporting Servicemembers to the best of our abilities.

STATE PARTNERSHIP PROGRAM

The Iowa National Guard is paired with the Republic of Kosovo and the Kosovo Security Force (KSF) as part of the National Guard's State Partnership Program (SPP). Through this program, the Iowa National Guard conducts military-to-military engagements in support of defense security cooperation goals and has historically leveraged multi-sector relationships spanning military, government, economic and social spheres.

The Iowa National Guard Lines of Effort (LOE) are:

- Maneuver (Sister Battalion)
- Cyber and Information Systems (CIS)
- Military Medical Capabilities
- Sustainment
- Leader Development

The IANG and KSF continued the Sister Battalion Partnership glidepath with nine KSF attending the eXportable Combat Training Capability (XCTC) with 1-133 Infantry Battalion at Camp Ripley, MN following a JRTC rotation of six KSF as OPFOR in TY23. This exercise participation was the second major training event the 1-133 IN BN partnered with KSF's 1st Regiment in preparation for JRTC in 2025. The goal of this glidepath is to culminate with a joint mobilization of a Platoon from the KSF with the 1-133 IN to OIR.

Members of the IANG continued training NATO Role 1 Combat Casualty Care with KSF medical teams and shifting focus to tactical SOP updates that will support operations in KSF's Defender Europe 2025 exercise. One team from the KSF was validated by an external NATO team in 2021 but it has been proven difficult to have NATO medical Center of Excellence return to validate the other three teams. This continues to be a friction point with Kosovo not being in NATO but attempting to be NATO interoperable.

Cyber defense training continues to support participation of IANG and KSF in the annual Adriatic Regional Security Strategy Cyber Exercise (ARS2CX); f.k.a. Adriatic Thunder) – a multi-national exercise conducted with participating Partner Nations and their State Partner National Guard servicemembers. Additional exercises that KSF have joined IANG are Cyber Shield and Cyber Tatanka. Iowa will continue to invite KSF to participate in these exercises in cyber defense as well as continue to grow the information technology infrastructure to support KSFs C4I and Cyber endeavors.

Some changes to the program include renaming "Cyber" to "Cyber and Information Systems" to incorporate all C4I and Cyber with IA ANG and ARNG. Additionally, "NCO Development" changed to "Leader Development". This LOE will focus on individual NCO events like Best Warrior Competitions and building staff proficiency with exchanges. This year Iowa SPP began identifying Offices of Professional Responsibility (OPR) to manage to LOE events and published the first SPP Operations order.

Key leader events OCONUS included TAG attending the Kosovo Independence Day in February, the 25th Anniversary of the NATO incursion in Kosovo and visit to Patch Barracks to visit with EUCOM J5 team in June; 132 Wing visit to Slovenia for ARS2CX in June; and a Senior Staff exchange led by the Army DAG and Air DOSA to Kosovo in September. KSF leadership came to Iowa in March for the Annual Commanders Call and Recognition dinner with an accompanying group of officers and NCOs that conducted a staff exchange with Iowa G-staff.

AIR NATIONAL GUARD

Organization

The Iowa Air National Guard program provides the necessary funds and facilities to accomplish the required training of assigned units required by their assigned missions. The Iowa Air National Guard's four geographically separate organizations are:

- Headquarters, Iowa Air National Guard, Camp Dodge
- 132d Wing, Des Moines
- 185th Air Refueling Wing, Sioux City
- 133d Test Squadron, Fort Dodge

Each Air National Guard (ANG) location has a full-time contingent to support its programs. Property, funding, and real property responsibilities are delegated by the United States Property and Fiscal Officer for Iowa, who has appropriate assistants at the Des Moines and Sioux City locations. These representatives perform the necessary functions of the office in support of the Air National Guard program.

Missions

The federal mission of the Iowa Air National Guard is to provide trained and equipped units immediately available for mobilization in time of a national emergency. Each unit functions independently under the direction of the Adjutant General and the Headquarters, Iowa Air National Guard.

The state mission is to provide units that are organized, equipped, and trained to function efficiently at authorized strength in the protection of life and property and the preservation of peace, order, and public safety under competent orders of State authorities.

The Headquarters, Iowa Air National Guard mission is to be the senior staff acting on behalf of the Adjutant General, providing ANG information, staff analysis, issue resolution, and action recommendations. The Headquarters also provides guidance in controlling and supervising Air National Guard units within the state, including employment of Air National Guard units for state missions and preparation for their mobilization assignment.

