South Dakota
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TO: Government Operations and Audit Committee
FROM: Major General Jeffrey P. Marlette
DATE: 11/10/2020
SUBJECT: Summary Report for Strategic Plan

Mission: The South Dakota National Guard provides ready forces to support global and domestic requirements under the direction of civil authority.

Vision: The South Dakota National Guard will be the most professional, competent, and reliable National Guard organization in the United States of America.

Values: The South Dakota National Guard's core values are loyalty, duty, respect, selfless service, honor, integrity, personal courage, and excellence in all we do.

Adjutant General's Priorities: The Adjutant General (TAG) has identified nine priorities to build the foundation for what is important for all members of our organization. Along with our values, these priorities define our organizational culture. These priorities are:

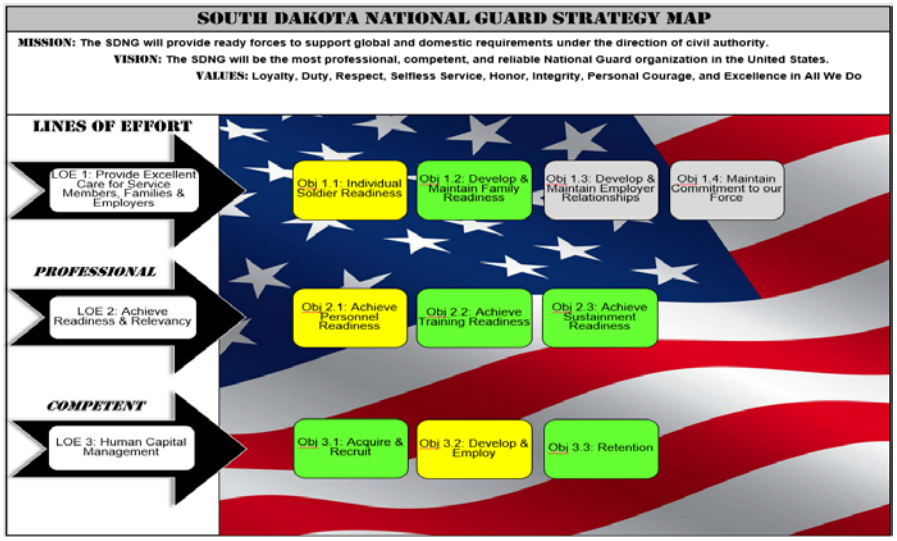
- **Taking Excellent Care of Soldiers, Airmen and Their Families**
- Maintaining high levels of readiness
- Remaining relevant
- Embracing diversity and inclusion
- Enhancing communications
- Army and Air Guard working together
- Supporting the State Partnership Program
- Developing leaders
- Ensuring safety

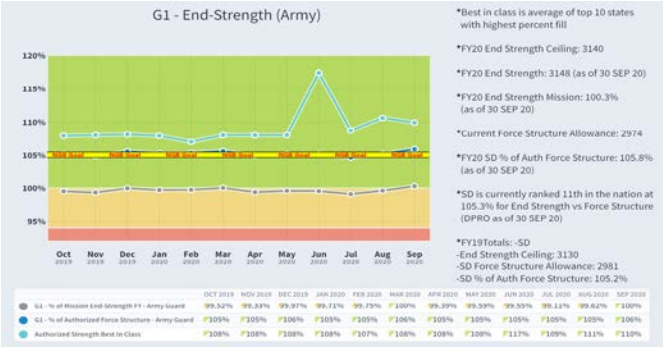
Lines of Effort: The organization has identified lines of effort to meet TAG priorities by conducting an environmental scan, which allows planners to focus on the organization's key strategic challenges over the next three years. These lines of effort are:

Line of Effort 1: Provide Support for Service Members, Families, and Employers
- *Objective 1.1: Individual Soldier Readiness*
- *Objective 1.2: Develop and Maintain Family Readiness*
- *Objective 1.3: Develop and Maintain Employer Relationships*
- *Objective 1.4: Maintain Commitment to our Force*

