Legislative Oversight Committee
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Notification of the Executive Subcommittee's Study of the Office of the Adjutant General

April 2, 2018

In accordance with Standard Practice 12.5, notice is hereby provided that the Executive Subcommittee's oversight study of the Office of the Adjutant General is available for consideration by the full committee.

The Honorable Gary E. Clary
Executive Subcommittee Chair

cc: The Honorable Laurie Slade Funderburk
The Honorable Wm. Weston J. Newton
The Honorable Robert Q. Williams

Legislative Oversight Committee

Study of the
Office of the Adjutant General
April 2, 2018

FULL COMMITTEE OPTIONS STANDARD PRACTICE 13	FULL COMMITTEE ACTION(S)	DATE(S) OF FULL COMMITTEE ACTION(S)
(1) Refer the study and investigation back to the subcommittee or an ad hoc committee for further evaluation; (2) Approve the subcommittee's study; or (3) further evaluate the agency as a full committee, utilizing any of the available tools of legislative oversight available		

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Office of the Adjutant General

Major Agency Organizational Units

Air and Army National Guard

Generates mission/combat ready units able to fulfill both federal and state missions; employs conventional munitions in the destruction/suppression of enemy air defenses, while providing 24/7 homeland defense alert fighter response

State Guard

Assumes a support role in the event the SC National Guard is mobilized as it is the state's authorized and funded volunteer militia

Emergency Management Division

Serves as the lead coordinating agency during natural disasters and emergencies; serves as the pass-through organization for federal funding to support several disaster recovery and mitigation programs

Youth ChalleNGe Academy

Conducts two, five-month long classes a year to help at-risk youth acquire the basic skills and education necessary to succeed in life such as working toward their General Education Development (GED) and additional training

Military Museum

Informs the public about South Carolina's military history from the colonial era to present day operations

STARBASE Swampfox

Motivates elementary school students to explore science, technology, engineering and math by engaging students through hands-on activities

FY 17-18 Resources

Employees

FTE:	107
Temp:	55
Grant:	278
Time Limited:	33

Funding

$156.78M Appropriated and Authorized

CHALLENGES

- *Facing maintenance challenges of aging SC Army National Guard facilities (average age is 39 years)*
- *Increasing need for state investment as the SC National Guard seeks to increase force structure*
- *Slowing military construction resources due to federal budget constraints of the last two decades*

SUCCESSES

- *Coordination of the state's and state agencies' overall response during recent disasters (e.g., 2014 ice storm, 2015 flood, 2016 Hurricane Matthew, 2016 Pinnacle Mountain Fire, and 2017 Hurricane Irma)*
- *Reduction in overall unemployment for current and former members of the SC National Guard (rate is now under 2%)*
- *Provision of combat-ready personnel and units for the U.S. Army and U.S. Air Force; S.C. National Guard deployed 397 Service Members overseas in federal fiscal year 2017*

Figure 1. Snapshot of the agency's major organizational units, fiscal year 2017-18 resources (employees and funding), successes, and challenges.[1]

EXECUTIVE SUMMARY

Purpose of Oversight Study

As stated in S.C. Code of Laws § 2-2-20(B), "[t]he **purpose of these oversight studies** and investigations is to **determine if agency laws and programs** within the subject matter jurisdiction of a standing committee:
(1) **are being implemented** and carried out **in accordance with the intent of the General Assembly; and**
(2) **should be continued, curtailed, or eliminated**."
In making these determinations, the Subcommittee evaluates (1) the application, administration, execution, and effectiveness of the agency's laws and programs, (2) the organization and operation of the agency, and (3) any conditions or circumstances that may indicate the necessity or desirability of enacting new or additional legislation pertaining to the agency.[2]

Study Process

The House Legislative Oversight Committee's (Committee) process for studying the Office of the Adjutant General (agency) includes actions by the full Committee; Executive Subcommittee (Subcommittee); the agency; and the public. Key dates and actions are listed below in Figure 2.

Legislative Oversight Committee Actions

- May 10, 2017 - Prioritizes the agency for study
- May 19, 2017 - Provides the agency notice about the oversight process
- June 27 - July 28, 2017 - Solicits input about the agency in the form of an online public survey
- October 16, 2017 - Holds **Meeting #2** to obtain public input about the agency

Executive Subcommittee Actions

- October 10, 2017 - Holds **Meeting #1** to discuss the agency's history; legal directives; mission; vision; general information about employees; and agency organization
- November 20, 2017 - Holds **Meeting #3** to discuss the following organizational units at the agency:
- (1) S.C. Military Museum; (2) S.C. Youth ChalleNGe Academy (i.e., education enrichment for at-risk youth); (3) STARBASE Swampfox (i.e., elementary school curriculum to motivate students to explore science, technology, engineering, and math); and (4) Emergency Management Division
- December 7, 2017 - Holds **Meeting #4** to discuss the the following organizational units at the agency:
- (1) S.C. Army National Guard; (2) S.C. Air National Guard; and (3) State Guard
- February 15, 2018 - Holds **Meeting #5** to discuss follow-up items from prior meetings

Office of the Adjutant General Actions

- March 11, 2015 - Submits its **Annual Restructuring and Seven-Year Plan Report**
- January 12, 2016 - Submits its **2016 Annual Restructuring Report**
- September 2016 - Submits its **2015-16 Accountability Report**
- September 29, 2017 - Submits its **Program Evaluation Report**
- May, 2017 - February, 2018 - Responds to Subcommittee's inquiries

Public's Actions

- June 27 - July 28, 2017 - Provides input about the agency via an **online public survey**
- Ongoing - Submits written comments on the Committee's webpage on the General Assembly's website (www.scstatehouse.gov)

Figure 2. Summary of key dates and actions of the study process.

Recommendations

The **Subcommittee has sixteen recommendations for revisions.** Fourteen recommendations pertain to the agency; recommendation topics include: (1) S.C. Youth ChalleNGe Academy (SCYCA) and STARBASE Swampfox (STARBASE); (2) S.C. Military Museum; (3) S.C. Emergency Management Division; (4) agency processes; (5) real property; and (6) laws. Also, there are two recommendations to the General Assembly, both pertain to the State Guard.

Table 1. Summary of recommendations arising from the study process.

Topic	Recommendations for Office of the Adjutant General
S.C. Youth ChalleNGe Academy and STARBASE Swampfox	1. *Collaboration* - Communicate SCYCA (i.e., educational enrichment for at-risk youth) opportunities to personnel involved with the juvenile justice system including, but not limited to, judges and solicitors, as an alternative sentencing option 2. *Resources* - Determine viability of integrating an apprenticeship program in SCYCA 3. *Strategic Planning* - Develop a long-term strategic plan for SCYCA 4. *Performance* - Add performance measures for SCYCA and STARBASE (i.e., elementary school curriculum to motivate students to explore science, technology, engineering, and math)
S.C. Military Museum	5. *Collaboration* - Explore advertising opportunities for the S.C. Military Museum through other state agencies 6. *Collaboration* - Consult with the Department of Administration about potential advantages of a partnership between the S.C. Military Museum and State Museum 7. *Strategic Planning* - Develop a plan to increase K-12 student visitation at the S.C. Military Museum and track student attendance as a performance measure 8. *Performance* - Collect email addresses from visitors of the S.C. Military Museum in an effort to increase feedback 9. *Performance* - Add cost-related performance measures for the S.C. Military Museum
S.C. Emergency Management Division	10. *Collaboration* - Communicate with Clemson University's Social Media Listening Center regarding the mining of social media data related to, and during, state emergencies^
Agency Processes	11. *Resources* - Continue efforts to update the agency's archival process 12. *Performance* - Complete the employee satisfaction/morale survey, provide results to the Committee, and determine if the agency has authorization to share the format of the survey with other state agencies
Real property	13. *Collaboration* - Explore potential benefits that may be gained through^ collaboration with the Department of Administration (e.g., state's potential purchase of property near McEntire Joint National Guard Base and co-use of armories by other state agencies)

Laws	14. *Legal Directives* - Continue the agency's review of Title 25 (Military, Civil Defense, and Veterans Affairs) of the S.C. Code of Laws and provide the General Assembly recommendations for any necessary revisions
Topic	Recommendations for the General Assembly
State Guard	15. *Legal Directives* - Remove statutory references to active duty pay for members of the State Guard* 16. *Legal Directives* - Consider additional funding for State Guard training and equipment*

*Table Note: Recommendations with an * are requested by the State Guard. An ^ indicates recommendations the agency has already begun to implement.*

There are no specific recommendations with regards to continuance of agency programs or elimination of agency programs.

Internal Changes Implemented by Agency Related to Study Process

During the study process, the agency begins implementing recommendation number ten by contacting Clemson University's Social Media Listening Center regarding the mining of social media data related to, and during, state emergencies.[3]

Additionally, the agency begins implementing recommendation number eleven by beginning to update its archival process.

AGENCY OVERVIEW

History

The Office of the Adjutant General provides the Committee with an overview of the agency's history.[4] In addition, Committee staff confirms the accuracy of assertions of legislative action.

Origins of the South Carolina National Guard and South Carolina State Guard

- On the first Wednesday of April, 1670, three ships from England and the Caribbean sail into what is now known as Charleston Harbor. A militia, formed of all male inhabitants and free men of Carolina between the ages of 17 and 60, is called to bear arms.
- In 1903, the Militia Act creates a federally recognized and supported National Guard.
- In 1905, South Carolina's legislature enacts a military code. The state's organized militia is officially known as the S.C. National Guard.[5]

Appointed Adjutant Generals

Major Pierce Butler (1779-1791)

- As the first Adjutant General, Major Butler is appointed by Governor John Rutledge and tasked with reorganizing the state's defenses.
- From 1792 to 1903, twelve different Adjutant Generals are appointed.

Elected Adjutant Generals

Major General James C. Dozier (1926-1958 - longest tenure)

- In 1946, the S.C. Air National Guard is organized at the Congaree Air Base in Richland County, near the town of Eastover.
- In 1950, S.C. Civil Defense is organized as a division of the Office of the Adjutant General.[6]
- In 1958, S.C. Civil Defense is recognized as an independent agency with the director reporting to the Governor.[7]

Major General Frank D. Pinkney (1959-1970)

- Upon recommendation of Governor Ernest F. Hollings and approval by the Secretary of the Air Force, in 1961, Congaree Air Base is renamed McEntire Air National Guard Base to honor the heroism of Brigadier General Barnie Bryant McEntire, Jr., Chief of Staff of the Air National Guard.[8]

Major General Robert L. McCrady (1971-1978)

- In 1973, the S.C. Civil Defense Agency is reorganized as the State Disaster Planning Board, which is later renamed the S.C. Disaster Preparedness Agency.[9] Also in 1973, the first two women enlist in the S.C. National Guard: First Lieutenant Bonnie Morse and Specialist Ramona Swails.
- In 1977, the S.C. Disaster Preparedness Agency becomes a division in the Office of the Governor.[10]

Major General T. Eston Marchant (1979-1995)

- In 1979, the S.C. Emergency Preparedness Division (SCEPD) is established in its current form as a division of the Office of the Adjutant General; also, the State Emergency Operations Center (SEOC) is established.[11]
- In 1981, the "National Guard Museum and State Weapons Collection" opens in Sumter County.[12]
- In 1982, the General Assembly defines the standards for emergency preparedness at the county and state level.[13] The counties' responsibilities include establishment of a formal emergency preparedness organization and an emergency preparedness plan.
- In 1986, the U.S. Army Center for Military History and the National Guard Bureau recognize the museum as a "Provisional Army National Guard Museum."

Major General Stanhope S. Spears (1995-2011)

- In 1998, the military museum is relocated from Sumter to Columbia for greater accessibility. Later in 1998, the museum's name is changed to the "S.C. Military Museum."[14] In July 1998, the Wil Lou Gray Opportunity School and the S.C. Army National Guard partner to start the S.C. Youth ChalleNGe Academy.
- In 2000, SCEPD moves to its current location in the Fish Hatchery National Guard Armory in West Columbia.
- In 2002, the General Assembly changes the name of the State Emergency Preparedness Division to the S.C. Emergency Management Division (SCEMD).[15]
- In school year 2003-2004, STARBASE Swampfox is established through a cooperative agreement program with the S.C. Military Department and receives funding from the Department of Defense. Classes are conducted at local schools, reaching 210 students.
- In 2006, six emergency management regions are established to provide support for local governments.
- In 2007, the S.C. Military Museum opens Gallery One, which features authentic weapons, uniforms, equipment, artillery pieces, and armored vehicles from colonial era to Desert Shield/Storm period.
- In January 2008, the S.C. Youth ChalleNGe Academy relocates to Camp Long in Aiken County and partners with Clemson University and Aiken County Adult Education.
- In 2009, the museum is recognized as an official "Army National Guard Museum" by the U.S. Army Center for Military History and the National Guard Bureau. In September 2009, the S.C. Youth ChalleNGe Academy relocates to its current location at the McCrady Army National Guard Training Center in the town of Eastover.

Major General Robert E. Livingston, Jr. (2011-present)

- In 2012, Dr. Charles E. Cauthen of Midlothian, Virginia donates an extensive collection of artifacts to the S.C. Military Museum. Also, in 2012, the museum expands into a second building. Further, in 2012, the S.C. Youth ChalleNGe Academy partners with the Department of Juvenile Justice.[16]
- In 2014, the S.C. Military Museum opens Gallery Two, expanding its timeline to the Global War on Terror. The museum features macro-artifacts such as an M3 Halftrack and an H13B "Sioux" Helicopter (Serial Number 1). Further, in 2014, the museum hosts the "Palmetto Military Festival," which among other things, honors the 70th Anniversary of D-Day.

- In 2015, South Carolina's Korean War Veterans are honored by the museum and the Adjutant General with the Republic of Korea's "Ambassador for Peace Medal." Further, in 2015, the S.C. Youth ChalleNGe Academy is selected by the U.S. Department of Labor to administer the Job ChalleNGe Program, a residential program expanding and enhancing the S.C. Youth ChalleNGe Academy's job skills component.
- In January 2016, the Job ChalleNGe Program, housed at Camp Long in Aiken County, begins the first cohort (cycle). In July, S.C. Youth ChalleNGe Academy partners with the Richland School District One Adult Education Program. Also, in 2016, the S.C. Military Department and museum honor Vietnam veterans as part of the national Vietnam 50th Anniversary Commemoration.
- In 2017, construction on Gallery Three begins, expanding the museum's focus on army aviation. After a Department of Defense compliance visit in April 2017, STARBASE Swampfox is recommended to move to a "Double Program" status due to its success in past years.

