

OPERATION ORDER 15-02 (SDNG STRATEGIC PLAN TY 14-18)

(U) References:

- (a) Strategic Direction to the National Guard, June 2013
- (b) Army National Guard Strategic Imperatives, September 2012
- (c) Army National Guard 2014-2020 Strategic Planning Guidance, November 2013
- (d) SDARNG ACOE 2014 Submission Packet, July 2013
- (e) The SDNG Adjutant General's Priority Card February 2013
- (f) WARNO 1 to OPORD 14-05 (SDNG Strategic Plan), April 2014
- (g) Readiness Center Transformation Master Plan, SDARNG Charrette, In Progress Review, 15 April 2014
- (h) Army National Guard 2015-2020 Strategic Planning Guidance, DRAFT, 16 April 2014

(U) Time Zone Used Throughout the OPORD: Tango

(U) Task Organization:

- SDNG
 - Joint Staff
 - JFHQ
 - 114th Fighter Wing
 - 109th Regional Support Group (RSG)
 - 196th Maneuver Enhanced Brigade (MEB)
 - 196th Regiment (Regional Training Institute)

1. (U) Situation. For the past several years, leaders from the South Dakota Army and Air National Guard have been collaborating to launch a five-year strategic plan for our organization. A strategic plan outlines an organization's mission, vision, values, and goals established over a period of time. The objectives within the plan are specific, measurable, achievable, relevant, and time-driven focused on organizational challenges internal and external to the South Dakota National Guard. The Adjutant General establishes priorities for the South Dakota National Guard intended to leverage our strengths, improve on our weaknesses, identify opportunities, and minimizes threats to our organization. Our organization's top priorities remain to be caring for our service members and families, maintaining high-level readiness, remaining relevant, embracing diversity, enhancing communications, supporting our State Partnership Program, developing leaders, ensuring safety, and enhancing the joint staff. These priorities in combination with the Army and Air Force values define our organizational culture and support our ability to accomplish our mission.

- a. (U) Area of Interest. None
- b. (U) Area of Operations. None
 - (1) (U) Terrain. None
 - (2) (U) Weather. None
- c. (U) Enemy Forces. None

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d. (U) Friendly Forces. See task organization.

(1) (U) Higher Headquarters' Mission and Intent Two-Levels Up: National Guard Bureau.

(a) (U) Mission. The National Guard provides ready forces for the defense of our nation and its interests, and to states for missions directed by the governors.

(b) (U) Commander's Intent. By 2023, the nation recognizes the National Guard is an indispensable, resourced, and missioned operational force fulfilling service requirements in support of commanders' priorities and supporting partners abroad. At home, the National Guard fully postures leaders and units to respond to a complex catastrophe on the worst night in America. Simultaneously, we deliver a sense of purpose, worth, and well-being to Guardsmen, their families, and employers thereby connecting Main Street America to national security objectives.

(2) (U) Higher Headquarters' Mission and Intent One-Level Up: Army National Guard.

(a) (U) Mission. The Army National Guard, a community-based operational force that serves as a primary combat reserve of the Army, provides ready units to support global and domestic requirements.

(b) (U) Commander's Intent. The Army National Guard will be a premier, unit-based force comprised of resilient, adaptable, relevant, and ready Citizen Soldiers accessible for war and domestic crises.

(3) (U) Higher Headquarters' Mission and Intent One-Level Up: Air National Guard.

(a) (U) Mission. The Air National Guard maintains well-trained, well-equipped units available for prompt mobilization during war and provides assistance during national emergencies.

(b) (U) Commander's Intent. The Air National Guard will meet 21st century challenges by proactively shaping our future with combat-ready, adaptable Airmen at our core. Together with our partners, we will provide the capabilities necessary to guard America at home and defend freedom worldwide.

2. (U) Mission. The South Dakota National Guard will provide ready forces to support global and domestic requirements under the direction of civil authority.