132d Wing – Des Moines

Each operational unit has wartime missions assigned by the United States Air Force. The mission of the 132d Wing is to train, deploy, execute, and sustain operations in missions supporting the nation, state, and community. Located in Des Moines, the 132d Wing is composed of the Intelligence, Surveillance and Reconnaissance Group (ISRG), Operations Group (OG), Mission Support Group (MSG), and Medical Group (MDG).

The 132d Intelligence, Surveillance and Reconnaissance Group includes the 132d Intelligence Support Squadron, 232d Intelligence Squadron and 233d Intelligence Squadron. The ISRG maintains a mission ready force available to support Air Force 24/7 targeting capabilities by providing worldwide Air Operations Centers accurate targeting intelligence through analyzing

geospatial imagery to identify target functions and vulnerabilities, to then match appropriate weapons to meet the commander's specific objectives.

The 132d Operations Group includes the 124th Attack Squadron, 132d Operations Support Squadron, 133d Combat Training Squadron (provisional), 168th Cyber Operations Squadron, and the 132d Combat Training Squadron.

- The 124th Attack and 132d Operational Support Squadron provide a 24/7/365 combat capability, flying MQ-9 aircraft supporting the needs of Combatant Commanders in worldwide areas of responsibility;
- The 133d Combat Training Squadron (provisional) trains, tests, and certifies total force cyber, electronic, and information warfighters and capabilities by providing realistic and relevant simulated cyberspace environments, events, and exercises;
- The 168th Cyber Operations Squadron ensures cyber preparedness and incident response for state and national level threats; and
- The 132d Combat Training Squadron provides persistent Distributed Mission Operations capability and expertise in support of realistic, relevant training opportunities to warfighters in a networked environment.

The 132d Mission Support Group is comprised of approximately 300 personnel across five squadrons to include: Security Forces, Civil Engineering, Force Support, Communications, and Logistics Readiness. “More than Support” is the group’s motto highlighting its ability to not only provide in-garrison Agile Combat Support to the 132d Wing, but also develop well-trained and equipped warriors for contingency operations for our State, Nation, and Combatant Commanders worldwide. The Group offers a unique variety of domestic response capabilities which include Disaster Response Mobile Kitchen, Fatality Search & Recovery Team, Mobile Emergency Operations Center, Urban Search & Rescue, Unclassified-Processing, Assessment and Dissemination, and Civil Engineering Debris Clearance.

The 132d Medical Group is mission-focused and ready to provide support to the 132d Wing’s State and Federal missions to include expeditionary combat support. Ultimately, Medhawks ensure that the 132d Wing’s warfighters are medically ready to deploy anytime, anywhere.

185 ARW – Sioux City/Fort Dodge

The 185th Air Refueling Wing's mission is to provide an air-to-air refueling capability and is attached to Air Mobility Command for training, inspections and tasking. Located in Sioux City, the Wing is assigned the KC-135 Stratotanker and is equipped with eight aircraft. The 185 ARW is composed of the Operations Group (OG), Maintenance Group (MXG), Mission Support Group (MSG) and the Medical Group (MDG).

The 185th Operations Group includes the 174th Air Refueling Squadron and 185th Operations Support Squadron which provide fully trained aircrew to complete refueling missions worldwide 24/7.

The 185th Maintenance Group includes the 185th Aircraft Maintenance Squadron, 185th Maintenance Squadron, and 185th Maintenance Operations Flight. These squadrons provide technical expertise to maintain and deploy both personnel and aircraft to support Combatant Commanders. Additionally, they support Air Mobility Command by providing crews for 24/7 worldwide missions.

The 185th Mission Support Group includes Security Forces, Civil Engineering, Force Support, Communications, Contracting and Logistics Readiness Squadrons. The Mission Support Group consists of approximately 400 Airmen and maintains domestic operations capabilities to include the Civil Engineering debris clearance package and Security Forces Civil Disturbance package.

The 185th Medical Group provides medical support to the wing to ensure all Airmen are medically prepared to execute the mission. The medical group consists of providers including flight doctors, optometrists, dentists, physician assistants, and nurse practitioners. The group also has immunizations, laboratory, public health, bioenvironmental, and administration. The Medical Group has also been tasked with the Critical Care Air Transport Team (CCATT) which provides another avenue to get Airmen into the operational fight.

