

The Iowa National Guard Strategy 2028

I. Introduction: This strategy is a joint steering document that describes how the Iowa National Guard (IANG) will achieve its goals described in the IANG Vision. It is informed by the National Defense Strategy, the Army and Air Force Strategies, the National Guard Vision, and the Governor of Iowa strategic guidance. While it is shaped through The Adjutant General of the IANG, it is an enduring organizational document that will be reframed to ensure it is aligned for success against an ever changing world. The IANG Strategy 2028 clarifies our desired future state and conditions (ends) implemented through a strategic approach (ways) supported by authorities and resources (means) with consideration to risk.

The **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 or abroad.*

The world we live in presents diverse security challenges that are emerging at an ever increasing rate and scope. To succeed in this complex operational environment it is essential that the Iowa National Guard have a clear and focused view of the future on which to orient our energy and activity.

Therefore, the **Iowa National Guard Vision** — our future end state — is as follows:

*The Iowa National Guard (2028) is prepared to **mobilize, deploy, and execute missions** across the continuum of military operations as part of the Total Force or the Governor’s response requirements. The Iowa National Guard will be the **most trusted organization in Iowa** through the **stewardship** of our resources, the **readiness** of our organization, and the **responsiveness** of our formations to meet Federal or State missions.*

We are always ready—warriors, citizens, neighbors—together strengthening the future of Iowa.

To fulfill our vision, it is crucial to collectively understand the imperatives upon which our vision is formed:

- **Mobilize, Deploy, and Execute Missions** —
The first imperative fulfills our core purpose and validates our existence as a locally based and globally relevant organization. The IANG will always be ready to successfully contribute resources to missions abroad and to protect Iowa’s citizens and infrastructure. This requires us to be agile and responsive to future state and national demand signals.

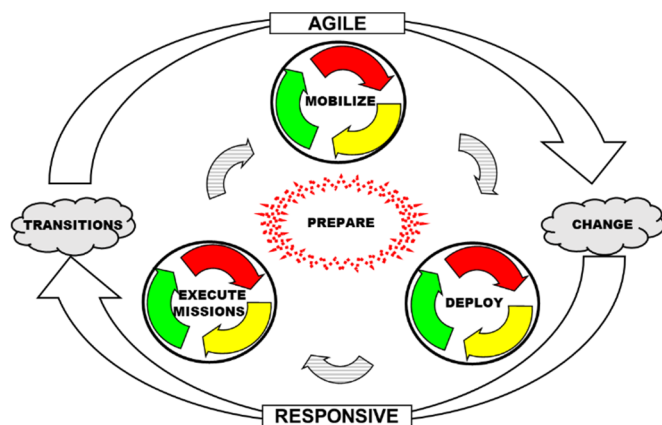


Figure 1: First Imperative—Ready and Relevant

- Most Trusted Organization in Iowa —**
 The second imperative infuses synergy into our actions and interactions with our internal audiences—our Service Members, employees, and families, as well as our external audiences—employers, communities, elected officials, and the Total Force. Trust will be forged through accountability of our actions and transparency in our decisions—demonstrated through the pillars of stewardship, readiness, and responsiveness; built on a foundation of integrity.