Service to the State

- The Office of the Adjutant General and its subordinate organizations have served the state in times of natural disaster and emergency.

Hurricanes

- In 1989, Hurricane Hugo makes landfall north of Charleston Harbor as a category four storm. There are 35 casualties and more than six and a half billion dollars in damages[17]. The S.C. National Guard responds with the activation of 6,317 National Guardsmen, 47% of the state's total strength.
- In 1999, Hurricane Floyd impacts South Carolina causing $20 million in eligible public assistance damages.
- In 2016, Hurricane Matthew makes landfall as a category one storm near McClellanville, S.C. It impacts the entire coast line with storm surges, downed trees, and flooding (i.e., coastal and inland communities receive as much as fifteen inches of rain). There are over $320 million in estimated eligible public assistance damages. At the peak of operations, more than 2,900 S.C. Army National Guard Soldiers, 50 S.C. Air National Guard Airmen, and 90 State Guard are mobilized to assist (e.g., evacuations, security operations, logistics, sandbags, engineer assets and recovery support).[18]

Other Storms

- In 2014, an ice storm impacting almost half of the counties in the state causes an estimated $270 million in eligible public assistance damages.[19]
- In 2015, historic flooding affects the majority of the state. Nineteen deaths are attributed to the event, and damages are estimated at $2.2 billion, with estimates of over $180 million in eligible public assistance damages. Total Federal Emergency Management Agency assistance delivered to South Carolina is expected to exceed $275 million. S.C. National Guard personnel numbers peak between October eighth and eleventh with over 4,100 personnel on the ground.[20]

Wildfires

- On April 23, 2009, wildfires ignite west of Myrtle Beach in Horry County. Within two hours, S.C. Army National Guard deploy a UH-60 Black Hawk, with NC Army National Guard air crews, to support the Horry County Fire Department. The crews drop over 904,000 gallons of water during operations totaling more than 93 flight hours.
- From November 9, 2016, to the time it is controlled on December 16, 2016, the Pinnacle Mountain fire in Pickens County destroys 10,623 acres of forest. Aircraft from the S.C. and Georgia Army National Guards and the U.S. Forest Service drop more than two million gallons of water on the fire.

Emergencies

- On January 6, 2005, two trains collide near the Avondale Mills plant in Graniteville (Aiken County). A tank car ruptures, releasing approximately 60 tons of chlorine gas. Nine people die, and at least 250 people are treated for chlorine exposure.[21] In total, 5,400 residents within one mile of the crash site must evacuate for nearly two weeks, while cleanup teams decontaminate the area.

Service to the Nation

- From 1670 to 1903, units of the S.C. Militia participate in the American Revolution, War of 1812, Creek War, Second Seminole War, Mexican-American War, Civil War, and Spanish-American War.
- In 1918, the 118th Infantry Regiment is sent to the Gouy-Naroy sector in France. They drive 18,000 yards into enemy territory to help break the German's Hindenburg Line and turn the tide in World War I. Six members of the 118th Infantry receive the Medal of Honor, among them are Lieutenant James C. Dozier, the future thirteenth Adjutant General.
- On July 18, 1943, the 178th Field Artillery Battalion lands in Gela, Sicily. This battalion is the first National Guard unit from the palmetto state to fight in the European theater of World War II.
- From 1990 to 1991, 22 S.C. Army and Air National Guard units are called to active duty for Operations Desert Shield/Desert Storm. The 228th Signal Brigade's Mobile Communications Detachment, based in Spartanburg, is the first of the S.C. Army National Guard units to deploy. The units mobilize on August 7, 1990, and, on the same day, two of their personnel are on the first Army Central Command flight to Riyadh, Saudi Arabia. The Air National Guard's 169th Tactical Fighter Wing flies the first combat air missions of Operation Desert Storm into Kuwait. The 169th Tactical Fighter Wing flies 2,000 combat missions, dropping four million pounds of munitions, while maintaining the highest aircraft mission-capable rate in the theater.
- In 2002, the 169th Fighter Wing deploys six F-16 fighter jets and 200 personnel to support Operation Enduring Freedom in the aftermath of the attacks on the United States on September 11th. Within three months, they bomb several key Taliban strongholds in Afghanistan and support troops on the ground.
- In 2003, the 169th Fighter Wing deploys fighter jets and personnel to support Operation Iraqi Freedom.
- From October 1, 2003, to September 30, 2004, the S.C. Army National Guard has 2,891 soldiers deployed, its highest number at any given time during the Global War on Terrorism. Among the

units deployed, the 122nd Engineer Battalion is deployed to Iraq and receives the Valorous Unit Award.

- In 2010, the 169th Fighter Wing becomes the first Air National Guard unit to support an Air Expeditionary Force mission for 120 days. While simultaneously deploying airmen for Operation Enduring Freedom, the wing deploys more than 300 airmen in support of Operation Iraqi Freedom during which the 169th flies more than 800 combat air patrol missions over Iraq. The deployment allows the Swamp Fox team to escort the last Army combat forces out of Iraq on the last day of Iraqi Freedom, fittingly as the 169th had been there for day one of the operation in 2003.

Mission and Vision

The **mission** of the Office of the Adjutant General is to:

- provide combat-ready units to the Army and Air Force;
- provide planning, coordination, and military capabilities in response to state emergencies; and
- add value to the State of South Carolina and nation with community-based organizations, partnerships, soldiers, airmen, and employees ready to meet the challenges of the twenty-first century.[22]

The **vision** of the Office of the Adjutant General is to:

> Be ready to execute missions today with a relevant force structure composed of resilient service members, employees and families, who are responsible to the nation, communities, families, soldiers, and airmen.[23]

The agency notes both federal and state statutes as the legal basis for its mission and vision:

- U.S. Code of Laws, Title 10 - Armed Forces
- U.S. Code of Laws, Title 32 - National Guard
- U.S. Code of Laws, Title 50 - War and National Defense
- S.C. Code of Laws, Title 1 - Administration of The Government
- S.C. Code of Laws, Title 23 - Law Enforcement And Public Safety
- S.C. Code of Laws, Title 25 - Military, Civil Defense and Veterans Affairs

Agency Organization

Governing Body

In the Program Evaluation Report, the Committee asks the agency to provide information about the agency's governing body. The agency provides the information below.[24]

In accordance with Article VI, Section 7 of the State Constitution, the Adjutant General is a constitutional officer elected by the people. The Adjutant General of South Carolina, Major General Robert E. Livingston, Jr. governs the Office of the Adjutant General/S.C. Military Department. Major General Livingston has held this position since January 2011.

Beginning in 2018, the Adjutant General's position changes from an elected position to a gubernatorial appointment with the advice and consent of the Senate.[25]

Agency Organizational Units

Every agency has an organization or hierarchy that is reflected in the agency's organizational chart. Within the organization are separate units. An agency may refer to these units as departments, divisions, functional areas, cost centers, etc. Each unit is responsible for contributing to the agency's ability to provide services and products.

During the study process the Committee asks the agency about its organization and major operating programs.[26] The Office of the Adjutant General informs the Committee it is comprised of eight organizational units: (1) S.C. Emergency Management Division; (2) State Guard; (3) S.C. Youth/Job ChalleNGe Academy; (4) STARBASE Swampfox; (5) S.C. Military Museum; (6) S.C. Joint Services Detachment; (7) S.C. Army National Guard; and (8) S.C. Air National Guard.[27]

S.C. Emergency Management Division (SCEMD) is the coordinating agency responsible for the statewide emergency management program. This program supports local authorities to minimize the loss of life and property from all-hazard events. SCEMD serves as the lead state coordinating agency during natural disasters and emergencies. Also, SCEMD serves as the pass-through organization for federal funding to support several disaster recovery and mitigation programs. Table 2 provides additional information about the unit's employees (e.g., turnover, satisfaction, etc.).

Table 2. Organizational Unit: Emergency Management Division employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	20%	20%	15%
Is employee satisfaction evaluated?	No	No	Yes
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

S.C. State Guard (SCSG) is the state's volunteer militia (i.e., authorized and funded). SCSG assumes a support role in the event the S.C. Air National Guard and/or S.C. Army National Guard are mobilized. Volunteer members of the SCSG, over 900, include both retired and former military personnel as well as non-prior military service personnel, select professionals with specialized skills, and community leaders. SGSG augments the state's emergency response capabilities. Table 3 provides additional information about the unit's employees.

Table 3. Organizational Unit: State Guard employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	42%	30%	24%
Is employee satisfaction evaluated?	No	No	No
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	None	All	All

S.C. Youth ChalleNGe Academy (SCYCA) is one of the agency's organizational units. SCYCA is a part of a nationwide program to provide educational enrichment to at-risk youth. SCYCA conducts two, five-month long classes a year to help youth acquire the basic skills and education necessary to succeed in life. Youth have the opportunity to work toward earning their General Education Development (GED). Select graduates of the SCYCA have the opportunity for additional training. Table 4 provides additional information about the unit's employees.

Table 4. Organizational Unit: S.C. Youth ChalleNGe Academy employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	37%	56%	25%
Is employee satisfaction evaluated?	No	No	No
Is anonymous employee feedback allowed?	Yes	Yes	Yes
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

STARBASE Swampfox motivates students to explore science, technology, engineering, and math by engaging students through an inquiry-based curriculum with "hands-on, mind-on" experiential activities. It is a part of a national educational program funded by the Department of Defense, focused on elementary students, primarily fifth graders. Additionally, the program supports school districts' standards of learning objectives. Table 5 provides additional information about the unit.

Table 5. Organizational Unit: STARBASE Swampfox employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	0%	0%	13%
Is employee satisfaction evaluated?	Yes	Yes	Yes
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	No	No	No
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A	N/A	N/A

S.C. Military Museum informs the public about South Carolina's military history from the colonial era to present day operations. The museum's artifacts are valued at over five million dollars. It is the second oldest and fourth largest National Guard museum in the country. Table 6 provides additional information about the unit.

Table 6. Organizational Unit: S.C. Military Museum employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	25%	40%	40%
Is employee satisfaction evaluated?	No	No	No
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	No	No	No
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A	N/A	N/A

S.C. Joint Services Detachment is a volunteer organization; its members (approximately 30) are appointed by the Governor and the Adjutant General. This organizational unit supports the Youth ChalleNGe Academy, S.C. Military Museum, and National Guard Service Members in preparation for, during, and after active duty deployments. Data about volunteers in this unit is not tracked.

S.C. Army National Guard is one of the agency's organizational units. Its mission is to generate mission/combat ready units able to fulfill both the federal and state missions. Specifically, its three main competences are (1) homeland defense/emergency preparedness (defense support to civil authorities), (2) quality soldier and family support systems, and (3) innovative technological applications. Table 7 provides additional information about the unit's state employees.

Table 7. Organizational Unit: S.C. Army National Guard state employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	13.0%	13.6%	12.6%
Is employee satisfaction evaluated?	Yes	Yes	Yes
Is anonymous employee feedback allowed?	Yes	Yes	Yes
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

S.C. Air National Guard (SCANG) is one of the agency's organizational units. SCANG's mission is to employ conventional munitions in the destruction/suppression of enemy air defenses, while providing around-the-clock homeland defense alert fighter response. Additionally, SCANG assists the state's homeland security office, and provides disaster preparation and response support for defense support to civil authorities activities.[28] Table 8 provides additional information about the unit's state employees.

Table 8. Organizational Unit: S.C. Air National Guard state employee information.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	9%	10%	9%
Is employee satisfaction evaluated?	Yes	Yes	Yes
Is anonymous employee feedback allowed?	Yes	Yes	Yes
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)?	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

Figure 3 includes the agency's complete organizational chart, as of March 2018.

Organizational Chart

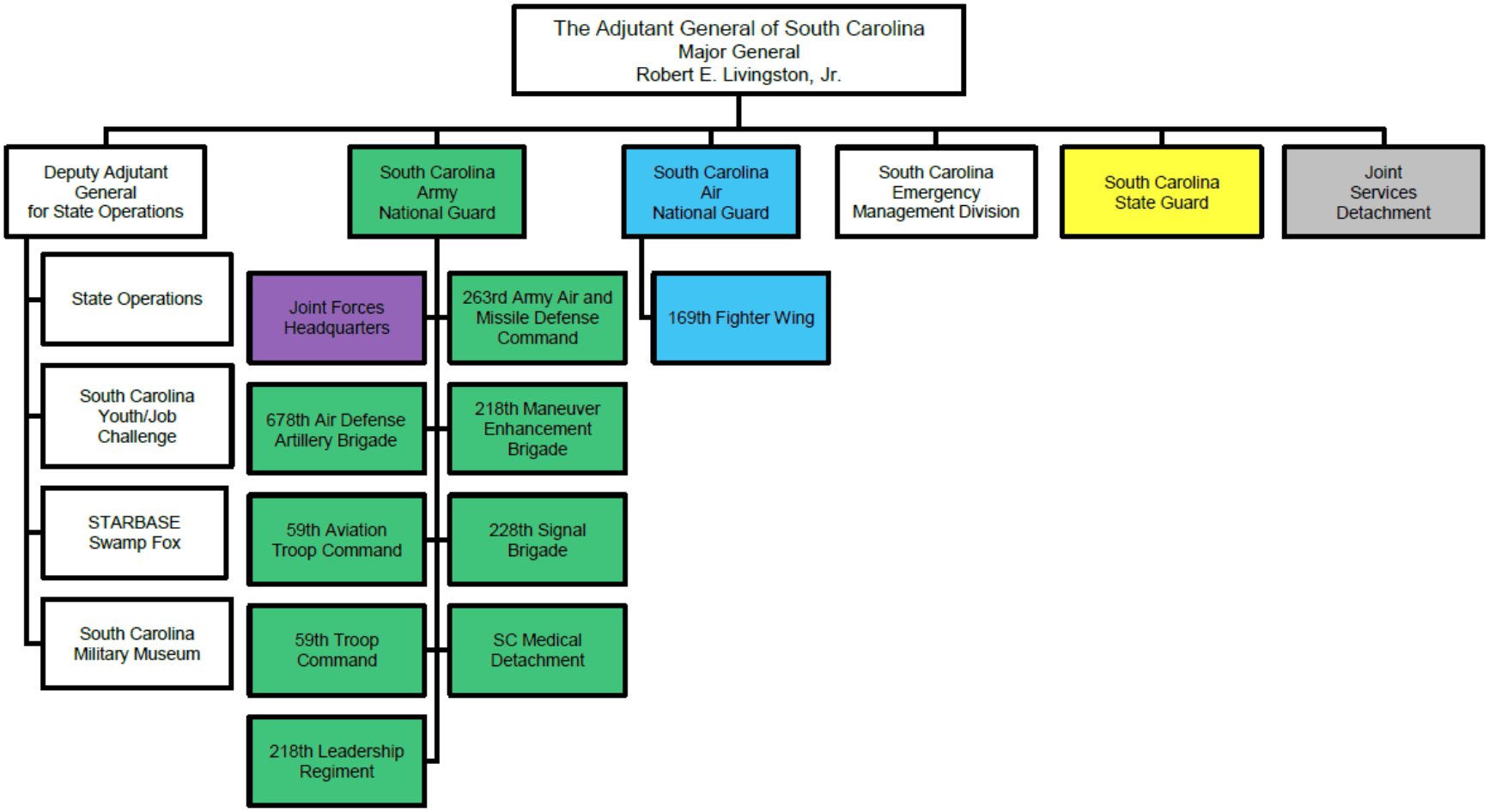


Figure 3. Organizational chart provided by the agency, current as of March 2018.[29]

Internal Audit Process

In the Program Evaluation Report, the Committee asks the agency to provide information about its internal audit process, if it has one. The agency provides the information below.[30]

The Office of the Adjutant General/S.C. Military Department does not have an internal audit department. However, each state's National Guard has a United States Property and Fiscal Office (USPFO) to support the Adjutant General's state mission while providing essential oversight of federal resources.