133d Test Squadron – Fort Dodge

The 133d Test Squadron, a Geographically Separated Unit, is aligned as a subordinate unit under the 185th Air Refueling Wing. Located in Fort Dodge, its mission is to provide command and control testing and evaluations on new aviation technology for air and land based military platforms. The 133 TS is attached to Air Combat Command for training, inspections and tasking. It was announced this year that the 133d Mission would be divested and closed by April 2025.

Strength Iowa Air National Guard Strength (as of 01 Oct 2024)

	Authorized	Assigned	Percent Strength
132 WG Officers	189	175	92.6%
JFHQ Officers	17	17	100%
185 ARW Officers	138	137	99%
132 WG Enlisted	766	720	94%
JFHQ Enlisted	16	17	106%
185 ARW Enlisted	833	822	99%
Total	1,910	1,888	98.8%

Flying Program Iowa Air National Guard Flying Program – Fiscal Year 2024

Unit	Type Aircraft	Flying Hours Completed
132d Wing	MQ-9	5951
185th Air Refueling Wing	KC-135	2520.5

The 185th Air Refueling Wing flew the KC-135 for a total of 616 sorties which resulted in 7,406,300 pounds of fuel being offloaded both CONUS and OCONUS.

Federal Logistics

The Chiefs of Supply, Civil Engineers, and Comptrollers at the Wings serve as Assistants to the United States Property and Fiscal Officer for property, real property, and fiscal matters. They provide support for Air National Guard programs and serve as administrators of a variety of programs that include Air Force stock fund management, aviation fuels and ground fuels, commercial transportation, procurement, war readiness spares kit, war readiness materials, installation facilities, construction, and fiscal affairs management.

Deployments, Exercises, Partnerships and State of Iowa Support

Throughout the year, the units are involved in deployments in support of Department of Defense contingency operations around the world. The airmen's deployments range from 30 days to over 180 days in locations spanning the globe from central Asia to the Pacific.

The following paragraphs outline the global mission support being provided by the Iowa Air National Guard's men and women.

132d Wing Deployments

CENTCOM, EUCOM, INDOPACOM, NORTHCOM, AFRICOM, STRATCOM

Additionally, the 132d Wing provides 24/7 home station contingency and exercise support. The 132 OG deployed in-place as an operational RPA unit supporting two different Combatant Commanders over three continents.

132d Operations Group

Remotely Piloted Aircraft (RPA) Operations executed: 319 combat sorties, 5,951 total hours, 110 weapons employed for two different Areas of Responsibility and two different Combatant Commanders, all over three different continents in FY24. Additionally, fulfilled two-line surge operations five times and hosted multiple MQ-9 units in support of two major multi-weapon system platform exercises executing over 115 hours of flying operations and expending 8 weapons.

132d Combat Training Squadron (CTS)

In FY24, the 132d CTS executed 3128 operational training events for 15,074 ANG, USAF, Joint, and partner nation personnel which resulted in 61,781 Ready Aircrew Program (RAP) currency counters logged. The total cost avoidance by performing these events in the distributed environment compared to live flying the same amount of aircraft was over \$1B.

The 132d CTS also increased operational training availability for Drill Status Guardsmen this FY which resulted in 358 Guardsmen trained and 1,725 RAP counters logged during drill weekends. Finally, the 132d CTS supported the training certification for the US Army Air Defense Artillery Fire Control Officer (ADAFCO) in February, and the event went so well that the Army

moved their remaining ADAFCO certification courses for the year to the CTS which resulted in the certification of 44x new ADAFCOs across the Army, USMC, and USAF.

133d Cyber Training Squadron (Provisional)

During the Air Force Special Operation's Joint exercise, Emerald Warrior, the 133 CTS(P) played an integral role by providing expertise and guidance to several Special Operation's Cyber Mission Defense Teams. 133 CTS(P) expertly provided Red Team (Opposing Forces) operations for the European Command Adriatic Regional Security Cyber Cooperation Exercise in Slovenia. The Adriatic exercise supported 80 cyber personnel from seven states and seven partner nations, to include Kosovo Cyber Security Forces. The 133 CTS(P) provided critical training requirements to the 168th Cyberspace Operations Squadron (IAANG) and the 179th Cyber Wing in Ohio (OHANG).

168 Cyber Operations Squadron

The 168th COS has five members supporting T-10 efforts throughout FY, including two on the 852 CPT rotation, one deployed to Japan for intel training and resources, one deployed to Virginia for JFHQ DODIN at Cyber COMM, and one deployed to USAFE/A4M6 for Cyber Security. For State support, COS conducted a cyber training event to test election processes and validate election procedures, worked with state entities to develop an election system assessment plan, and provided cybersecurity support during primary elections. For the State Partnership Program, COS also coordinated ARSC2EX (Adriatic Regional Security Cyber Cooperations Exercise), a two-week cyber exercise that encompassed 7 Adriatic countries and their respective state partners. COS also executed a Cyber Defense Competition with Kosovo Security Forces, hosted by Iowa State University.