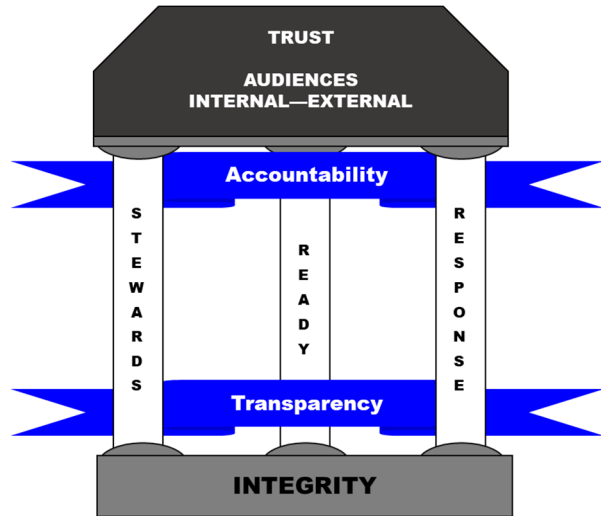


Figure 2: Second Imperative—Trust

- Stewardship — We must consistently be trustworthy stewards of our resources, which include human capital, time, funding, and our physical and virtual infrastructure. We should expect to see returns from our investments in these areas, which will enable informed decisions that align resources to priorities that achieve organizational goals.
- Readiness — We have an obligation to be ready to support the Governor and citizenry of Iowa, as well as to the Total Joint Force. This requires leaders at all levels to build cohesive teams that are holistically fit, disciplined, and goal oriented.
- Responsiveness — We must provide competent military response options in a timely manner, at home or abroad. While Global Force Management Allocation Plan (GFMAP) rotations usually afford predictability, Large Scale Combat Operations (LSCO) and domestic operations will require short term responses to be effective. Both demand that we are forward thinking and rehearsed in processes that ensure force projection accomplishes missions and takes care of our Service Members.
- Integrity — We will anchor these pillars on the foundational characteristic of integrity. Integrity implies both moral conviction and structural soundness, which are integral to individual and organizational character. Our actions and words must match while we persistently pursue our service ethic.

II. Strategic Environment: As the global order transforms from the industrial age to the information age, numerous challenges and opportunities are emerging that impact the IANG’s current posture in relation to society, modernization, readiness, business practices, and strategic communications. The Total Force increasingly relies on National Guard formations to meet mission requirements globally and in the homeland. Our federal mission demands that we prepare for LSCO across multiple domains in dynamic environments against near peer threats, while simultaneously supporting GFMAP rotations to secure partners and maintain global presence in low or no conflict areas. Our state mission requires us to provide responsive military assistance to civil support activities for the Governor and the support of other states, while also conducting readiness generating activities. Current LSCO readiness models have decreased response times, while we maintain a reliance on legacy infrastructure platforms and transportation networks. Increased demands for time create tension between federal and state responsibilities and predictability, which negatively impact our Service Members, families, and employers. Although IANG personnel, logistics, and training readiness are trending positively for current

forces and equipment sets, they are inadequate to field fully manned and equipped formations for mobilizations without significant cross leveling. Additionally, strength management continues to trend positively but multiple factors present barriers to entry for potential recruits, frustrate reenlistments, and drain seasoned leaders from our formations.

A. Threats and Competitors:

- Great Power Competitors remain Russia (National pacing threat) and China. Both nations present security threats across all instruments of national power with increasing capability to strike with devastating effects through non-lethal means prior to open hostilities.
- Regional Adversaries remain primarily Iran and North Korea. Both nations seek nuclear capability and demonstrate the capacity to threaten regional stability against our international partners and interests.
- Violent Extremist Organizations and Homegrown Violent Extremist present imminent threats at home and abroad to our Nation, State, and Service Members.
- Changes in climate patterns produce weather effects with increased frequency and intensity, which threaten the populace, their property, and critical infrastructure.

B. Assumptions:

- Competitors to the IANG's strength efforts will persist in the job market, education sector, other DOD components, and border state National Guards. Successful partnerships will transform the competitive nature of these interactions into mutually beneficial relationships.
- Funding will gradually decrease while congressional oversight will increase, resulting in less flexibility in budget execution.
- Operations Tempo (OPTEMPO) and Personnel Tempo (PERSTEMPO) will steadily increase to maintain required levels for unit readiness, individual readiness, and professional military education.
- Force modernization will accelerate and continue across the National Guard while the Total Force pursues overmatch against pacing threats across multiple domains.

III. Strategic Approach: The IANG's challenge obstructing our achievement of the IANG Vision over the next decade is sustaining the high levels of readiness required to fulfill T32/T10 obligations in an environment of increased operational tempo across multiple domains, shifting societal and demographic lines, and dwindling resources. We will center our activities and energy on four lines of effort (LOE) that drive at our strategic objectives (See Figure 3).