Each USPFO has an Internal Review (IR) Division composed of federal civilian auditors responsible for conducting reviews of programs and activities of the Army and Air National Guard that involve federal resources. The IR Division is responsible for preparation and publication of the annual audit plan with guidance from the Audit Committee, Adjutant General, and USPFO. The IR Division offers managers an independent, timely, and objective control perspective of programs, systems, functions, and activities. The IR Division conducts compliance, performance, and efficiency audits. Additionally, the IR Division maintains and updates annually a risk assessment file that includes major programs, activities, functions, or systems.

In the past five years, the IR Division has completed thirteen audits of cooperative agreement programs managed by the Office of the Adjutant General/S.C. Military Department in support of the S.C. Army and Air National Guards.[31] These audit reports are classified "For Official Use Only." Requests for release of the audit reports may be made to the US Property and Accountability Officer for S.C.

Legal Obligations

In the Program Evaluation Report, the Committee asks the agency to list the laws applicable to it. Listed below is a summary of the information the agency provides.[32]

The State Constitution states the Governor is the Commander in Chief of the Militia and establishes the position of Adjutant General as a state constitutional officer.[33] Various statutes provide the term, duties, compensation, and qualifications for the office, including, but not limited to, the following: (1) Title 1 - Administration of the Government; (2) Title 7 - Elections; (3) Title 8 - Public Officers and Employees; (4) Title 16 - Crimes and Offenses; (5) Title 23 - Law Enforcement and Public Safety; (6) Title 25 - Military, Civil Defense and Veterans Affairs; (7) Title 44 - Health; (8) Title 54 - Ports and Maritime Matters; and (9) Title 59 - Education. A complete list of laws the agency asserts are applicable to it is available on the Committee's website.[34]

Products, Services, and Customers

In the Program Evaluation Report the Committee asks the agency to provide information about the products and services it provides. Appendix A includes a summary of products and services provided and customer segments served, by agency organizational units.

Table 9 includes information about products and services the agency provides. Among other things, this table notes whether the product or service is required in law and data the agency tracks related to customers and costs. Additional information related to services provided by the Emergency Management Division is available in Appendices B through H.

Figure 4 includes a map of locations around the state from which some of the agency's products and services are provided.

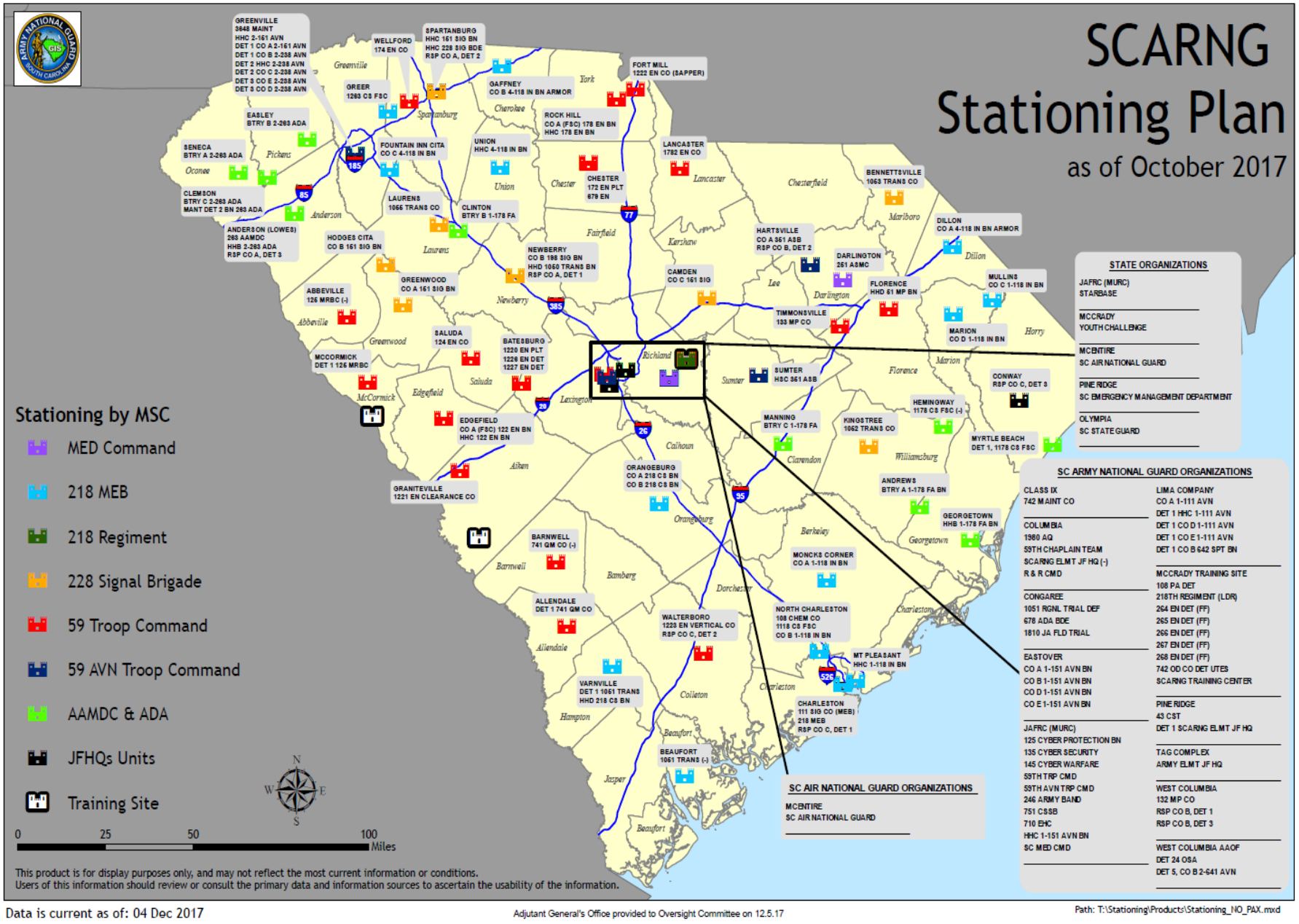
Table 9. Details about agency products, services, and customers.[35]

Product or Service	LAW	CUSTOMERS			COSTS	
	Does the law require, allow, or not address it?	Does the agency know the annual number of **potential customers**?	Does the agency know the annual number of **customers served**?	Does the agency evaluate **customer satisfaction**?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
S.C. Military Museum Customer Segments: General Public						
Building, grounds, and artifacts to create a military museum and personnel to manage it	Require	✓	✓	✗	✗	✗
S.C. Air National Guard and S.C. Army National Guard Customer Segments: General public, executive branch, state agencies, and local governments						
Support law enforcement in drug enforcement matters	Allow	✗	✓	✗	✗	✗
Support National Guards from other states in counter-drug activities	Allow	✗	✓	✗	✗	✗
Maintenance of peace and order	Require	✗	✗	✗	✗	✗
Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan	Require	✗	✓	✗	✗	✗
State flag to family of deceased Guardsman	Require	✗	✓	✗	✓	✗
Reports of training to use state militia appropriations	Require	✗	✗	✗	✗	✗

Product or Service	LAW	CUSTOMERS			COSTS	
	Does the law require, allow, or not address it?	Does the agency know the annual number of **potential customers**?	Does the agency know the annual number of **customers served**?	Does the agency evaluate **customer satisfaction**?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
State provision of transportation for officers, and transportation and food for enlisted soldiers on state active duty (***Army National Guard only***)	Require	✓	✓	✗	✓	✗
Secure personal effects of a National Guard member who dies	Require	✗	✗	✗	✗	✗
Reports to the Governor of treasonous activity	Require	✗	✗	✗	✗	✗
National Guard forces to support Emergency Management Assistance Compact	Require	✗	✗	✗	✗	✗
Assistance to the State Public Safety Authority in enforcing orders	Allow	✗	✗	✗	✗	✗
State Guard Customer Segments: Executive branch, state agencies, and local governments						
Caisson unit which may be used for funerals of dignitaries and military-oriented activities/events	Require	✗	✓	✗	✗	✗
State flag to family of deceased Guardsman	Require	✗	✓	✗	✓	✗
Reports of training to use state militia appropriations	Require	✗	✗	✗	✗	✗
Assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested	Allow	✗	✗	✗	✗	✗

Product or Service	LAW	CUSTOMERS			COSTS	
	Does the law require, allow, or not address it?	Does the agency know the annual number of **potential customers**?	Does the agency know the annual number of **customers served**?	Does the agency evaluate **customer satisfaction**?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
Assistance to the State Public Safety Authority in enforcing orders	Allow	X	X	X	X	X
Emergency Management Division (SCEMD) Customer Segments: General public, legislative branch, executive branch, state agencies, and local governments						
SCEMD Director serves on the First Responders Advisory Committee	Require	X	X	X	X	X
SCEMD Director serves as vice chair of the Firefighter Mobilization Oversight Committee	Require	X	X	X	X	X
Develop a certification system for reentry into or remaining in a curfew area	Require	X	✓	X	X	X
SCEMD representative serves on the Department of Insurance Advisory Committee	Require	X	X	X	X	X
SCEMD representative serves as a member of the Emergency Medical Services Advisory Council	Require	X	X	X	X	X
Office of Ocean and Coastal Resource Management at the Department of Health and Environmental Control consults with SCEMD to establish beach/dune rebuilding system	Require	X	X	X	X	X
SCEMD representative serves on the Drought Response Committee	Require	X	X	X	X	X
Meet Local Emergency Management standards	Not Address	X	X	X	X	X

Product or Service	LAW	CUSTOMERS			COSTS	
	Does the law require, allow, or not address it?	Does the agency know the annual number of **potential customers**?	Does the agency know the annual number of **customers served**?	Does the agency evaluate **customer satisfaction**?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
Meet State Emergency Management standards	Not Address	✗	✗	✗	✗	✗
Membership on the Drought Response Committee	Not Address	✗	✗	✗	✗	✗
Communication of Governor's emergency declaration to county agencies	Not Address	✗	✗	✗	✗	✗
Meals to SCEMD employees serving at the state emergency operations center and unable to leave their stations	Require	✗	✓	✗	✗	✗
Quarterly report on status of expenditure of funds appropriated for the Federal Emergency Management Agency (FEMA) match for specific emergency events	Require	✗	✗	✗	✗	✗



Data is current as of: 04 Dec 2017

Adjutant General's Office provided to Oversight Committee on 12.5.17

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Figure 4. Map of agency locations.[36]

Other Agencies Whose Mission the Products and Services May Also Fit Within

During the study of an agency, the **Committee asks the agency if there are any other agencies serving or which could serve similar customers or provide similar products and services**. Table 10 includes information from the Office of the Adjutant General regarding other agencies whose mission some of the Office of the Adjutant General's products and services may also fit within, with deliverables grouped together.[37] A table listing similar deliverables by each of the other individual state agencies is available in Appendix I.

Table 10. Other agencies whose mission the Office of the Adjutant General's services and products may fall within.