3. (U) Execution.

a. (U) Commander's Intent. The purpose of this five-year plan is to ensure our organization can support the requirements of our combatant commanders and our domestic incident commanders here in South Dakota or any state or territory as needed. The end state of this five-year plan will be the fulfillment of our vision, which is the South Dakota National Guard being the most professional, competent, and reliable National Guard organization in the United States of America.

b. (U) Concept of Operations. The purpose of this operation is to support the needs of combatant and incident commanders regardless of the task or environment. We will accomplish this by maintaining our current operational training plans with the added focus of our strategic goals and objectives over the next five years. The Adjutant General establishes short, mid, and long-term objectives to the O6 commands. The joint, Army, and Air staff collaborate and resource action plans and programs developed by the O6 commands to achieve the objectives that apply specifically to their commands. O6 commands report objective metrics to the Operations Center on a monthly basis, and the joint staff reports the progress of the plan to the Adjutant

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General on a quarterly basis. Assessment of results takes place at all levels to identify achievement gaps and integrate command-supported changes to action plans, metrics, and objectives to achieve the desired end state. Decisive to this operation is the joint, Army, and Air staff's ability to resource the action plans and programs developed by O6 commands. The end state of this five-year plan will be the fulfillment of our vision, which is the South Dakota National Guard being the most professional, competent, and reliable National Guard organization in the United States of America.

c. (U) Tasks to Subordinate Units.

(1) (U) Joint Staff - JFHQ.

(a) (U) Support and resource the action plans and programs developed by the O6 commands to achieve the following objectives.

(b) (U) Develop and resource action plans and programs to achieve the following objectives.

i. (U) Increase the level of state interagency coordination of the Golden Coyote Joint Exercise by developing a domestic response/homeland security scenario that provides training on at least 80% of the MSCA "Essential 10" Tasks by Golden Coyote 2017.

ii. (U) Increase the professional development of the SDNG leadership (E8 or O3 and above) by having more than 25 members of the SDNG conduct a Title-10 tour within a CCMD (six-month minimum length) by September 2018.

iii. (U) Secure a second country partnership under the NGB State Partnership Program by September 2017.

iv. (U) Increase the number of IRT projects (focus is Native American engagements) by 20% by September 2016.

(c) (U) Capture and manage all metrics related to the outlined objectives using the Strategic Management Systems (SMS) beginning October 2014.

(d) (U) Develop a quarterly joint metrics brief using SMS NLT January 2015.

(2) (U) JFHQ

(a) (U) Increase and maintain medical readiness at or above 90% by September 2016.

(b) (U) Increase and maintain the number of Master Fitness Trainers (MFT) to one assigned per company by September 2018.

(c) (U) Maintain 100% accountability of all currently unemployed Soldiers seeking employment and which employment assistance resources are being used, if any.

(d) (U) Meet and maintain the personnel end-strength established by the Adjutant General annually.

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(e) (U) Increase and maintain the percentage of JFHQ members who meet fitness standards at or above 95% by September 2015 (exemptions include Soldiers on a medical profile disabling them from participating in physical fitness testing).

(f) (U) Meet and maintain a retention rate in JFHQ at or above 80% annually.

(g) (U) Increase and maintain the DMOSQ percentage of personnel in JFHQ at or above 97% (excluding Soldiers awaiting IET and reps) by September 2016.

(h) (U) Increase and maintain the number of MRT qualified personnel to one per appropriate unit level (detachment and R&R Cmd) by September 2016.

(i) (U) Increase the number of ACE-SI (Ask-Care-Escort-Suicide Intervention) trained personnel to have one trained individual assigned at the squad/section level by September 2016.

(j) (U) Increase and maintain the number of qualified SDNG Family support group lead volunteers at the detachment level at or above 93% by September 2016.

(k) (U) Increase and maintain the number of qualified Unit Victim Advocates (UVA) to one assigned to every appropriate unit level (detachment and R&R Cmd) by September 2016.

(l) (U) Increase and maintain the number of RTA qualified personnel to at least one per platoon by September 2018.

(m) (U) Increase and maintain the completion at or above 95% for all JFHQ officer surveys and/or career plans annually.

(n) (U) Increase and maintain PME completion percentage at or above 75% for NCOs and 70% for officers by September 2018.

(o) (U) Meet all USR aim-points annually.

(p) (U) Support the overall objective to have 50% of all SDARNG units nominated and endorsed by the Adjutant General for the Superior Unit Award by striving to achieve SUA criteria in JFHQ units by September 2016.

(3) (U) 114th Fighter Wing

(a) (U) Maintain 100% accountability of all currently unemployed Airmen seeking employment and which employment assistance resources are being used, if any.

(b) (U) Meet and maintain the personnel end-strength for the SDANG established by the Adjutant General annually.

(c) (U) Increase and maintain the percentage of SDANG members who meet the fitness standards at or above 95% (exemptions include Airmen on a medical profile disabling them from participating in physical fitness testing) by September 2018.