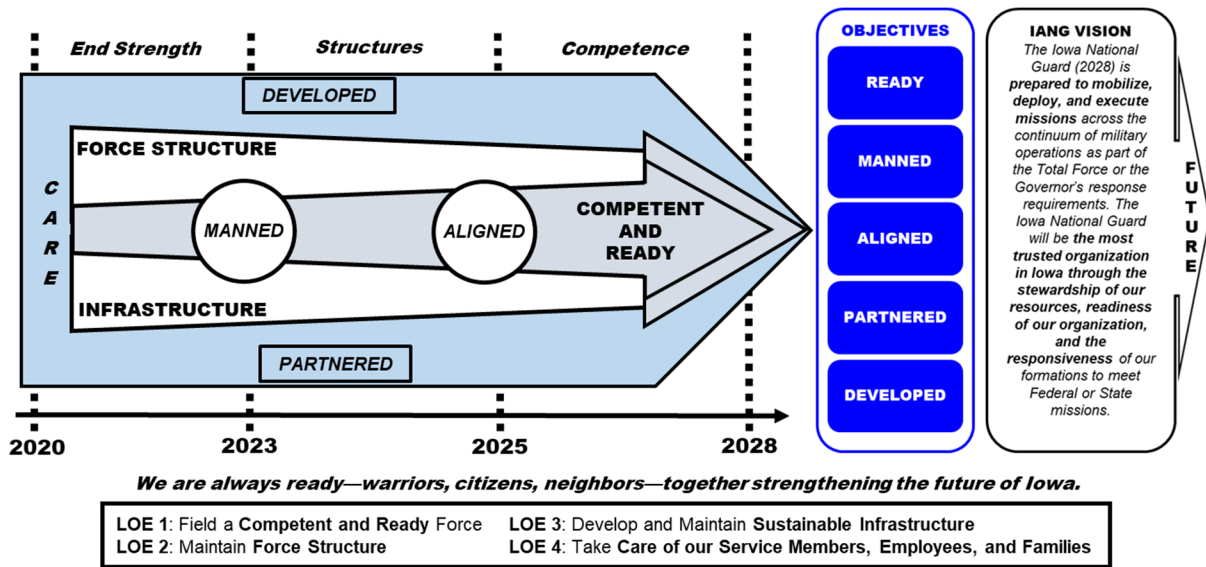


Figure 3: Iowa National Guard Strategic Approach

A. Prioritization and Risk: We will continue along all LOEs simultaneously to maintain readiness levels but will shift priority of effort and resources over time to achieve shaping goals. We will achieve our vision by consolidating gains over the span of our strategy.

- **2020—2023:** Increasing *END STRENGTH* to 105% is our top priority through 2023 while we execute approved infrastructure and operational plans at authorized limits. Our primary planning efforts will center on the Joint Air Base Des Moines and associated effects. Risk will be assumed in maintaining readiness levels and in reduced funding to facilities under consideration for divestiture.
- **2023—2025:** Developing and aligning our *STRUCTURES* to key physical and human terrain is our top priority from 2023 to 2025. During this period, our efforts will be focused on maintaining and aligning our end strength against the right force structure, in optimal locations, and in sustainable physical structures. Our greatest risk during this period is synchronizing realignment with high demand readiness model years, while maintaining end strength gains.
- **2025—2028:** The consolidation of *END STRENGTH* and *STRUCTURE* goals will posture us for the fielding of a competent and ready force capable of meeting the challenges of this era. We must mitigate our risk for this period by anticipating future trends in military, environmental, and socio-economic in prior years.

B. Implementation: The IANG Strategy informs decision makers, bridges leadership transitions, prioritizes effort, and aligns resources to strategic goals. The IANG Campaign Plan (CAMPLAN VOLGA) operationalizes the IANG Strategy through synchronization, execution, and assessment. Evaluation and reframing will ensure that our strategic plan successfully anticipates and responds to change.