Other state agencies whose mission the deliverable may fit within	Deliverable (i.e., service or product)
SLED; DPS; DNR; PRT; and PPP	• Maintenance of peace and order • State Guard assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested • Reports to the Governor of treasonous activity • Assistance to the State Public Safety Authority in enforcing orders
SLED; DPS; DNR; and PRT	• Support to law enforcement in drug enforcement matters
SLED; DPS; and DNR	• Support to National Guards from another states in counter-drug activities
DNR and LLR	• Service on the Firefighter Mobilization Oversight Committee
DNR; LLR; and DOT	• Assistance with transportation of equipment and personnel to support Firefighter Mobilization Plan
LLR and DHEC	• Service on the First Responders Advisory Committee
Department of Commerce and LLR	• Certification system for reentry into or remaining in a curfew area
CG; SFAA and DOA	• Audits and annual settlements for federal and state property; conduct investigations for loss
CG and SFAA	• Reports of training to use state militia appropriations • Deposit of rental income into state accounts for operations and maintenance of the military department. Promulgation of regulations governing rentals and audit rental accounts/funds. • Quarterly report on status of expenditure of funds appropriated for the Federal Emergency Management Agency match for specific emergency events
CG; SFAA and WCC	• Estimated premium to cover actual workers' compensation benefits to Guard members
DOA	• Assurance that agency properties are properly acquired, leased, sold, maintained and/or transferred • Recommendation of appointee to the board of Patriot's Point Development Authority • Communication of Governor's emergency declaration to county agencies • Sub-lease of parking spaces by a 501(c)(4) • Lease of parking spaces at the Columbia Armory during events at Williams-Brice stadium

DOA (Division of Veterans' Affairs)	• S.C. Medal of Valor and recipient roll • S.C. Prisoner of War Medal • State flag to family of deceased Guardsman • Caisson unit which may be used for funerals of dignitaries and military-oriented activities/events • Assistance to National Guard Association of S.C. and S.C. National Guard Foundation
Department of Education and DSS	• Financial support to National Guard Association of S.C. and S.C. National Guard Foundation in promoting health and welfare of S.C. National Guard personnel
Department of Education	• Commission of Citadel's Board of Visitors, administrative staff and faculty as members of the unorganized militia • Service as an ex officio member of the Citadel Board of Visitors • Commission on Higher Education consultation with the Adjutant General annually to assess "areas of critical need" criteria • State Board of Education coordination the Office of the Adjutant General to govern and control U.S. Junior Reserve Officers' Training Corps high school training
State Museum	• S.C. Military Museum
Department of Agriculture; Department of Education; and DOA (Division of Veterans' Affairs)	• Department of Agriculture coordinates with the Office of the Adjutant General and specified institutions of higher learning to recruit and train veterans and support the program
SFAA (Office of the State Engineer) and Department of Insurance	• Service on Department of Insurance Advisory Committee
DHEC and DNR	• Office of Ocean and Coastal Resource Management of the Department of Health and Environmental Control consults with SCEMD to establish beach/dune rebuilding system

Table Note: The following state agencies are listed in the chart: State Museum; Department of Insurance; Workers' Compensation Commission (WCC); State Fiscal Accountability Authority (SFAA); Comptroller General (CG); Department of Social Services (DSS); Department of Education; Department of Agriculture; Department of Commerce; Department of Transportation (DOT); Department of Health and Environmental Control (DHEC); Department of Labor, Licensing, and Regulation (LLR); Department of Administration (DOA); Department of Administration (Division of Veterans' Affairs); Department of Probation, Parole and Pardon (PPP); Department Parks, Recreation, and Tourism (PRT); Department of Natural Resources (DNR); Department of Public Safety (DPS); and State Law Enforcement Division (SLED)

Strategic Resource Allocation and Performance

Annually, each agency submits a strategic plan.[38] Of interest in the oversight process is the total resources available to an agency and how the agency allocates human and financial resources to the goals and objectives in the agency's strategic plan.

Table 11 includes the funding sources each organizational unit of the agency utilized during fiscal years 2016-17 and 2017-18.

Table 11. Funding sources utilized by the agency in fiscal years 2016-17 and 2017-18.[39]

Funding Sources Utilized in Fiscal Year 2016-17				
Agency Organizational Unit	Recurring Federal	Recurring General Fund	One-time General Fund	One-time Other
Air National Guard	$4,559,426 (73.85%)	$1,418,428 (22.98%)	$0 (0.00%)	$195,665 (3.17%)
Army National Guard	$27,568,716 (74.13%)	$3,223,063 (8.67%)	$0 (0.00%)	$6,399,802 (17.21%)
State Guard	$1,649,922 (74.07%)	$577,535 (25.93%)	$0 (0.00%)	$0 (0.00%)
Military Museum	$34,050 (9.13%)	$338,726 (90.87%)	$0 (0.00%)	$0 (0.00%)
Youth ChalleNGe Academy	$3,571,574 (74.08%)	$1,249,772 (25.92%)	$0 (0.00%)	$0 (0.00%)
STARBASE Swampfox	$324,508 (81.79%)	$72,269 (18.21%)	$0 (0.00%)	$0 (0.00%)
Emergency Management Division	$72,173,217 (87.11%)	$1,896,017 (2.29%)	$3,292,920 (3.97%)	$5,492,974 (6.63%)

Funding Sources Utilized in Fiscal Year 2017-18				
Agency Organizational Unit	Recurring Federal	Recurring General Fund	One-time General Fund	One-time Other
Air National Guard	$3,297,334 (63.84%)	$1,867,527 (36.16%)	$0 (0.00%)	$0 (0.00%)
Army National Guard	$28,313,435 (76.79%)	$3,006,689 (8.15%)	$0 (0.00%)	$5,550,000 (15.05%)
State Guard		$490,263 100.00%)	$0 (0.00%)	$0 (0.00%)
Military Museum		$351,143 (100.00%)	$0 (0.00%)	$0 (0.00%)
Youth ChalleNGe Academy	$4,200,000 (80.77%)	$1,000,000 (19.23%)	$0 (0.00%)	$0 (0.00%)
STARBASE Swampfox	$300,000 (85.44%)	$51,143 (14.56%)	$0 (0.00%)	$0 (0.00%)
Emergency Management Division	$25,885,842 (24.64%)	$1,612,729 (1.53%)	$72,572,807 (69.07%)	$5,000,000 (4.76%)

Table 12 summarizes the amount the agency spent on each goal or strategy as a percentage of the total amount the agency was appropriated and authorized to spend in fiscal years 2016-17 and 2017-18, along with the agency organizational unit associated with each applicable goal or strategy.

Tables 13.1-13.2, 13.4, 13.6-13.7, 13.9, 13.11, 13.13, 13.15, 13.17, 13.19, 13.21, and 13.23 illustrate, in greater detail, the agency's allocation of not only its financial resources, but also its human resources among its goals and strategies in fiscal years 2016-17 and 2017-18.

Also of interest during the study process is how the agency measures its performance in implementing the goals, strategies, and objectives of its strategic plan. Tables 13.3, 13.5, 13.8, 13.10, 13.12, 13.14, 13.16, 13.18, 13.20, 13.22, and 13.24 provide information on the data the agency tracks to measure its performance, sorted by agency strategy.

Table 12. Summary of the amount the agency spent on each goal or strategy as a percentage of the total amount the agency was appropriated and authorized to spend in fiscal years 2016-17 and 2017-18, along with the agency organizational unit associated with each applicable goal or strategy.[40]

	Number of employee equivalents working the goal and strategy in FY 2016-17	Amount spent on each goal and strategy in FY 2016 - 2017	Number of employee equivalents working the goal and strategy in FY 2017-18	Amount budgeted to each goal and strategy in FY 2017 - 2018	Associated Organizational Unit
Goal 1 - Grow the S.C. Army National Guard to 10,000 soldiers with relevant force structure					
Strategy 1.1 - Modernize and expand infrastructure capacity	12 FTE 9 Temp 41 Grant 1 Time Limited	$25,632,413 (18.62%)	13 FTE 14 Temp 68 Grant 1 Time Limited	$30,031,117 (19.15%)	S.C. Army National Guard (SCARNG)
Goal 2 - Set the conditions to gain a Brigade Combat Team (BCT)					
Strategy 2.1 - Build Modular BCT Force Structure	4 FTE 2 Temp 3 Grant	$8,456,012 (6.14%)	4 FTE 1 Temp 4 Grant	$4,925,130 (3.58%)	SCARNG
Goal 3 - Ensure joint and relevant force structure at McEntire Joint National Guard Base (JNGB)					
Strategy 3.1 - Improve McEntire JNGB Infrastructure	3 FTE 1 Temp 33 Grant	$4,389,971 (3.19%)	9 FTE 1 Temp 44 Grant	$5,052,127 (3.67%)	S.C. Air National Guard (SCANG)

	Number of employee equivalents working the goal and strategy in FY 2016-17	Amount spent on each goal and strategy in FY 2016 - 2017	Number of employee equivalents working the goal and strategy in FY 2017-18	Amount budgeted to each goal and strategy in FY 2017 - 2018	Associated Organizational Unit
Goal 4 - Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations					
Strategy 4.1 - Modernize and integrate response capabilities into interagency processes, practices, and functions	4 FTE 1 Temp 5 Grant	$6,693,849 (4.86%)	3 FTE 0 Temp 8 Grant	$13,009,143 (9.45%)	S.C. Emergency Management Division (SCEMD), SCARNG, SCANG, State Guard
Strategy 4.2 - Improve response planning and validation	41 FTE 2 Temp 7 Grant	$2,097,891 (1.52%)	41 FTE 3 Temp 7 Grant	$2,100,000 (1.53%)	SCEMD, SCARNG, SCANG, State Guard
Goal 5 - Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of S.C.					
Strategy 5.1 - Provide force protection at National Guard facilities	2 FTE 2 Temp 31 Grant	$1,783,548 (1.30%)	2 FTE 2 Temp 29 Grant	$112,734 (0.08%)	SCARNG, SCANG
Strategy 5.2 - Provide State Guard support to the citizens of S.C.	4 FTE 2 Temp	$443,909 (0.32%)	5 FTE 2 Temp	$377,529 (0.27%)	State Guard
Strategy 5.3 - Provide STARBASE program to local schools	2 FTE 3 Temp 4 Grant	$396,777 (0.29%)	2 FTE 4 Temp 5 Grant	$351,143 (0.26%)	STARBASE Swamp Fox
Strategy 5.4 - Provide SC Youth ChalleNGe Academy to challenged youth	2 FTE 13 Temp 60 Grant	$4,821,296 (3.50%)	2 FTE 19 Temp 46 Grant	$5,200,000 (3.78%)	S.C. Youth ChalleNGe Academy (SCYCA)
Strategy 5.5 - Provide and operate the State Military Museum	4 FTE 3 Temp	$372,776 (0.27%)	4 FTE 3 Temp	$351,143 (0.26%)	S.C. Military Museum
Strategy 5.6 - Provide state-level emergency management of disasters and multi-county events	13 FTE 1 Temp 23 Grant	$71,003,596 (51.58%)	16 FTE 2 Temp 25 Grant	$86,723,950 (62.99%)	SCEMD, SCARNG, SCANG, State Guard

	Number of employee equivalents working the goal and strategy in FY 2016-17	Amount spent on each goal and strategy in FY 2016 - 2017	Number of employee equivalents working the goal and strategy in FY 2017-18	Amount budgeted to each goal and strategy in FY 2017 - 2018	Associated Organizational Unit
Strategy 5.7 - Provide for the safety and safe working environment for Service Members and agency employees	5 FTE 0 Temp 47 Grant	$3,059,793 (2.22%)	3 FTE 1 Temp 53 Grant	$3,238,285 (2.35%)	SCEMD, SCARNG, SCANG, State Guard, SCYCA, STARBASE Swampfox, S.C. Military Museum
Strategy 5.8 - Conduct enterprise operations in support of National Guard and state activities	4 FTE 4 Temp 0 Grant 30 Time Limited	$3,514,008 (2.55%)	4 FTE 4 Temp 0 Grant 32 Time Limited	$1,801,143 (1.31%)	SCARNG
Total toward strategic plan	**105 FTE 47 Temp 275 Grant 31 Time Limited**	**$130,471,440**	**107 FTE 55 Temp 278 Grant 33 Time Limited**	**$153,273,444**	
Total not toward agency's strategic plan - Pass through to the South Carolina Wing Civil Air Patrol	0	**$55,000**	0	**$55,000**	

Table 13.1. Agency Strategy 1.1: Modernize and expand infrastructure capacity. Applicable to S.C. Army National Guard.

GOAL 1	Grow the S.C. Army National Guard to 10,000 Soldiers with relevant force structure

Strategy 1.1	Modernize and expand infrastructure capacity

Objective 1.1.1	Refine real property development plan (annually)
Objective 1.1.2	Refine military construction and state investment strategy (annually)
Objective 1.1.3	Maintain contracting personnel certifications and ensure adequate contracting support
Objective 1.1.4	Construct suitable facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 1.1.5	Sustain, maintain, inspect, correct deficiencies, and improve existing facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 1.1.6	Maintain ongoing sustainment training for building and grounds maintenance and support personnel to meet current and future technical requirements

Responsible Employee(s): Colonel Brigham Dobson (responsible for one year)
Employee have input in budget? Yes, Colonel Dobson has input into the budget for Strategy 1.1

External Partner(s): None

	FTE equivalents utilized	Total spent[41] / budgeted[42]
2016-17	12 FTE 9 Temp 41 Grant 30 Time Limited	$25,632,413 (18.62%)
2017-18	13 FTE 14 Temp 68 Grant 1 Time Limited	$30,031,117 (19.15%)

Table 13.2. Agency Strategy 2.1: Build Modular Brigade Combat Team (BCT) Force Structure. Applicable to S.C. Army National Guard.

GOAL 2 Set the conditions to gain a Brigade Combat Team (BCT)

Strategy 2.1 Build Modular BCT Force Structure

Objective 2.1.1	Maintain contracting personnel certifications and ensure adequate contracting support
Objective 2.1.2	Construct suitable facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 2.1.3	Sustain, maintain, inspect, correct deficiencies, and improve existing facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 2.1.4	Provide ongoing sustainment training for building and grounds maintenance and support personnel to meet current and future technical requirements

Responsible Employee(s): Colonel Brigham Dobson (responsible for one year)
Employee have input in budget? Yes, Colonel Dobson has input into the budget for Strategy 2.1

External Partner(s): None

	FTE equivalents utilized	Total spent[43] / budgeted[44]
2016-17	4 FTE 2 Temp 3 Time Limited	$8,456,012 (6.14%)
2017-18	4 FTE 1 Temp 4 Time Limited	$4,925,130 (3.58%)

Table 13.3. Performance measures associated with Strategy 1.1 and 2.1.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain readiness centers at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition Required by: Federal Best in the Country: Colorado National Guard (NG) (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30	Outcome	Target: R2 Actual: R3	Target: R2 Actual: R3	Target: R2 Actual: R3	Target: R2 Actual: R3	Target: R2
Note 1[45]: ***R1: Good*** – Facilities fully support the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present no limitations to unit readiness. ***R2: Adequate*** – Facilities support most the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present only minor limitations to unit readiness. ***R3: Poor*** – Facilities present challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities impair mission performance and require assigned units to establish alternative means to support readiness. ***R4: Failing*** – Facilities present significant challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities require assigned units to expend considerable additional effort to compensate for shortcomings.						
Maintain readiness centers at an overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30	Outcome	Target: F2 Actual: F3	Target: F2 Actual: F3	Target: F2 Actual: F3	Target: F2 Actual: F3	Target: F2
Note 2[46]: ***F1: Good*** – Meets all functional needs and reflects the best use of the design. Footprint meets current size criteria for the design use. Based on the ratings entered is fully mission capable. ***F2: Adequate*** – Meets the minimum functional needs for the designed use. Footprint may be less than the current size criteria for the design use. Smaller and less functional than green but meets all basic requirements. Based on the ratings entered is mission capable. ***F3: Poor*** – Several significant functional needs not met. Footprint is less than the current size criteria for the design use. Undersized with few requirements met. Based on the ratings entered is only partially Mission capable. ***F4: Failing*** – Does not meet functional needs of the design use category code. Undersized footprint and/or obsolete design. May require military construction, repurposing, or disposal. Failing facility not meeting basic functional requirements. Based on the ratings entered is not Mission capable. ***F4NF: Non-Functional*** – When the Operational Status Code in the general fund enterprise business system (web-based enterprise resource planning system for the US Army) or the planning resource for infrastructure development and evaluation (US Army National Guard facilities management system) is Non-Functional, ISR-I will display the F4NF Mission rating. A quality inspection is required depending on the reason in the real property system. (Renovation, Damage, or Environmental).						