(d) (U) Meet and maintain a retention rate in the SDANG at or above 90% annually.

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(e) (U) Increase trained readiness by having all identified squadrons participate in an externally evaluated training exercise by September 2018.

(f) (U) Increase and maintain key-leader and organizational support to the 114th FW Family Volunteer Group to ensure group is able to support the needs of all Airmen and their Families. (Metrics for this objective are TBP after action plan development)

(g) (U) Meet or exceed the SDANG SORTS readiness rate as established by the Air Force (the metrics to this objective is classified and will be brief to TAG quarterly).

(h) (U) Secure a follow-on fighter mission for the SDANG by September 2018.

(i) (U) Increase and maintain PME completion percentage at or above 75% for NCOs and 70% for officers prior to individual promotion eligibility date by September 2018.

(j) (U) Support the overall objective of increasing professional development of SDNG leadership by having more than 25 members of the SDNG conduct a Title-10 tour within CCMD (six-month minimum) by September 2018, and report the amount of Airmen, if any, that meet this requirement through the chain of command to the SMS/Strategic Planning POCs quarterly / as needed.

(4) (U) 196th MEB

(a) (U) Increase and maintain medical readiness at or above 90% by September 2016.

(b) (U) Increase and maintain the number of Master Fitness Trainers (MFT) to one assigned per company/battery by September 2018.

(c) (U) Maintain 100% accountability of all currently unemployed Soldiers seeking employment and which employment assistance resources are being used, if any.

(d) (U) Meet and maintain the personnel end-strength for the 196th MEB established by the Adjutant General's mission strength goals annually.

(e) (U) Increase and maintain the percentage of 196th MEB members who meet the fitness standards at or above 95% (exemptions include Soldiers on a medical profile disabling them from participating in physical fitness testing) by September 2015.

(f) (U) Meet and maintain a retention rate in the 196th MEB at or above 80% annually.

(g) (U) Increase and maintain the DMOSQ percentage (excluding Soldiers awaiting IET and reps) of personnel in the 196th MEB to at or above 97% by September 2016.

(h) (U) Increase trained readiness by having all companies/batteries participate in an externally evaluated training exercise by September 2018.

(i) (U) Increase and maintain the number of MRT qualified personnel to one per company/battery by September 2016.

(j) (U) Increase and maintain the number of ACE-SI (Ask-Care-Escort-Suicide Intervention) trained personnel to have one trained individual assigned at the squad/section level by September 2016.

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(k) (U) Increase and maintain the number of qualified 196th MEB Family support group lead volunteers at the company/battery level at or above 93% by September 2016.

(l) (U) Increase and maintain the number of qualified Unit Victim Advocates (UVA) trained personnel assigned to every company/battery by September 2016.

(m) (U) Increase the number of RTA qualified personnel to at least one per platoon by September 2018.

(n) (U) Increase and maintain the completion at or above 95% for all 196th MEB's officer surveys and/or career plans annually.

(o) (U) Increase and maintain PME completion percentage at or above 75% for NCOs and 70% for officers by September 2018.

(p) (U) Meet all ARFORGEN aim-points annually.

(q) (U) Support the overall objective to have 50% of all SDARNG units nominated and endorsed by the Adjutant General for the Superior Unit Award by striving to achieve SUA criteria all 196th MEB units by September 2016.

(5) (U) 109th RSG

(a) (U) Increase and maintain medical readiness at or above 90% by September 2016.

(b) (U) Increase the number of Master Fitness Trainers (MFT) to one assigned per company by September 2018.

(c) (U) Maintain 100% accountability of all currently unemployed Soldiers seeking employment and which employment assistance resources are being used, if any.

(d) (U) Meet and maintain the personnel end-strength for the 109th RSG established by the Adjutant General's mission strength goals annually.

(e) (U) Increase and maintain the percentage of 109th RSG members who meet the fitness standards at or above 95% (exemptions include Soldiers on a medical profile disabling them from participating in physical fitness testing) by September 2015.

(f) (U) Meet and maintain a retention rate in the 109th RSG at or above 80% annually.

(g) (U) Increase and maintain the DMOSQ percentage (excluding Soldiers awaiting IET and reps) of personnel in the 109th RSG to at or above 97% by September 2016.

(h) (U) Increase trained readiness by having all companies participate in an externally evaluated training exercise by September 2018.

(i) (U) Increase and maintain the number of MRT qualified personnel to one per company by September 2016.