C. Lines of Effort: Defining our LOEs will provide a shared understanding across the IANG. This clarity will enable leaders to issue focused guidance across all planning horizons that will lead to efficient and productive execution. General officers will have oversight of specific LOEs and Colonel/O6 directors are assigned primary responsibility to synchronize resources with Line of Action (LOA) stakeholders. CAMPLAN VOLGA will further delineate other activities that materially contribute to overall LOE success, as well as the LOE assessment plan.

Acronym	Army
GOO	General Officer Oversight
DAG	Deputy Adjutant General
AAG	Assistant Adjutant General
OI	Operations and Infrastructure
SQM	State Quartermaster
OPR	Office of Primary Responsibility

1. LOE 1: Field a Competent and Ready Force (Decisive Operation)—We will increase our ability to successfully contribute resources to missions abroad while serving the citizens of Iowa and the homeland. We must anticipate future state and national demand signals, which will facilitate well-developed plans that increase predictability.

Position	Army	Air
GOO	DAG-Army	DAG-Air
LOE OPR	G3	Wings
LOA OPR	G1, G2, G3A, G4	

LOE 1 Strategic Goals:

- Achieve or exceed all unit level readiness objectives.
- Seek opportunities that enhance leader development and partnerships.
- Reinforce sourced mobilizations for successful execution.

2. LOE 2: Maintain Force Structure (Shaping Operation)—We will implement stationing plans that preserve options and enhance response capabilities through strength management efforts. Our actions will compliment current and emerging Iowa socio-economic opportunities.

Position	Army	Air
GOO	DAG-Army	DAG-Air
LOE OPR	G3	Wings
LOA OPR	G1, G3A, G4, G6	

LOE 2 Strategic Goals:

- Achieve 105% End Strength for IANG.
- Recruit a diversified force that reflects our communities and state.
- Increase full time unit support staff to 1200 members (AGR and Technician).
- Seek Army and Air Force structure that support future multi-domain operations.

3. LOE 3: Maintain and Develop Sustainable Infrastructure (Shaping Operation)—Our infrastructure plans will be responsive to shifting state demographics and emerging training environments that will enable success in multi-domain operations. We will seek leader engagements that enhance our anticipation of State or National demands.

Position	Army	Air
GOO	AAG-OI	DAG-Air
LOE OPR	G7	Wings
LOA OPR	SQM, G3,G4, G6, USPFO	

LOE 3 Strategic Goals:

- Invest in structures and locations that offer strategic advantage; divest selected low return legacy property and infrastructure.
- Develop interagency/community facilities that foster community partnerships.
- Develop integrated regional projection platforms and regional partnership that enable force projection.

4. LOE 4: Take Care of our Service Members, Employees, and Families (Sustaining Operation)—We draw our internal and external power from this LOE. We will provide predictability to our members over the lifecycle of their careers—from reception into retirement—through an organizational culture that demonstrates value to the individual. We will proactively invest in our service members through deliberate leader selection and development processes. We will communicate continually to our base of support so that trust is earned and maintained. We will initiate a whole of community approach to partnership to gain local relevance.

Position	Army	Air
GOO	AAG-Readiness	DAG-Air
LOE OPR	G1	Wings
LOA OPR	ALL Directors, STRATCOM	

LOE 4 Strategic Goals:

- Engage and inform internal and external audiences through Strategic Communication messages and platforms.
- Invest in programs that increase our Service Members’ safety, security, and fitness.
- Refine IANG leader development models – Professional Military Education, assignments, Joint Staff integration.

IV. Conclusion: The IANG Strategy describes a current and future environment of accelerating change and competition. To thrive in this environment we must take care of our people, maintain a relevant force structure, develop and maintain sustainable infrastructure, and field a competent and ready force. If we are manned, aligned, partnered, and developed we will be ready to capitalize on the challenges and opportunities that await us.

Operationally Relevant—Always Ready



Benjamin J. Corell
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The Adjutant General