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain readiness centers at an overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30	Outcome	Target: Q1 Actual: Q2	Target: Q1 Actual: Q2	Target: Q1 Actual: Q2	Target: Q1 Actual: Q2	Target: Q1
Note 3[47]: ***Q1: Good*** – The condition meets or exceeds Army standards for most or all rated components. The cost to improve will be no more than 10% of the replacement value. ***Q2: Adequate*** – The condition meets the minimum level of Army standards for most or all rated components. The cost to improve will be no more than 20% of the replacement value. ***Q3: Poor*** – The condition fails to meet the minimum level of Army standards for at least one major rated component. The cost to improve will be no more than 40% of the replacement value. ***Q4: Failing*** – The condition fails to meet the minimum level of Army standards for multiple rated components. The cost to improve will exceed 40% of the replacement value.						
Maintain field maintenance sites at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30; See Note 1 in the first row of this table	Outcome	Target: R1 Actual: R4	Target: R1 Actual: R4	Target: R1 Actual: R4	Target: R4 Actual: R4	Target: R3
Maintain field maintenance sites at an overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30; See Note 2 in the second row of this table	Outcome	Target: F1 Actual: F2	Target: F1 Actual: F2	Target: F1 Actual: F2	Target: F1 Actual: F1	Target: F1

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain field maintenance sites at an overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 - June 30; See Note 3 in the third row of this table	Outcome	Target: Q1 Actual: Q1	Target: Q1 Actual: Q1	Target: Q1 Actual: Q1	Target: Q1 Actual: Q1	Target: Q1
Maintain open work orders for readiness centers/field maintenance sites/training centers/ranges/army aviation support facilities at a manageable level (capacity) based on available funding and in-house manpower, greater than 90% requires contracting support for normal sustainment work Required by: Federal Best in the Country: Information not available at national level (i.e., National Guard Bureau) Additional Notes: Measured October 1 through June 30	Efficiency	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Target: 95% Actual: 95%*	Target: 95%
Maintain an average age of 30 years or less for readiness Centers[48] Required by: Federal Best in the Country: Information not available at national level (i.e., National Guard Bureau) Additional Notes: Measured October 1 through June 30	Outcome	Target: <30 Actual: 35	Target: <30 Actual: 36	Target:<30 Actual: 37	Target: <30 Actual: 39	Target: <30

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new work measure initiated.*

Table 13.4. Agency Strategy 3.1: Provide Force Protection at National Guard facilities. Applicable to S.C. Air National Guard.

GOAL 3	Ensure joint and relevant force structure at McEntire Joint National Guard Base (JNGB)

Strategy 3.1	Improve McEntire JNGB Infrastructure

Objective 3.1.1	Construct suitable facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 3.1.2	Sustain, maintain, inspect, correct deficiencies, and improve existing facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 3.1.3	Maintain ongoing sustainment training for building and grounds maintenance and support personnel to meet current and future technical requirements
Objective 3.1.4	Maintain proper training of both state and federal employees
Objective 3.1.5	Ensure adequate contracting support
Objective 3.1.6	Support Air Guard initiatives in environmental, security, recruitment, operations and maintenance.

Responsible Employee(s): Major Gareth Fleisher (responsible for eight years)
Employee have input in budget? Yes, Major Fleisher has input into the budget for Strategy 3.1

External Partner(s): None

	FTE equivalents utilized	Total spent[49] / budgeted[50]
2016-17	3 FTE 1 Temp 33 Grant	$4,389,971 (3.19%)
2017-18	9 FTE 1 Temp 44 Grant	$5,052,127 (3.67%)

Table 13.5. Performance measures associated with Strategy 3.1.

Performance Measure
Readiness status of Air Guard facilities (federal facilities) is consolidated, tracked, and monitored at the federal (National Guard Bureau) level

Table 13.6. Agency Strategy 4.1: Modernize and integrate response capabilities into interagency processes, practices, and functions. Applicable to SCEMD, S.C. Army National Guard, S.C. Air National Guard, and State Guard.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.1 Modernize and integrate response capabilities into interagency processes, practices, and functions

Objective 4.1.1	Enhance the state's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk
Objective 4.1.2	Refine existing emergency management capabilities while building, strengthening, and retaining high quality employees
Objective 4.1.3	Enhance the ability to recover from disasters while building non-federal support programs
Objective 4.1.4	Improve delivery of federal, interstate and intrastate assistance by enhancing disaster logistics operations
Objective 4.1.5	Enhance communications and information technology systems to ensure redundancy, efficiency, and sustainability
Objective 4.1.6	Develop resilience across the private sector in order to develop public-private partnerships
Objective 4.1.7	Optimize search and rescue capabilities
Objective 4.1.8	Optimize intelligence fusion capabilities
Objective 4.1.9	Improve the integration of the State Guard into the conduct of response operations

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)^
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.1

External Partner(s): Federal and state government, non-governmental organizations, higher education institutions, and professional associations

	FTE equivalents utilized*	Total spent[51] / budgeted[52]*
2016-17	4 FTE 1 Temp 5 Grant	$6,693,849 (4.86%)
2017-18	3 FTE 0 Temp 8 Grant	$13,009,143 (9.45%)

Notes:
^The following other organizational units also are associated with this strategy and have their own respective responsible employee: S.C. Army National Guard, S.C. Air National Guard, and State Guard.
*The employee and financial data are the total state personnel and funds utilized by the agency across four units (Emergency Management Division, S.C. Army National Guard, S.C. Air National Guard, and State Guard). During times of emergency, additional federal personnel and funding (S.C. Army National Guard and S.C. Air National Guard) may be utilized.

Table 13.7. Agency Strategy 4.2: Improve response planning and validation. Applicable to SCEMD, S.C. Army National Guard, S.C. Air National Guard, and State Guard.

GOAL 4	Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.2	Improve response planning and validation

Objective 4.2.1	Enhance and sustain statewide training and all-hazard exercises
Objective 4.2.2	Conduct exercise GRIDEx[53]
Objective 4.2.3	Improve the integration of the State Guard into the conduct of training exercises

Responsible Employee(s):	Mr. Kim Stenson (responsible for four years)^
Employee have input in budget?	Yes, Mr. Stenson has input into the budget for Strategy 4.2

External Partner(s):	Federal and state government entities, non-governmental organizations, higher education institutions, and professional associations (for a complete list see the agency's Program Evaluation Report, Strategic Plan Summary Chart)

	FTE equivalents utilized*	Total spent[54] / budgeted[55]*
2016-17	41 FTE 2 Temp 7 Grant	$2,097,891 (1.52%)
2017-18	41 FTE 3 Temp 7 Grant	$2,100,000 (1.53%)

Notes:
^The following other organizational units are also associated with this strategy and have their own respective responsible employee: S.C. Army National Guard, S.C. Air National Guard, State Guard.
*The employee and financial data are the total state personnel and funds utilized by the agency across four units (Emergency Management Division, S.C. Army National Guard, S.C. Air National Guard, and State Guard). During times of emergency, additional federal personnel and funding (S.C. Army National Guard and S.C. Air National Guard) may be utilized.

Table 13.8. Performance measures associated with Strategy 4.1 and 4.2.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Enhance professional development and implement internal qualification standards for all positions Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Outcome	Target: 100% Actual: 72%	Target: 100% Actual: 90%	Target: 100% Actual: 90%	Target: 100% Actual: 85%	Target: 100%
Sustain current disaster management software/program for local jurisdictions Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 25% Actual: 40%*	Target: 70%
Conduct statewide training Required by: Federal Best in the Country: Agency researched - no comparative data found	Output	Target: 30 events/ 600 participants Actual: 38 events / 823 participants	Target: 30 events/ 600 participants Actual: 37 events / 766 participants	Target: 30 events/ 600 participants Actual: 37 events / 722 participants	Target: 30 events/ 600 participants Actual: 41 events / 927 participants	Target: 40 events / 800 participants
Conduct comprehensive exercises Required by: Federal Best in the Country: Agency researched - no comparative data found	Output	Target: 80 exercises / 2,000 participants Actual: 78 exercises / 2,861 participants	Target: 80 exercises / 2,000 participants Actual: 96 exercises / 2,712 participants	Target: 80 exercises / 2,000 participants Actual: 83 exercises / 2,551 participants	Target: 80 exercises / 2,000 participants Actual: 89 exercises / 2,153 participants	Target: 80 exercises / 2,000 participants
Citizen disaster exercise - Great Shakeout - Earthquake Drill Required by: Agency selected Best in the Country: State of California	Output	Target: 250,000 participants Actual: 288,000 participants	Target: 200,000 participants Actual: 266,000 participants	Target: 250,000 participants Actual: 280,257 participants	Target: 250,000 participants Actual: 311,542 participants	Target: 350,000 participants

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Conduct awareness campaigns including severe weather, hurricane and earthquake and severe winter weather awareness weeks. Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Target: Conduct 4 media campaigns Actual: 4 media campaigns conducted	Target: Conduct 4 media campaigns Actual: 4 media campaigns conducted	Target: Conduct 4 media campaigns Actual: 4 media campaigns conducted	Target: Conduct 4 media campaigns Actual: 4 media campaigns conducted	Target: Conduct 4 media campaigns
Distribute educational brochures and publications to all communities statewide Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Target: 200,000 guides Actual: 300,000 guides	Target: 200,000 guides Actual: 266,000 guides	Target: 200,000 guides Actual: > 200,000 guides (specific amount above 200,000 unknown)	Target: 200,000 guides Actual: 424,051 guides	Target: 400,000 guides
Issue business re-entry passes Required by: State Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Target: Issue 100 business re-entry passes Actual: 500 business re-entry passes issued *Note - Measure Initiated	Target: Issue 300 business re-entry passes

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new measure initiated.*

Table 13.9. Agency Strategy 5.1: Provide force protection at National Guard facilities. Applicable to S.C. Army National Guard and S.C. Air National Guard.

GOAL 5	Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.

Strategy 5.1	Provide force protection at National Guard facilities

Objective 5.1.1	Maintain 24/7 security operations at McCrady Training Center, the Adjutant General Complex, and Army Aviation Support Facility #2 (Greenville, S.C.) main gates for security and access control
Objective 5.1.2	Maintain security for the personnel gate at Old Farmers Market during certain hours to support for physical training for S.C. National Guard service members and employees
Objective 5.1.3	Maintain key control in conjunction with billeting (i.e., lodging soldiers in a particular place) for after-hours key distribution
Objective 5.1.4	Maintain training in accordance with Fort Jackson Policy to arm, Army Regulation 190-56; Master Cooperative Agreement 3, Appendix 3
Objective 5.1.5	Maintain training (armed and unarmed) in accordance with Army Regulation 190-56 and Master Cooperative Agreement 3, Appendix 3

Responsible Employee(s): S.C. Army National Guard - Colonel David Gayle (responsible for one year)
S.C. Air National Guard - Lieutenant Colonel Paul Laymon (responsible for five years)

Employee have input in budget? Yes, Colonel Gayle and Lieutenant Colonel Laymon have input into the budget for Strategy 5.1

External Partner(s): S.C. Law Enforcement Division (SLED)

	FTE equivalents utilized	Total spent[56] / budgeted[57]
2016-17	2 FTE 2 Temp 31 Grant	$1,783,548 (1.30%)
2017-18	2 FTE 2 Temp 29 Grant	$112,734 (0.08%)

Table 13.10. Performance measures associated with Strategy 5.1.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Operate/Maintain 24/7 security operations at McCrady Training Center, the Adjutant General Complex, and Army Aviation Support Facility #2 (Greenville, S.C.) Main Gates for security and access control. Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for physical training for S.C. National Guard service members and employees Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Maintain key control in conjunction with billeting (i.e., lodging soldiers in a particular place) for after-hours key distribution. Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Maintain training in accordance with Fort Jackson Policy to arm, Army Regulation 190-56; Master Cooperative Agreement 3, Appendix 3 guidelines. Required by: Federal Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 50%*	Target: 100% Actual: 50%	Target: 100%
Maintain training (armed and unarmed) in accordance with Army Regulation 190-56 and Master Cooperative Agreement 3, Appendix 3. Required by: Federal Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new measure initiated.*

Table 13.11. Agency Strategy 5.2: Provide State Guard support to the citizens of S.C. Applicable to State Guard.

GOAL 5	Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.
Strategy 5.2	Provide State Guard support to the citizens of S.C.

Objective 5.2.1	Provide assistance when and where needed to the citizens, and agencies of local and state government
Objective 5.2.2	Provide state burial flags and funeral honors services as necessary
Objective 5.2.3	Maintain a training program for all personnel
Objective 5.2.4	Provide proper equipment and training for State Guard exercises

Responsible Employee(s): Lieutenant Colonel (Ret) Robert Dingle (responsible for three years)
Employee have input in budget? Yes, Lieutenant Colonel Dingle has input into the budget for Strategy 5.2

External Partner(s): None

	FTE equivalents utilized	Total spent[58] / budgeted[59]
2016-17	4 FTE 2 Temp	$443,909 (0.32%)
2017-18	5 FTE 2 Temp	$377,529 (0.27%)

Table 13.12. Performance measures associated with Strategy 5.2.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Conduct comprehensive exercises Required by: Federal Best in the Country: Agency researched - no comparative data found	Output	Target: 80 exercises / 2,000 participants Actual: 78 exercises / 2,861 participants	Target: 80 exercises / 2,000 participants Actual: 96 exercises / 2,712 participants	Target: 80 exercises / 2,000 participants Actual: 83 exercises / 2,551 participants	Target: 80 exercises / 2,000 participants Actual: 89 exercises / 2,153 participants	Target: 80 exercises / 2,000 participants
Citizen disaster exercise - Great Shakeout - Earthquake Drill Required by: Agency selected Best in the Country: State of California	Output	Target: 250,000 participants Actual: 288,000 participants	Target: 250,000 participants Actual: 266,000 participants	Target: 250,000 participants Actual: 280,257 participants	Target: 250,000 participants Actual: 311,542 participants	Target: 350,000 participants

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 13.13. Agency Strategy 5.3: Provide STARBASE Swampfox to local schools. Applicable to STARBASE Swampfox.