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(j) (U) Increase and maintain the number of ACE-SI (Ask-Care-Escort-Suicide Intervention) trained personnel to have one trained individual assigned at the squad/section level by September 2016.

(k) (U) Increase and maintain the number of qualified 109th RSG Family support group lead volunteers at the company level at or above 93% by September 2016.

(l) (U) Increase and maintain the number of qualified Unit Victim Advocates (UVA) trained personnel to have one assigned to every company by September 2016.

(m) (U) Increase the number of RTA qualified personnel to one at least one per platoon by September 2018.

(n) (U) Increase and maintain the completion at or above 95% for all 109th RSG officer surveys and/or career plans annually.

(o) (U) Increase and maintain PME completion percentage to 75% for NCOs and 70% for officers by September 2018.

(p) (U) Meet all ARFORGEN aim-points annually.

(q) (U) Support the overall objective to have 50% of all SDARNG units nominated and endorsed by the Adjutant General for the Superior Unit Award by striving to achieve all applicable SUA criteria in all 109th RSG units, by September 2016.

(6) (U) 196th REGT

(a) (U) Increase and maintain medical readiness at or above 90% by September 2016.

(b) (U) Increase the number of Master Fitness Trainers (MFT) to one assigned per company by September 2018.

(c) (U) Maintain 100% accountability of all currently unemployed Soldiers seeking employment and which employment assistance resources are being used, if any.

(d) (U) Meet and maintain the personnel end-strength for the 196th REGT established by the Adjutant General's mission strength goals annually.

(e) (U) Increase and maintain the percentage of 196th REGT members who meet the fitness standards at or above 95% (exemptions include Soldiers on a medical profile disabling them from participating in physical fitness testing) by September 2015.

(f) (U) Meet and maintain a retention rate in the 196th REGT at or above 80% annually.

(g) (U) Increase and maintain the DMOSQ percentage (excluding Soldiers awaiting IET and reps) of all personnel in the 196th REGT at or above 97% by September 2016.

(h) (U) Increase and maintain the number of MRT qualified personnel to one per company by September 2016.

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(i) (U) Increase and maintain the number of ACE-SI (Ask-Care-Escort-Suicide Intervention) trained personnel to have one trained individual assigned at the squad/section level by September 2016.

(j) (U) Increase and maintain the number of qualified 196th REGT Family support group lead volunteers at the company level at or above 93% by September 2016.

(k) (U) Increase and maintain the number of qualified Unit Victim Advocates (UVA) trained personnel to have one assigned to every company by September 2016.

(l) (U) Increase the number of RTA qualified personnel to at least one per every 20 Soldiers by September 2018.

(m) (U) Increase and maintain the completion at or above 95% for all 196th REGT officer surveys and/or career plans annually.

(n) (U) Increase and maintain PME completion percentage to 75% for NCOs and 70% for officers by September 2018.

(o) (U) Meet all USR aim-points annually.

(p) (U) Maintain 100% accountability and record progress of all Soldiers six months following the completion the Comprehensive Soldier and Family Fitness (CSF2) programs.

(q) (U) Support the overall objective to have 50% of all SDARNG units nominated and endorsed by the Adjutant General for the Superior Unit Award by striving to achieve all applicable SUA criteria in all 196th REGT units, by September 2016.

(7) (U) CFMO will execute the Readiness Center Transformation Master Plan beginning NLT December 31, 2014.

d. (U) Coordinating Instructions.

(1) (U) Timing. This OPORD is effective upon receipt.

(2) (U) Commander's Critical Information Requirements. NA

(3) (U) Other Coordinating Instructions.

(a) (U) O6 commands will develop action plans and programs to achieve the objectives outline in paragraph 3.c.(2)-(6).

(b) (U) Commanders will collaborate with the joint, Army, and Air staffs to make recommendations to change, add, or delete the objectives outlined in this order. Commanders will forward all recommendations to the Chief of Staff for future staffing and decision-making.

(c) (U) Joint staff and O6 commands will conduct Red Teaming to provide commanders other considerations, perspectives, and solutions to achieving the desired end state of this operation. Red Teaming exercise will be in the 2nd Quarter of TY15, MOI TBP.

(d) (U) The following goals and objectives are in order of precedence:

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i. GOAL 1: Improve service member and Family care

Objective 1.1: Ensure an employment rate of 98.5% for members of the SDNG by SEPT 2016.