132d Intelligence, Surveillance and Reconnaissance Group

The 132d ISR Group provides joint, multi-domain capabilities to warfighters, supported leaders, and combatant commanders around the globe via timely targeting intelligence and analysis. Additionally, the group maintains a mission-ready force available to support Air Force 24/7 targeting capabilities by providing Air Operations Centers accurate targeting intelligence to identify target functions and vulnerabilities and then match appropriate capabilities to those targets to meet the commander's specific objectives.

A total of 43 132 ISR analysts were on Federal duty (U.S. Code Title 10) during FY24. These analysts supported USINDOPACOM, USEUCOM, USCENTCOM, USAFRICOM, USNORTHCOM, USSOCOM, and USSTRATCOM and their strategic targeting objectives from both home station and deployed locations. The 132 ISR analysts produced over 1,176 targeting products through approximately 17,107 hours of analysis. This marks the ninth straight year of reach back support to Air Components and other customers around the globe. The 132 ISR also participated in three major Combatant Command exercises and eight smaller scale Air Force Targeting Enterprise operational exercises focused on Global Power Competition in FY24.

The 132 ISR executed a \$210,000 tech refresh to its current systems to ensure lethality, improve reliability and reduce overall costs. These upgrades allow the 132 ISR to rapidly develop

methods, techniques, and technology that improve learning, decision making, and mission performance across the range of military operations. The tech refresh and high-fidelity tools put the 132 ISRG at the forefront in their collaboration with their RegAF partners in the 363d ISR Group and set the stage for mission success during the unit's FY25 mobilization.

232d Intelligence Squadron

The 232d Intelligence Squadron successfully demonstrated the ability to deploy and reintegrate 37 of its members to an OCONUS location during their Fly-away annual training in June 2024. While in EUCOM, members of 233 IS coordinated with the European Partnership Integration Enterprise (EPIE) to complete multiple High Altitude Imagery Orientation (HAO) training courses, better preparing them to support an upcoming FY25 mobilization. The 232d Intelligence Squadron conducted two weeks of home-station annual training with 53 members that included multiple events consisting of required ancillary training and job proficiency training. The squadron also hosted a mobile training team that provided Signals Intelligence (SIGINT) analysis training, which equipped analysts with additional tools for doing day-to-day targeting analysis. Analysts also participated virtually in a joint training exercise led by the 613th Air Operations Center, Joint Base Pearl Harbor-Hickam, Hawaii. Lastly, the squadron completed the Leadership Reaction Course (LRC) at Camp Dodge with transportation provided by the Iowa Army Aviation Support Blackhawk helicopter facility out of Boone, Iowa.

132d Mission Support Group

The 132d Civil Engineer Squadron continued its training at Volk Field CRTC, successfully completing 25% of the training requirements that cannot be accomplished at home-station. This deployment further enhanced our readiness by providing realistic exposure to challenges that closely simulate real-world missions. Additionally, our rapid damage repair course readiness achieved 100%, ensuring our capability to quickly address and repair facility damages in various operational scenarios. Our Emergency Management flight successfully completed the Specialized Personnel and Equipment for Austere Reconnaissance and Surveillance (SPEARS) course, further enhancing our squadron's ability to conduct effective reconnaissance and surveillance in austere environments. We also deployed on state active duty for our Domestic Operations (DOMOPS) debris clearance mission in response to the Iowa flooding, demonstrating our commitment and ability to support state emergency response efforts. The squadron remains committed to delivering agile combat support capabilities, ensuring it is well-prepared to meet current and emerging Air Force and Combatant Commander Requirements.

132d Communications Squadron (CS)

The 132d Communications Squadron (CS) was able to successfully navigate the challenges posed by the ongoing continuing resolution and fiscal constraints by providing support to Montauk Lightning, a large-scale exercise held in New York. In addition to this, the squadron also provided additional home station training and multiple leadership opportunities. These opportunities included attending the Cyber Strategic Alignment Workshop (CSAW) in Phoenix, AZ, and a trip to Washington D.C. to meet with leadership counterparts. These efforts helped the squadron to continue to operate effectively and efficiently despite the budgetary constraints.