GOAL 5	Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.

Strategy 5.3	Provide STARBASE Swampfox to local schools

Objective 5.3.1	Support Air Guard initiatives in STARBASE
Objective 5.3.2	Follow Department of Defense (DoD) STARBASE Program Guidance to ensure future funding and continued operation
Objective 5.3.3	Ensure STARBASE teachers are trained on required lesson plans and required DoD-directed curriculum in order to enhance math and science standards
Objective 5.3.4	Maximize the number of classes each year to meet the DoD requirements
Objective 5.3.5	Ensure the program is providing an accident/incident free, safe working environment for participating students, teachers, administrators, guests, and STARBASE staff

Responsible Employee(s): Brigadier General (Ret) John Motley (responsible for 9 years)
Employee have input in budget? Yes, Brigadier General Motley has input into the budget for Strategy 5.3

External Partner(s): S.C. Department of Education, Calhoun County School District, Lexington County School Districts 1 and 2, Lexington and Richland Counties School District 5, Richland County School Districts 1 and 2, Roman Catholic Diocese of Charleston - Catholic Schools, Sumter School District, and Wilson Hall (private academy)

	FTE equivalents utilized	Total spent[60] / budgeted[61]
2016-17	2 FTE 3 Temp 4 Grant	$396,777 (0.29%)
2017-18	2 FTE 4 Temp 5 Grant	$351,143 (0.26%)

Table 13.14. Performance measures associated with Strategy 5.3.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Ensure Department of Defense (DoD) STARBASE curriculum is being taught Required by: Federal Best in the Country: Charlotte, NC STARBASE Additional Notes: Measured August 8 through June 31	Output	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100%
Ensure DoD STARBASE program guidance is being used in conducting STARBASE Swampfox program Required by: Federal Best in the Country: Charlotte, NC STARBASE Additional Notes: Measured August 8 through June 31	Output	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100% Actual: 100%	Target: 100%
Ensure required number of STARBASE classes are conducted each federal fiscal year Required by: Federal Best in the Country: Charlotte, NC STARBASE Additional Notes: Measured August 8 through June 31	Output	Target: 28 classes Actual: 40 classes	Target: 28 classes Actual: 54 classes	Target: 28 classes Actual: 54 classes	Target: 28 classes Actual: 50 classes	Target: 56 classes
Ensure STARBASE participation meets minimum DoD standards of 20/class Required by: Federal Best in the Country: Charlotte, NC STARBASE Additional Notes: Measured August 8 through June 31	Output	Target: 560 students @ 20/class Actual: 951 students @ 24/class	Target: 560 students @20/class Actual: 1,160 students @ 21/class	Target: 560 students @ 20/class Actual: 1,153 students @ 21/class	Target: 560 students @ 20/class Actual: 1,167 students @ 23/class	Target: 1,120 students @ 20/class
Maintain a safe environment at STARBASE Swampfox for visiting teachers/students/guests with zero reportable accidents Required by: Agency selected Best in the Country: Charlotte, NC STARBASE	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new work measure initiated.*

Table 13.15. Agency Strategy 5.4: Provide Youth ChalleNGe program to challenged youth. Applicable to S.C. Youth Challenge Academy.

GOAL 5	**Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.**
Strategy 5.4	Provide Youth ChalleNGe program to challenged youth
Objective 5.4.1	Continue cadre training in their job duties and proper care of cadets
Objective 5.4.2	Maintain cadet's academic and physical training, and challenge cadets to their maximum potential
Objective 5.4.3	Continue to follow cadet's performance after graduation and provide assistance
Objective 5.4.4	Maintain security of the facilities to prevent cadet problems

Responsible Employee(s): Colonel (Ret) Jackie Fogle (responsible for 21 years)
Employee have input in budget? Yes, Colonel Fogle has input into the budget for Strategy 5.4

External Partner(s): S.C. Department of Education; Aiken Technical College; Aiken County Public School District; and Richland County School District 1

	FTE equivalents utilized	Total spent[62] / budgeted[63]
2016-17	2 FTE 13 Temp 60 Grant	$4,821,296 (3.50%)
2017-18	2 FTE 19 Temp 46 Grant	$5,200,000 (3.78%)

Table 13.16. Performance measures associated with Strategy 5.4.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain a Youth ChalleNGe graduation rate of 70% or greater Required by: Federal Best in the Country: Puerto Rico Youth ChalleNGe Program Additional Notes: Measured January 1 through June 30	Outcome	Target: 70% Actual: 62%	Target: 70% Actual: 71%	Target: 70% Actual: 67%	Target: 70% Actual: 73%	Target: 70%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 13.17. Agency Strategy 5.5: Provide and operate the State Military Museum. Applicable to S.C. Military Museum.

GOAL 5	Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.

Strategy 5.5	Provide and operate the State Military Museum

Objective 5.5.1	Update existing exhibits with new information and displays that further enhance the visitor experience
Objective 5.5.2	Continue the accession (i.e., documentation of receipt; accountability of the item(s); repair; care and storage; and, when applicable, displaying) of all donated or loaned items in a professional and timely manner
Objective 5.5.3	Tailor tour standard operation procedures for docents to accommodate tour group's specific needs and interests
Objective 5.5.4	Organize workshops for school groups that comply with Department of Education curricula standards
Objective 5.5.5	Develop a multi-media learning center to include space for speaking engagements and classroom instruction
Objective 5.5.6	Increase public awareness
Objective 5.5.7	Highlight artifacts, recent acquisitions, veteran interviews, Museum events, and guest speakers

Responsible Employee(s): Mr. Steven Jeffcoat (responsible for less than one year)
Employee have input in budget? Yes, Mr. Jeffcoat has input into the budget for Strategy 5.5

External Partner(s): None

	FTE equivalents utilized	Total spent[64] / budgeted[65]
2016-17	4 FTE 3 Temp	$372,776 (0.27%)
2017-18	4 FTE 3 Temp	$351,143 (0.26%)

Table 13.18. Performance measures associated with Strategy 5.5.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
S.C. Military Museum general visitation Required by: Agency selected Best in the Country: National Museum of the Marine Corps, Quantico, VA	Output	Target: 10,000 visitors Actual: 5,325 visitors	Target: 10,000 visitors Actual: 10,307 visitors	Target: 10,000 visitors Actual: 12,923 visitors	Target: 10,000 visitors Actual: 7,628 visitors	Target: 12,000 visitors
Public reviews (on-line feedback) of Museum Required by: Agency selected Best in the Country: National Museum of the Marine Corps, Quantico, VA	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Target: 50 reviews Actual: 52 reviews*	Target: 85 reviews
Social media engagement and feedback Required by: Agency selected Best in the Country: National Museum of the Marine Corps, Quantico, VA	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Target: 1,000 Likes Actual: 1,141 Likes*	Target: 2,000 Likes
Museum tour groups Required by: Agency selected Best in the Country: National Museum of the Marine Corps, Quantico, VA	Output	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Target: 50 Groups / 1,654 People Actual: 53 Groups / 1,554 People*	Target: 75 Groups / 2,000 People

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new measure initiated.*

Table 13.19. Agency Strategy 5.6: Provide state-level emergency management of disasters and multi-county events. Applicable to SCEMD, S.C. Army National Guard, S.C. Air National Guard, and State Guard.

GOAL 5	Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.

Strategy 5.6	Provide state-level emergency management of disasters and multi-county events

Objective 5.6.1	Enhance the state's capability to mitigate, prepare for, respond to, and recover from threats and hazards that pose the greatest risk
Objective 5.6.2	Refine emergency public information and enhance citizen disaster preparedness through education and awareness

Responsible Employee(s):	Mr. Kim Stenson (responsible for four years)^
Employee have input in budget?	Yes, Mr. Stenson has input into the budget for Strategy 5.6
External Partner(s):	No external partners

	FTE equivalents utilized*	Total spent[66] / budgeted[67]*
2016-17	5 FTE 0 Temp 47 Grant	$3,059,793 (2.22%)
2017-18	3 FTE 1 Temp 53 Grant	$3,238,285 (2.35%)

Notes:
^The following other organizational units are also associated with this strategy: S.C. Army National Guard, S.C. Air National Guard, State Guard, S.C. Youth ChalleNGe Academy, STARBASE Swampfox, and S.C. Military Museum.
*The employee and financial data are the total state personnel and funds utilized by the agency across four units (Emergency Management Division, S.C. Army National Guard, S.C. Air National Guard, and State Guard). During times of emergency, additional federal personnel and funding (S.C. Army National Guard and S.C. Air National Guard) may be utilized.

Table 13.20. Performance measures associated with Strategy 5.6.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
See those associated with Strategy 4.1 and 4.2						

Table 13.21. Agency Strategy 5.7: Provide for the safety and safe working environment for service members and agency employees. Applicable to SCEMD, S.C. Army National Guard, S.C. Air National Guard, State Guard, S.C. Youth ChalleNGe Academy, STARBASE Swampfox, and S.C. Military Museum.

GOAL 5 Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.

Strategy 5.7 Provide for the safety and safe working environment for Service Members and agency employees

Objective 5.7.1	Hold regularly scheduled organizational safety meetings
Objective 5.7.2	Ensure the conduct of required training for state drivers
Objective 5.7.3	Track injuries and effect on Worker's Compensation

Responsible Employee(s): Colonel (Ret) Ken Braddock (responsible for one year)
Employee have input in budget? Yes, Colonel Braddock has input into the budget for Strategy 5.7

External Partner(s): S.C. Department of Education; Aiken Technical College; Aiken County Public School District; and Richland County School District 1

	FTE equivalents utilized*	Total spent[68] / budgeted[69]*
2016-17	2 FTE 13 Temp 60 Grant	$4,821,296 (3.50%)
2017-18	2 FTE 19 Temp 46 Grant	$5,200,000 (3.78%)

*The employee and financial data are the total state personnel and funds utilized by the agency across four units (Emergency Management Division, S.C. Army National Guard, S.C. Air National Guard, and State Guard). During times of emergency, additional federal personnel and funding (S.C. Army National Guard and S.C. Air National Guard) may be utilized.

Table 13.22. Performance measures associated with Strategy 5.7.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain readiness centers at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition Required by: Federal Best in the Country: Colorado National Guard (NG) (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30	Outcome	Target: R2 Actual: R3	Target: R2 Actual: R3	Target: R2 Actual: R3	Target: R2 Actual: R3	Target: R2
Note 1[70]: ***R1: Good*** – Facilities fully support the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present no limitations to unit readiness. ***R2: Adequate*** – Facilities support most the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present only minor limitations to unit readiness. ***R3: Poor*** – Facilities present challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities impair mission performance and require assigned units to establish alternative means to support readiness. ***R4: Failing*** – Facilities present significant challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities require assigned units to expend considerable additional effort to compensate for shortcomings.						
Maintain readiness centers at an overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30	Outcome	Target: F2 Actual: F3	Target: F2 Actual: F3	Target: F2 Actual: F3	Target: F2 Actual: F3	Target: F2
Note 2[71]: ***F1: Good*** – Meets all functional needs and reflects the best use of the design. Footprint meets current size criteria for the design use. Based on the ratings entered is fully mission capable. ***F2: Adequate*** – Meets the minimum functional needs for the designed use. Footprint may be less than the current size criteria for the design use. Smaller and less functional than green but meets all basic requirements. Based on the ratings entered is mission capable. ***F3: Poor*** – Several significant functional needs not met. Footprint is less than the current size criteria for the design use. Undersized with few requirements met. Based on the ratings entered is only partially Mission capable. ***F4: Failing*** – Does not meet functional needs of the design use category code. Undersized footprint and/or obsolete design. May require military construction, repurposing, or disposal. Failing facility not meeting basic functional requirements. Based on the ratings entered is not Mission capable. ***F4NF: Non-Functional*** – When the Operational Status Code in the general fund enterprise business system (web-based enterprise resource planning system for the US Army) or the planning resource for infrastructure development and evaluation (US Army National Guard facilities management system) is Non-Functional, ISR-I will display the F4NF Mission rating. A Quality inspection is required depending on the reason in the real property system. (Renovation, Damage, or Environmental).						

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain readiness centers at an overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30	Outcome	Target: Q1 Actual: Q2	Target: Q1 Actual: Q2	Target: Q1 Actual: Q2	Target: Q1 Actual: Q2	Target: Q1
Note 3[72]: ***Q1: Good*** – The condition meets or exceeds Army standards for most or all rated components. The cost to improve will be no more than 10% of the replacement value. ***Q2: Adequate*** – The condition meets the minimum level of Army standards for most or all rated components. The cost to improve will be no more than 20% of the replacement value. ***Q3: Poor*** – The condition fails to meet the minimum level of Army standards for at least one major rated component. The cost to improve will be no more than 40% of the replacement value. ***Q4: Failing*** – The condition fails to meet the minimum level of Army standards for multiple rated components. The cost to improve will exceed 40% of the replacement value.						
Maintain field maintenance sites at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30; See Note 1 in the first row of this table	Outcome	Target: R1 Actual: R4	Target: R1 Actual: R4	Target: R1 Actual: R4	Target: R4 Actual: R4	Target: R3
Maintain field maintenance sites at an overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 through June 30; See Note 2 in the second row	Outcome	Target: F1 Actual: F2	Target: F1 Actual: F2	Target: F1 Actual: F2	Target: F1 Actual: F1	Target: F1

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain field maintenance sites at an overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality Required by: Federal Best in the Country: Colorado NG (based on overall Installation Status Report) Additional Notes: Measured October 1 - June 30; See Note 3 in the third row of this table	Outcome	Target: Q1 Actual: Q1	Target: Q1 Actual: Q1	Target: Q1 Actual: Q1	Target: Q1 Actual: Q1	Target: Q1
Maintain open work orders for readiness centers/field maintenance sites/training centers/ranges/army aviation support facilities at a manageable level (capacity) based on available funding and in-house manpower, greater than 90% requires contracting support for normal sustainment work Required by: Federal Best in the Country: Information not available at national level (i.e., National Guard Bureau (NGB)) Additional Notes: Measured October 1 through June 30	Efficiency	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Target: 95% Actual: 95%*	Target: 95%
Maintain an average age of 30 years or less for readiness centers[73] Required by: Federal Best in the Country: Information not available at national level (i.e., NGB) Additional Notes: Measured October 1 through June 30	Outcome	Target: <30 Actual: 35	Target: <30 Actual: 36	Target:<30 Actual: 37	Target: <30 Actual: 39	Target: <30
Ensure training in proper dining operation and job requirements for each position Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 98%*	Target: 100% Actual: 100%	Target: 100%
Provide a working dining facility and equipment Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 98%	Target: 100%

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Provide safe, clean, comfortable semi-private quarters to military personnel and authorized users Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Maintain a safe environment at STARBASE Swampfox for visiting teachers/students/guests with zero reportable accidents Required by: Agency selected Best in the Country: Charlotte, NC STARBASE	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Operate/Maintain 24/7 security operations at McCrady Training Center, the Adjutant General Complex, and Army Aviation Support Facility #2 (Greenville, S.C.) Main Gates for security and access control Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for physical training for S.C. National Guard service members and employees Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Maintain key control in conjunction with billeting (i.e., lodging soldiers in a particular place) for after-hours key distribution Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new measure initiated.*

Table 13.23. Agency Strategy 5.8: Conduct enterprise operations in support of National Guard and state activities. Applicable to S.C. Army National Guard.