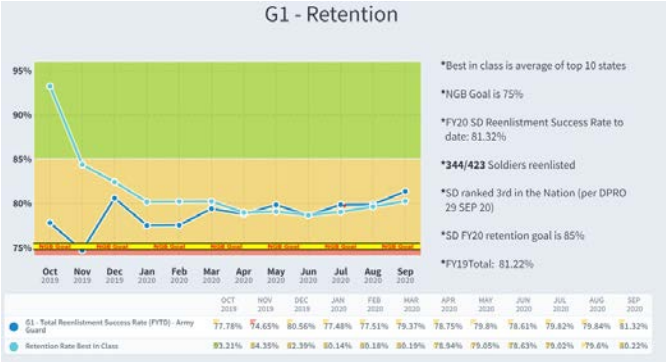
Line of Effort 2: Achieve Readiness and Relevancy
- *Objective 2.1: Achieve Personnel Readiness*
- *Objective 2.2: Achieve Training Readiness*
- *Objective 2.3: Achieve Sustainment Readiness*

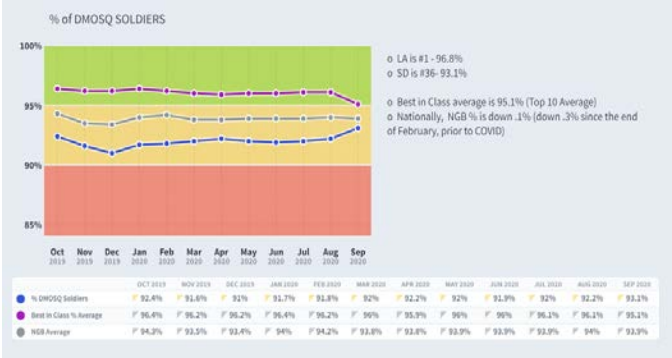
Line of Effort 3: Human Capital Management
- *Objective 3.1: Acquire and Recruit*
- *Objective 3.2: Develop and Employ*
- *Objective 3.3: Retention*

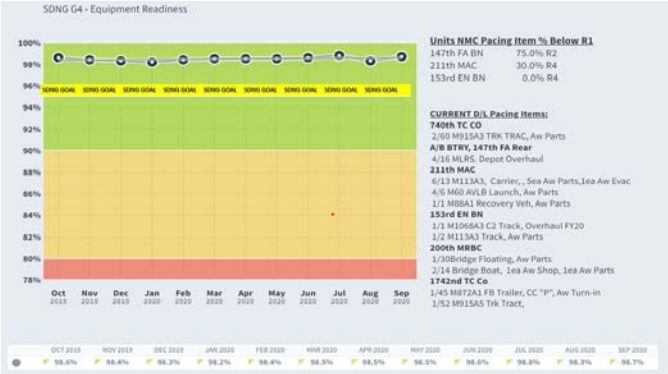

SOUTH DAKOTA NATIONAL GUARD STRATEGY MAP
MISSION: The SDNG will provide ready forces to support global and domestic requirements under the direction of civil authority.
VISION: The SDNG will be the most professional, competent, and reliable National Guard organization in the United States.
VALUES: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage, and Excellence in All We Do
LINES OF EFFORT
LOE 1: Provide Excellent Care for Service Members, Families & Employers
PROFESSIONAL
LOE 2: Achieve Readiness & Relevancy
COMPETENT
LOE 3: Human Capital Management
Obj 1.1: Individual Soldier Readiness
Obj 1.2: Develop & Maintain Family Readiness
Obj 1.3: Develop & Maintain Employer Relationships
Obj 1.4: Maintain Commitment to our Force
Obj 2.1: Achieve Personnel Readiness
Obj 2.2: Achieve Training Readiness
Obj 2.3: Achieve Sustainment Readiness
Obj 3.1: Acquire & Recruit
Obj 3.2: Develop & Employ
Obj 3.3: Retention