132 MSG Contracting

The 132 MSG Contracting supported 132d Wing missions through executing \$1.7M through 57 contract actions and managing the Government Purchase Card Program for a total of \$913k annual spend and 1,249 credit card transactions. Two contracting officers also had the opportunity to sharpen their contingency support skills by attending Contingency Contracting Officer Training at Knoxville, TN where one of the individuals earned Superior Performer commendations.

132d Force Support Squadron's Fatality Search and Recovery Team

The 132d Force Support Squadron's Fatality Search and Recovery Team (as part of the Nebraska CERFP) passed its biennial Standardization Evaluation and Assistance Team (SEAT) Inspection in February 2024, validating its command and control program and continuity of training, medical, and equipment accountability processes with a score of 95%. Further, the squadron deployed four Airmen and the Disaster Relief Mobile Kitchen Trailer (DRMKT) to support of Operation BUMBU at Volk Field, Wisconsin in May-June 2024, providing +2.5K Joint Force meals. Next, 29 Airmen from the squadron conducted Duty For Training (DFT) operations at Spangdahlem Air Force Base, Germany in June 2024. They accomplished 1,856 hours of individual training, and completed 504 individual Air Force Specialty Code (AFSC) – specific tasks. Last, the squadron's Recruiting and Retention team finished Fiscal Year 2024 with 114 accessions or 102.7%, three over the Fiscal Year goal of 111.

132d Logistics Readiness Squadron

The 132d Logistics Readiness Squadron conducted Annual Training at multiple locations to include Savannah ANGB Georgia, Volk Field ANGB Wisconsin, Pease ANGB New Hampshire, Offutt AFB Omaha Nebraska, and Andersen AFB Guam. The DFT mission was to provide expertise and base operating support at all TDY locations, and adjacent units to support ongoing mission and exercise operations while modeling agile combat employment and sustainment concepts. The primary objective was to conduct individual and collective skills training while supporting the operational needs of each host Base.

132d Security Forces Squadron

The 132d Security Forces Squadron sent 8 of its members to the Middle East and Africa for combat support. They also held a joint training exercise with the 185th Security Forces Squadron from Sioux City, IA, which brought together 105 Defenders in Michigan. This training helped the team improve their skills and prepare for potential adversaries in the Great Power Competition. In addition, the team supported community events and volunteered for organizations such as Wreaths Across America and Orchard Place. Twelve Defenders also helped with the Homeless Veterans Stand-down, serving 305 homeless veterans.

132d Medical Group

The 132 MDG supported Kosovo Security Forces (KSF) Medical Regiment (MEDREG) by participating in North Atlantic Treaty Organization (NATO) medical exercise Vigorous Warrior in Hungary. The 132d provided leadership and guidance to the KSF during NATO Vigorous Warrior that included 33 nations & 1600 participants. The long-standing relationship and dedication was responsible for the Role 1 team earning a fully capable re-validation. The 132 MDG also conducted

a joint, integrated medical exercise with 40 Medhawks and the MEDREG in Kosovo to include successfully arranging NATO MH-60 aircraft hot/cold patient load training.

185th Air Refueling Wing Deployments

CENTCOM, INDOPACOM, NORTHCOM, EUCOM, STRATCOM

The 185th Air Refueling Wing continues to press for the future growth of the Wing in the state and ended the fiscal year by recruiting over 100 members, solidifying an end strength of over 98.4%, all with a mission divestment from the 133d ongoing. The 185ARW exceeded the Air National Guard goal for Mission Capable Aircraft by averaging 78.8% mission capability for the year, ranking second in the entire Air Force, which includes Active Duty and Reserves. The wing also deployed 182 members to over 7 locations in support of contingency and non-contingency operations and has been ramping for 2026 deployments when the Wing deploys over 100+ members in support of our upcoming missions.

October 2023 started off with the 185th Operations Squadron open house, a ribbon cutting for its building renovation, a \$13M project adding several new capabilities at the unit such as the Global Aircrew Strategic Network Terminal (GASNT), an alert facility, sensitive compartmented information facility (SCIF), and staging for several new assets in the future. The original brick building was utilized, but the interior was demolished and rebuilt with a new briefing room, secure vault, additional offices for aircrew, aerial refueling simulator, and flight equipment area. This project's completion is the starting point of a multi-year project of renovations to buildings at the Wing, solidifying its future in Sioux City. The Siouxland Construction Alliance awarded the building project the 2023 Excellence in Construction award in December.