GOAL 5	Provide for the safety, health, and well-being of the citizens, residents, and visitors of S.C.

Strategy 5.8	Conduct enterprise operations in support of National Guard and state activities

Objective 5.8.1	Provide high quality meals, devoid of cross contamination or food borne illnesses, in support of state and federal missions
Objective 5.8.2	Maintain a training program in proper dining facility and kitchen operations to include records of serve safe, annual sanitation, and training program requirements for all dining employees in their different job requirements
Objective 5.8.3	Maintain operational readiness of dining facility in support of federal and state missions
Objective 5.8.4	Maintain dining records of all Army, Department of Health and Environmental Control, and Department of Labor inspections reports
Objective 5.8.5	Provide necessary equipment in dining facility
Objective 5.8.6	Maintain, provide, and ensure a safe dining facility in support of training and operations
Objective 5.8.7	Provide safe, clean, comfortable, chargeable transient quarters to authorized personnel conducting official business or training at McCrady Training Center, Crew Rest, and Clarks Hill Training Site.[74]
Objective 5.8.8	Prepare, implement, and maintain individual development plans for billeting personnel (i.e. lodging soldiers in a particular place)
Objective 5.8.9	Maintain updated equipment/software to streamline processes, increase security, and reduce worker fatigue/injuries
Objective 5.8.10	Provide training in the proper handling and safe keeping of Personal Identifiable Information
Objective 5.8.11	Maintain controlled access to allow for safety of the workers and patrons

Responsible Employee(s): Colonel (Ret) Ken Braddock (responsible for one year)
Employee have input in budget? Yes, Colonel Braddock has input into the budget for Strategy 5.8

External Partner(s): None

	FTE equivalents utilized	Total spent[75] / budgeted[76]
2016-17	4 FTE 4 Temp 30 Time Limited	$3,514,008 (2.55%)
2017-18	4 FTE 4 Temp 32 Time Limited	$1,801,143 (1.31%)

Table 13.24. Performance measures associated with Strategy 5.8.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Ensure training in proper dining operation and job requirements for each position Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 98%*	Target: 100% Actual: 100%	Target: 100%
Provide a working dining facility and equipment Required by: Agency selected Best in the Country: Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 98%	Target: 100%
Maintain dining facility personnel training records and all inspection reports Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Prepare and serve meals free of cross contamination and foodborne illnesses Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Billeting personnel completion of individual development plans Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 85% Actual: 33%*	Target: 100% Actual: 100%	Target: 90%
No reported incidents of compromised customer data or incidents of identity theft Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Provide safe, clean, comfortable, semi-private quarters to military personnel and authorized users Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 100% Actual: 100%	Target: 100%
Provide chargeable transient quarters to authorized personnel conducting official business or training at McCrady Training Center, Crew Rest and Clarks Hill Training Site[77] Required by: Agency selected Best in the Country: Agency researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Target: 100% Actual: 100%*	Target: 90% Actual: 85%	Target: 90%

*Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure. * denotes a new measure initiated.*

STUDY PROCESS

Agency Selection

The Office of the Adjutant General is an agency subject to legislative oversight.[78] On May 10, 2017, during the 122nd General Assembly, the Committee prioritizes the agency for study.[79]

As the Committee encourages **collaboration in its legislative oversight process**, the Committee notifies the following individuals about the agency study: Speaker of the House, standing committee chairs in the House, members of the House, Clerk of the Senate, and Governor.

Subcommittee Membership

The **Executive Subcommittee of the House Legislative Oversight Committee studies the agency**.[80] Throughout the study, the Honorable Gary E. Clary serves as chair. Other Subcommittee members include:

- The Honorable Laurie Slade Funderburk;
- The Honorable Wm. Weston J. Newton; and
- The Honorable Robert Q. Williams.

Agency Reports to Legislative Oversight Committee

During the legislative oversight process, the **Committee asks the agency to conduct self-analysis** by requiring it to complete and submit annual Restructuring Reports, a Seven-Year Plan for cost savings and increased efficiencies, and a Program Evaluation Report. The Committee posts each report on the agency page of the Committee's website.

Restructuring Report

The Annual Restructuring Report fulfills the requirement in S.C. Code §1-30-10(G)(1) that annually each agency report to the General Assembly "detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services." The report, at a minimum, includes information in the following areas - history, mission, vision, laws, strategic plan, human and financial resources, performance measures, and restructuring recommendations.

The Office of the Adjutant General submits its Annual Restructuring Reports on March 11, 2015, and January 12, 2016.[81] The agency's 2015-2016 Annual Accountability Report to the Governor and General Assembly, which it submits in September 2016, serves as its 2016-2017 Annual Restructuring Report.[82]

Seven-Year Plan for Cost Savings and Increased Efficiencies

S.C. Code §1-30-10 requires agencies to submit "a seven year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period."[83] The Office of the Adjutant General submits its plan on March 11, 2015.[84]

Program Evaluation Report

When an agency is selected for study, the Committee may acquire evidence or information by any lawful means, including, but not limited to, "requiring the agency to prepare and submit to the investigating committee a program evaluation report by a date specified by the investigating committee." S.C. Code §2-2-60 outlines what an investigating committee's request for a program evaluation report must contain. Also it provides a list of information an investigating committee may request. The Committee sends guidelines for the Office of the Adjutant General's Program Evaluation Report (PER) on August 3, 2017. The agency submits its report on September 29, 2017.

The PER includes information in the following areas – agency snapshot, agency legal directives, strategic plan and resources, performance, agency ideas/recommendations, and additional documents. The **PER serves as the base document for the Subcommittee's study of the agency**.

Information from the Public

Public input is a cornerstone of the House Legislative Oversight Committee's process.[85] There are a variety of opportunities for public input during the legislative oversight process. Members of the public have an opportunity to participate anonymously in a public survey, provide comments anonymously via a link on the Committee's website, and appear in person before the Committee.[86]

Public Survey

From June 27 to July 28, 2017, the Committee posts an **online survey to solicit comments from the public about the Office of the Adjutant General** and three other agencies. The Committee sends information about this survey to all House members to forward to their constituents. Additionally, in an effort to communicate this public input opportunity widely, the Committee issues a statewide media release.[87]

There are 111 responses to the survey, with 39 of these relating to the Office of the Adjutant General.[88] These comments are not considered testimony.[89] As the survey notes, "input and observations from those citizens who [chose] to provide responses are very important . . . because they may help direct the Committee to potential areas for improvement with these agencies."[90] The Committee posts the survey results on the Committee's website. The **public is informed it may continue to submit written comments about agencies online** after the public survey closes.[91]

Of those survey participants that respond to questions related to the Office of the Adjutant General, **73% have a positive or very positive opinion of the agency**.[92] Over 64% of the June/July 2017 public survey respondents base their opinions of the agency on personal experience, media coverage, and social media.

The comments vary, ranging from one statement that the agency is one of the best agencies in the country to another statement that the agency is outdated and should be abolished.[93]

Public Input via Committee Website

Throughout the course of the study, people are able to submit comments anonymously on the Committee's website. The Committee posts comments verbatim to the website, but they are not the comment or expression of the House Legislative Oversight Committee, any of its Subcommittees, or the House of Representatives.[94] During the study of the Office of the Adjutant General, no one submits comments about the agency via the Committee website.

Public Input via In-Person Testimony

During the study, the Committee offers the public an opportunity to appear and provide sworn testimony.[95] A press release announcing this opportunity is sent to media outlets statewide on October 2, 2017.[96] The Committee holds a meeting dedicated to public input about the Office of the Adjutant General and other agencies on October 16, 2017.[97] Further detail on the public input meeting is in the meetings section of this report; however, no one provides testimony about the Office of the Adjutant General.

Meetings Regarding the Agency

The Committee meets with, or about, the agency on one occasion, and the Subcommittee meets with, or about, the agency on four occasions. All meetings are open to the public and stream live online; also, the videos are archived and meeting minutes are available online. A timeline of meetings is set forth in Figure 2 beginning on page 8.

122nd General Assembly (2017-2018)

May 2017

On **May 10, 2017**, the full Committee selects the agency for study.

October 2017

On **October 10, 2017**, the Subcommittee holds **Meeting # 1** with the agency. Major General Livingston, the Adjutant General, provides the Subcommittee with an **agency overview** on the following topics:

a. Key laws applicable to the agency;
b. Agency's mission, vision, and goals;
c. Agency's key deliverables and potential harm;
d. Agency's organizational structure;
e. Key dates in the agency's history;
f. Agency successes, challenges, and emerging issues;
g. Internal audit process for the agency;
h. Agency's strategic finances and carryforward; and
i. Agency's recommendation for law and internal changes.

Subcommittee members ask questions, which Major General Livingston and other agency representatives answer. The meeting packet and documents provided by the agency are available on the Committee website.[98]

On October 16, 2017, the full Committee holds Meeting # 2 with the agency. Committee Chairman Wm. Weston J. Newton states the purpose of this meeting is public testimony regarding the Office of the Adjutant General and other agencies.[99] No one provides testimony about the agency.

November 2017

On November 20, 2017, the Subcommittee holds Meeting # 3 with the agency. Mr. Steven Jeffcoat, Director, S.C. Military Museum, provides the Subcommittee the following information about the S.C. Military Museum:

a. Key dates in history;
b. Successes and emerging issues;
c. Organizational chart and employee statistics;
d. Deliverables and potential harm;
e. Finances;
f. Applicable agency goals and strategies; and
g. Performance measures.

Subcommittee members ask questions, which Mr. Jeffcoat answers. Also, Subcommittee members ask questions of the following individuals, which those individuals answer:

a. Mr. Willie Calloway, Director, State Museum;
b. Dr. W. Eric Emerson PhD, Director, Department of Archives and History; and
c. Mr. Steven D. Tuttle, Director of Archives Services, Department of Archives and History.

Colonel (Ret) Jackie Fogle, Director, S.C. Youth ChalleNGe Academy Program, provides the Subcommittee the following information about Youth ChalleNGe Academy Program (SCYCA):

a. Key dates in history;
b. Successes and emerging issues;
c. Organizational chart and employee statistics;
d. Deliverables and potential harm;
e. Finances;
f. Applicable agency goals and strategies; and
g. Performance measures.

Subcommittee members ask questions, which Colonel Fogle and other agency personnel answer.

Brigadier General (Ret) John Motley, Director, STARBASE Swampfox, provides the Subcommittee similar information about STARBASE Swampfox as Colonel Fogle did for SCYCA. Subcommittee members ask questions, which Brigadier General Motley and other applicable agency personnel answer.

Mr. Kim Stenson, Director, Emergency Management Division (SCEMD), provides the Subcommittee similar information about SCEMD as Colonel Fogle did for SCYCA. Also, Mr. Stenson provides the Subcommittee information about emergency situations, including, but not limited to, the following:

a. Response flow chart;

b. List of emergency operations plans;
c. Resource request process;
d. Types of Governor's Executive Orders;
e. Types of Federal Emergency Management Agency (FEMA) disaster declarations;
f. Types of FEMA recovery programs;
g. Small Business Administration loans; and
h. Disaster declaration financial summary from the 2014 ice storm to the 2017 Hurricane Irma.

Subcommittee members ask questions, which Mr. Stenson and other applicable agency personnel answer. The meeting packet and agency PowerPoint presentations for the S.C. Military Museum, S.C. Youth ChalleNGe Academy, STARBASE Swampfox, and SCEMD are available on the Committee website.[100]

December 2017

On **December 7, 2017**, the subcommittee holds **Meeting # 4** with the agency. Major General Livingston provides an introduction to the National and State Guard.

Brigadier General Brad Owens, Director, Joint Staff of S.C. Army National Guard, presents information on the following topics related to the **S.C. Army National Guard**:

a. Key dates in history;
b. Successes and emerging issues;
c. Organizational chart and employee statistics;
d. Deliverables and potential harm;
e. Finances;
f. Applicable agency goals and strategies; and
g. Performance measures.

Subcommittee members ask questions, which BG Owens and Major General Livingston answer.

Brigadier General Russell A. Rushe, Assistant Adjutant General of S.C. Air National Guard, provides the Subcommittee similar information about the **S.C. Air National Guard** as Brigadier General Owens did for the S.C. Army National Guard. Brigadier General Thomas S. Mullikin, Commander, State Guard, follows with similar information about the **State Guard**. Subcommittee members ask questions, which Brigadier General Rushe, Brigadier General Mullikin, and Major General Livingston answer.

Subcommittee members make various motions. A roll call vote is held for these motions, and they are approved. The meeting packet and agency PowerPoint presentations are available on the Committee's website.[101]

On **December 15, 2017,** and **December 18, 2017**, individual Subcommittee members **tour facilities** of the agency including the following: (1) McEntire Joint National Guard Base; (2) STARBASE Swampfox; (3) S.C. Military Museum; and (4) Emergency Management Division.