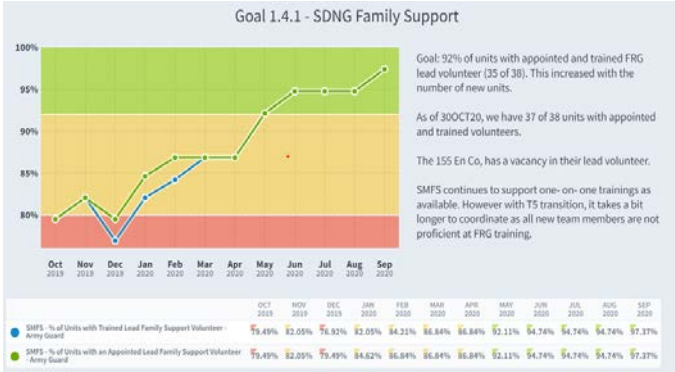

G1 - End-Strength (Army)
*Best in class is average of top 10 states with highest percent fill
*FY20 End Strength Ceiling: 3140
*FY20 End Strength: 3148 (as of 30 SEP 20)
*FY20 End Strength Mission: 100.3% (as of 30 SEP 20)
*Current Force Structure Allowance: 2974
*FY20 SD % of Auth Force Structure: 105.8% (as of 30 SEP 20)
*SD is currently ranked 11th in the nation at 105.3% for End Strength vs Force Structure (DPRO as of 30 SEP 20)
*FY19Totals: -SD
-End Strength Ceiling: 3130
-SD Force Structure Allowance: 2981
-SD % of Auth Force Structure: 105.2%

End Strength (Air)
(LOE 2- Maximize Readiness/Maintain Releveny OBJ 2.1)
ANG Total Authorized: 1055
ANG Total Assigned: 1104
End Strength: 105.4%


G1 - Retention
*Best in class is average of top 10 states
*NGB Goal is 75%
*FY20 SD Reenlistment Success Rate to date: 81.32%
*344/423 Soldiers reenlisted
*SD ranked 3rd in the Nation (per DPRO 29 SEP 20)
*SD FY20 retention goal is 85%
*FY19Total: 81.22%


% of DMOSQ SOLDIERS
o LA is #1 - 96.8%
o SD is #36- 93.1%
o Best in Class average is 95.1% (Top 10 Average)
o Nationally, NGB % is down .1% (down .3% since the end of February, prior to COVID)


SDNG G4 - Equipment Readiness
Units NMC Pacing Item % Below R1
147th FA BN 75.0% R2
211th MAC 30.0% R4
153rd EN BN 0.0% R4
CURRENT D/L Pacing Items:
740th TC CO
2/60 M915A3 TRK TRAC, Aw Parts
A/B BTRY, 147th FA Rear
4/16 MLRS. Depot Overhaul
211th MAC
6/13 M113A3, Carrier, , 5ea Aw Parts,1ea Aw Evac
4/6 M60 AVLB Launch, Aw Parts
1/1 M88A1 Recovery Veh, Aw Parts
153rd EN BN
1/1 M1068A3 C2 Track, Overhaul FY20
1/2 M113A3 Track, Aw Parts
200th MRBC
1/30Bridge Floating, Aw Parts
2/14 Bridge Boat, 1ea Aw Shop, 1ea Aw Parts
1742nd TC Co
1/45 M872A1 FB Trailer, CC "P", Aw Turn-in
1/52 M915A5 Trk Tract,


Goal 1.4.1 - SDNG Family Support
Goal: 92% of units with appointed and trained FRG lead volunteer (35 of 38). This increased with the number of new units.
As of 30OCT20, we have 37 of 38 units with appointed and trained volunteers.
The 155 En Co, has a vacancy in their lead volunteer.
SMFS continues to support one- on- one trainings as available. However with T5 transition, it takes a bit longer to coordinate as all new team members are not proficient at FRG training.