In January, several members of the 185th Security Forces deployed to Prince Sultan Air Base for CENTCOM support. The unit Chaplain, also deployed as the CENTCOM Chaplain, traveling regionally in support of all deployed members in the Area of Responsibility. The 185th also supported PACOM with a large aviation and maintenance package from January to April 2024, deploying 140 Airmen assigned to the 506th Expeditionary Air Refueling Squadron, in support of 18th Air Force and 618th Tanker Airlift Command and Control units. The mission generated and executed 137 sorties, flying over 823 hours, and offloading three million pounds of fuel. These missions were in direct support of Pacific Theatre Security and Strategic Reconnaissance Operation Packages.

In February, the 133rd Test Squadron, our Geographically Separated Unit, was announced for divestment, with a new Contingency Response mission to come online at the 185th in Sioux City in the coming year. Contingency Response squadrons are a highly specialized team of Airmen that rapidly deploy to open airbases, coordinate air mobility operations, enable joint interoperability, and advise partner nations. From wartime taskings to disaster relief, the Contingency Responses specializes in deploying people and equipment around the globe.

In April, the 185th hosted Employer Support for Guard and Reserve to host a 185th Orientation flight for local employers of our Airmen. This flight included 54 supervisors and leadership within an Airmen's civilian organization, allowing them to see a KC-135 refueling in person. It was a well-

received event and talked about by many of the employers with their Airmen. In June, the 185th ARW Wing Public Affairs office hosted a Media Flight in coordination with the 185th ARW Operations Group, to showcase the mission and work performed by the Iowa Air Guard unit by allowing media members special access to a refueling flight. Six news outlets attended the event, and the civilian media created content that was spread out over several days in June keeping the story in the news aggregate for over two weeks.

The 185th Air Refueling Wing is deeply engrained into many facets of their community. The Wing meets quarterly with members of the City of Sioux City to discuss upcoming construction projects, potential growth opportunities, and overall wellness and operations of both the city and the Wing. Members of the 185th ARW also spend their personal time being involved in various boards and organizations around Siouxland including the Chamber of Commerce, The Siouxland Initiative, the United Way of Siouxland, The American Red Cross, Siouxland Center for Active Generations, Siouxland Freedom Park, Leadership Siouxland, various local Veterans of Foreign Wars organizations and school boards.

In July, the 185th was honored as the recipient of the Rotary's Keyway Award, awarded to an organization which contributed significantly to the economic well-being of Siouxland. The unit hosted multiple school and community events, including the Sioux City Family Literacy Group, NW Iowa STEM, and the Girl Scouts. The 185th also hosts an annual "career fair" day, in which 19 local schools were able to send members to the 185th to learn all the different military careers available to them for over 250 students.

The 185th continues working with the National Guard Bureau, the City of Sioux City, and the FAA on Ramp and Runway reconstruction. This will include hardening the existing 1,000 LF paved overruns, constructing runway extensions, constructing a cargo holding pad, and repairing the aircraft parking ramp. The project request stems from the conversion the 185th did in 2003 from F-16s to the KC-135 Stratotanker. During this conversion, the ramp and runway were placed under waivers to accept the weight and capacity of the refuelers. This project has garnered the attention of the city, Iowa, Nebraska, and South Dakota Governors, and Congress in support of the project and the capabilities it would add to the future mission sets the Wing may receive. This year, we hosted Congressman Randy Feenstra and staff from Senator Chuck Grassley and Senator Joni Ernst offices to discuss the project and its status to push for federal funding for the promised project from many decades ago.

Through this process, the 185th also continues conversations on a new Hangar replacement with the National Guard Bureau, replacing its aging building originally built in 1956 to house the F-100. This project has gotten through the initial planning process and is going through the National Guard Bureau for approvals and continues to meet deadlines for future development of the Wing. The 185th Paint Facility has also been identified as a potential painting location for the F-35 Lightning II. This capability would add a unique ability to the 185th, a unique skill set that many paint facilities do not possess. The 185th continues to work with the corresponding agencies to identify and support their selection process.

Deployed Soldiers and Airmen receive pay and allowances that are not calculated into our normal appropriation. Given this fact, our personnel have returned hundreds of thousands of dollars back into their communities statewide, significantly impacting our state’s economy despite their physical absence. Pay and allowances, 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.” In return, their income and utilization of these various program encourage them to remain in Iowa after they have completed their education, purchased homes, and raised their families. They are loyal citizens who support and contribute to their local communities through a wide array of organizations and activities.

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