Objective 1.2: Ensuring 95% of SDNG meet the fitness and height weight standards by SEPT 2015 (2018 for SDANG).

Objective 1.3: One MRT assigned to each company/battery by SEPT 2016.

Objective 1.4: One RTA assigned to each platoon-sized element by SEPT 2018.

Objective 1.5: One trained ACE-SI individual per squad/section by SEPT 2016.

Objective 1.6: Ensure 93% of companies/batteries/squadrons have a family support group lead volunteer/key-spouse program member by SEPT 2016 (Increase and maintain support to Family Volunteer Group for SDANG).

Objective 1.7: Ensure each company/battery has a trained Unit Victim Advocate (UVA) by SEPT 2016.

ii. GOAL 2: Increase Readiness

Objective 2.1: Ensure SDARNG and SDANG meet personnel end-strength established by the Adjutant General annually.

Objective 2.2: Ensure a medical readiness rate of 90% in the SDARNG by SEPT 2016.

Objective 2.3: All SDARNG units meet ARFORGEN aim-points annually.

Objective 2.4: Meet or exceed the SDANG SORTS readiness rate as established by the Air Force monthly.

Objective 2.5: Endorse at least 50% of all SDARNG units for the Superior Unit Award by SEPT 2016.

Objective 2.6: Ensure a DMOSQ rate of 97% in the SDARNG by SEPT 2016.

Objective 2.7: Ensure 80% retention rate in the SDARNG and 90% in SDANG by SEPT 2015.

iii. GOAL 3: Increase relevancy to customers

Objective 3.1: Secure a follow-on fighter mission (SDANG) by SEPT 2018.

Objective 3.2: Increase IRT projects 20% by SEPT 2016.

Objective 3.3: Develop domestic response/homeland security scenarios (80% of MSCA "Essential 10") for the Golden Coyote exercise by 2017.

Objective 3.4: Ensure every company/battery/identified squadron participates in an externally evaluated exercise by SEPT 2018.

Objective 3.5: Secure a second country partnership by SEPT 2017.

iv. GOAL 4: Develop leaders and manage careers

Objective 4.1: Ensure 75% PME completion for NCOs and 70% for officers by individual promotion eligibility date by SEPT 2018.

Objective 4.2: Ensure 95% of all officer-career plan completion occurs annually.

Objective 4.3: Have at least 25 SDNG members conduct a minimum of 6-month Title-10 tour within a CCMD by SEPT 2018.

(e) (U) SDARNG metrics will be gathered individually through different resources by DCSOPS (Plans Branch). See Appendix 1 to ANNEX C for a list of metrics and how they are gathered (this appendix is meant as a courtesy for commands to understand where DCSOPS will gather this information and the point of contacts).

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(f) (U) All units will finalize data entry and/or reporting of each related metric on the last day of each month, beginning 30 OCT 2014.

(g) (U) Points of contact for the South Dakota Strategic Plan are LTC Orson Ward (Plans Branch Chief) at 605-737-6291 / orson.m.ward.mil@mail.mil, 1LT Jodi Gilberti (Strategic Planning Officer) at 605-737-6921 / jodi.l.gilberti.mil@mail.mil and SFC Chad Brooks (SMS POC) at 605-737-6868 / chad.a.brooks8.mil@mail.mil.

4. (U) Sustainment. NA

5. (U) Command and Signal. NA

ACKNOWLEDGE:

REISCH
MG

OFFICIAL:

CHASE
J3

ANNEXES:

A – Not used

B – Not used

C – OPERATIONS

Appendix 1 – SDARNG Metrics

D – Not used

E – Not used

F – Not used

G – Not used

H – Not used

I – Not used

J – Not used

K – Not used

L – Not used

M – Not used

N – Not used

O – Not used

P – Not used

Q – Not used

R – REPORTS

Appendix 1 – SDNG Action Plan

DISTRIBUTION:

(a) (U) 114th Fighter Wing, 1201 W Algonquin St, Sioux Falls, South Dakota 57104

(b) (U) SD-JFHQ, Directorate Staff, 2823 West Main Street, Rapid City, South Dakota 57702-8186

(c) (U) 109th RSG, 2823 West Main Street, Rapid City, South Dakota 57702-8186

(d) (U) 196th MEB, 801 West National Guard Dr, Sioux Falls, South Dakota 57104-0117

(e) (U) 196th Regiment (RTI), 60 Sheridan Road, Fort Meade, SD 57741-0317