February 2018

On **February 15, 2018**, the Subcommittee holds **Meeting # 5** with the agency. Subcommittee Chairman Clary explains the purpose of the meeting is for the Office of the Adjutant General to present information on the following topics as a **follow-up** to the Subcommittee's previous meetings with the agency:

a. S.C. National Guard's Secure Area Defense Operating Program;
b. State Guard law change recommendations;
c. S.C. Youth ChalleNGe Academy's program performance, numbers by county, and agency's position on pending legislation, S451 and H3789, companion bills pending for the S.C. Youth ChalleNGe Academy and S.C. Jobs ChalleNGe Program Expungement Act; and
d. Emergency Management Division.

Subcommittee Chairman Clary discusses potential motions involving meetings between the Office of the Adjutant General and Department of Administration.[102] After swearing in Ms. Ashlie Lancaster, Department of Administration Division Director, Facilities Management and Property Services, Subcommittee Chairman Clary asks for her comments on the potential recommendations. Ms. Lancaster states the Department of Administration is willing to meet with the Office of the Adjutant General. Subcommittee members do not have additional questions for her. Subcommittee members make motions for the two recommendations. A roll call vote is held, and the motions pass.

Major Barry Ramey, S.C. National Guard's Secure Area Defense Operating Program Administrator, presents information on the **S.C. National Guard's Secure Area Defense Operating Program**. Subcommittee members ask questions, which Major Ramey and Major General Livingston answer.

Brigadier General Thomas S. Mullikin, Commander, State Guard, presents information on **law change recommendations from the State Guard**. Subcommittee members ask questions, which Brigadier General Thomas S. Mullikin and Major General Livingston answer.

Ms. LaToya Reed, Director, S.C. Youth ChalleNGe Academy, presents information on the **S.C. Youth ChalleNGe Academy** including results of the most recent inspection by the National Guard Bureau contractors, corrective action plans, and statistics on those participating in the S.C. Youth ChalleNGe Academy. Subcommittee members ask questions, which Ms. Reed answers.

Mr. Kim Stenson, Director, SCEMD provides the Subcommittee the following information about **SCEMD**:

a. Resource request process;
b. Off-the-shelf contracts available;
c. EMD contracts and agreements;
d. Reimbursement for emergency costs;
e. Actual costs;
f. Emergency declarations;
g. Palmetto system[103];
h. Mobile application in development[104]; and
i. S.C. Hurricane Program.[105]

Subcommittee members ask questions, which Mr. Stenson answers. Subcommittee members make various motions. A roll call vote is held for the various motions, which pass. The meeting packet and agency presentations are available online.[106]

Study Process Completion

Pursuant to Committee Standard Practice 12.4, Subcommittee members may provide a separate written statement for inclusion with the Subcommittee's Study report. After receipt of any written statements, the Subcommittee Chair, pursuant to Committee Standard Practice 12.5, notifies the Committee Chair in writing that a Subcommittee Study is available for consideration by the full Committee.

Once the Committee Chair receives written notice from the Subcommittee Chair, the Committee Chair, pursuant to Committee Standard Practice 13.1, includes the Subcommittee Study on the agenda for a full committee meeting. During a full Committee meeting at which the Subcommittee Study is discussed, the Committee may vote, pursuant to Committee Standard Practice 13.2, to (1) refer the study and investigation back to the Subcommittee for further evaluation; (2) approve the Subcommittee's study; or (3) further evaluate the agency as a full Committee, utilizing any of the resources of legislative oversight available.

When the Committee approves a study, any member of the Committee may provide a written statement for inclusion with the study. The study, and written statements, are published online and the agency, as well as all House Standing Committees, receive a copy. The Committee shall offer at least one briefing to members of the House about the contents of the final oversight study approved by the Committee.[107] The Committee Chair may provide briefings to the public about the final oversight study.[108]

To support the Committee's ongoing oversight by maintaining current information about the agency, the agency receives an annual Request for Information.

RECOMMENDATIONS

General Information

The following **recommendations include areas** the Subcommittee identifies **for potential improvement**. The **Subcommittee recognizes these recommendations will not satisfy everyone nor address every issue or potential area of improvement at the agency**. These recommendations are based on the agency's self-analysis requested by the Committee, discussions with the agency during multiple meetings, and analysis of the information obtained by the Subcommittee. This information, including, but not limited to, the Program Evaluation Report, Accountability Report, Restructuring Report and videos of meetings with the agency, is available on the Committee's website.

Continue

The **Subcommittee does not have any specific recommendations with regards to continuance of agency programs.**

Curtail (i.e. Revise)

The **Subcommittee has sixteen recommendations for revisions.** Fourteen recommendations pertain to the agency; recommendation topics include: (1) S.C. Youth ChalleNGe Academy (SCYCA) and STARBASE Swampfox (STARBASE); (2) S.C. Military Museum; (3) S.C. Emergency Management Division; (4) agency processes; (5) real property; and (6) laws. Also, there are two recommendations to the General Assembly, both pertain to the State Guard. An overview of these recommendations is provided in Table 1 on page 9.

Recommendations for the Office of the Adjutant General

S.C. Youth ChalleNGe Academy (SCYCA) and STARBASE Swampfox (STARBASE)

The Subcommittee has four recommendations for the agency related to SCYCA and STARBASE, which are summarized in Table 14.[109]

Table 14. Summary of recommendations related to the S.C. Youth ChalleNGe Academy and to the STARBASE Swampfox program.

RECOMMENDATIONS FOR THE OFFICE OF THE ADJUTANT GENERAL
S.C. Youth ChalleNGe Academy and STARBASE Swampfox
1. *Collaboration* - Communicate SCYCA (i.e., educational enrichment for at-risk youth) opportunities to personnel involved with the juvenile justice system including, but not limited to, judges and solicitors, as an alternative sentencing option 2. *Resources* - Determine viability of integrating an apprenticeship program in SCYCA 3. *Strategic Planning* - Develop a long-term strategic plan for SCYCA 4. *Performance* - Add performance measures for SCYCA and STARBASE (i.e., elementary school curriculum to motivate students to explore science, technology, engineering, and math)

1. **Communicate SCYCA (i.e., education enrichment for at-risk youth) opportunities to personnel involved with the juvenile justice system including, but not limited to, judges and solicitors, as an alternative sentencing option.** The Subcommittee recommends the agency: (1) meet with representatives from the Judicial Department to share information about SCYCA as an alternative sentence option; (2) make presentations about the SCYCA as an alternative sentence option during the law enforcement, circuit court, and solicitors conferences; and (3) continue tracking and reporting in the Accountability Report the number of juveniles, by county, that participate in the program as an alternative sentence referral to allow comparison of outcomes for juveniles referred to SCYCA as opposed to other alternative sentences.[110]

Agency representatives testify that as long as juveniles do not have a violent criminal offense, SCYCA is an opportunity for juveniles to rehabilitate themselves.[111] Agency representatives testify they believe somewhere along the way the system has failed these children, and putting them in a structured, caring environment is beneficial.[112] The agency confirms it works with the Department of Juvenile Justice, but states that in most cases, it is the judge who recommends a juvenile have the opportunity to participate in SCYCA.[113]

2. **Determine viability of integrating an apprenticeship program in SCYCA.** The Subcommittee recommends the agency determine the viability of combining and integrating an apprenticeship program with S.C. Youth ChalleNGe Academy as an additional means of helping juveniles.[114]

3. **Develop a long-term strategic plan for SCYCA.** The Subcommittee recommends the agency develop a long-term strategic plan that (1) addresses facilities, location, and programming; and (2) outlines needs to ensure the viability and continued existence of the SCYCA and the Job ChalleNGe program.[115] The Subcommittee requests the agency include the following in its plan: (1) performance measures tracked by alternative schools within the state, and, to the extent possible, data from the alternative schools compared to data from SCYCA; and (2) finances tracked by other alternative schools within the state, and, to the extent possible, comparable financial data for SCYCA. Also, to the extent possible, the Subcommittee requests the agency include the following in its analysis and plan: (1) historic data related to the number of juveniles involved in the juvenile justice process who may have qualified for SCYCA during the last three years (by utilizing data from the court system); (2) whether the agency can track the number of applicants who apply as part of conditions from the juvenile justice system; and (3) whether the agency can track the number of individuals who participate in SCYCA as part of conditions from the juvenile justice system that are involved in crimes within one year of graduation from SCYCA.[116]

4. **Add performance measures for SCYCA and STARBASE (i.e., elementary school curriculum to motivate students to explore science, technology, engineering, and math).** The Subcommittee recommends the SCYCA and STARBASE programs add the following to the performance measures, which are tracked and reported in the annual Accountability Report: (1) total cost per student; (2) total cost to the state per student; and (3) measures tracked by the federal government.[117] Agency representatives testify the current cost per student for STARBASE is around $300; and the majority of funding for the program is federal.[118] Table 15 shows the federal cost per cadet for SCYCA in federal fiscal years 2011 through 2013.[119]

Table 15. Federal dollar cost per cadet calculation.

Federal Dollar Cost Per Cadet Calculation				
Calculation: Compute for last three closed out Federal fiscal years.				
FY: 2011	**NGB Class - 35**	**Class Dates:**	0-Jan-00	0-Jan-00
	NGB Class - 36	**Class Dates:**	0-Jan-00	0-Jan-00
1. Program Office federal dollar share: $1,260,000.00				
2. State dollar share: $420,000.00				
3. Program Office approved number of cadets targeted to graduate: 150				
4. Program Office federal dollar / state dollar cost per cadet (1+2)÷3: $11,200.00				
5. Actual federal dollars expended per final closeout MOD: $1,259,999.97				
6. Actual state dollars expended per final closeout MOD: $420,000.00				
7. Number of actual cadet graduates: 129				
8. Actual Federal/State dollar cost per cadet (5÷6): $13,023.26				
FY: 2012	**NGB Class - 37**	**Class Dates:**	8-Sep-11	25-Feb-12
	NGB Class - 38	**Class Dates:**	28-Mar-12	24-Aug-12
1. Program Office federal dollar share: $2,748,530.00				
2. State dollar share: $916,176.67				
3. Program Office approved number of cadets targeted to graduate: 150				
4. Program Office federal dollar / state dollar cost per cadet (1+2)÷3: $24,431.38				
5. Actual federal dollars expended per final closeout MOD: $2,748,057.08				
6. Actual state dollars expended per final closeout MOD: $916,019.03				
7. Number of actual cadet graduates: 137				
8. Actual Federal/State dollar cost per cadet (5÷6): $26,745.08				
FY: 2013	**NGB Class - 39**	**Class Dates:**	1-Oct-12	1-Mar-13
	NGB Class - 40	**Class Dates:**	2-Apr-13	30-Aug-13
1. Program Office federal dollar share: $2,800,000.00				
2. State dollar share: $933,333.00				
3. Program Office approved number of cadets targeted to graduate: 200				
4. Program Office federal dollar / state dollar cost per cadet (1+2)÷3: $18,666.67				
5. Actual federal dollars expended per final closeout MOD: $2,511,738.96				
6. Actual state dollars expended per final closeout MOD: $837,245.99				
7. Number of actual cadet graduates: 151				
8. Actual Federal/State dollar cost per cadet (5÷6): $22,178.71				

Additionally, Appendix J includes data on SCYCA's performance for state fiscal years 2010-11 through 2016-17.

S.C. Military Museum

The Subcommittee has five recommendations for the agency related to the S.C. Military Museum, and a summary is set forth in Table 16.[120]

Table 16. Summary of recommendations related to the S.C. Military Museum.

RECOMMENDATIONS FOR THE OFFICE OF THE ADJUTANT GENERAL
S.C. Military Museum
5. *Collaboration* - Explore advertising opportunities for the S.C. Military Museum through other state agencies
6. *Collaboration* - Consult with the Department of Administration about potential advantages of a partnership between the S.C. Military Museum and State Museum
7. *Strategic Planning* - Develop a plan to increase K-12 student visitation at the S.C. Military Museum and track student attendance as a performance measure
8. *Performance* - Collect email addresses from visitors of the S.C. Military Museum in an effort to increase feedback
9. *Performance* - Add cost-related performance measures for the S.C. Military Museum

5. **Explore advertising opportunities for the S.C. Military Museum through other state agencies.** The Subcommittee recommends the S.C. Military Museum explore opportunities for distributing and displaying advertising materials at other state agencies through communications with the Department of Parks, Recreation, and Tourism.[121] A representative from the State Museum testifies there is currently no cross-marketing between the State Museum and the S.C. Military Museum.[122] However, the Columbia Convention Bureau offers cross-marketing opportunities, and the State Museum is open to it in the future.[123]

6. **Consult with the Department of Administration about potential advantages of a partnership between the S.C. Military Museum and State Museum.** The Subcommittee recommends the S.C. Military Museum, in consultation with the State Museum and Department of Administration, determine if there are any potential advantages to a partnership between these separate entities being located in the same building or sharing other resources.[124] Representatives from the Department of Administration testify they are willing to meet with the Office of the Adjutant General regarding the recommendation.[125]

Also, representatives from the S.C. Military Museum and State Museum testify about the different niches they are each fulfilling.[126] While the S.C. Military Museum representative acknowledges the museum's current location is not ideal, having it as a separate entity, without an admission charge to visitors, enables this museum to house certain federal artifacts.[127]

7. **Develop a plan to increase K-12 student visitation at the S.C. Military Museum and track student attendance as a performance measure.** The Subcommittee recommends the S.C. Military Museum develop, and begin implementing by July 2, 2018, a plan to increase K-12 student visitation in consultation with the State Museum and the Department of Archives and History.[128] Also, the Subcommittee recommends the agency track as a performing measure the number of K-12 students visiting the museum each year.[129] The S.C. Military Museum representative testifies the museum does not have enough school students touring the museum.[130] Also, the representative testifies the museum is currently tracking attendance by hand with guest ledgers, as opposed to in a computer program where data may be gleaned about which type of visitors come through the Museum (e.g., what days of the year are busiest, etc.).[131]

8. **Collect email addresses from visitors of the S.C. Military Museum in an effort to increase feedback.** The Subcommittee recommends the S.C. Military Museum request email addresses from museum visitors and utilize the contact information to send surveys and information about the museum's upcoming events and exhibits.[132] Currently, the S.C. Military Museum utilizes a comment box and obtains feedback from a museum study class at the University of South Carolina.[133]

Surveys are utilized by the State Museum and Department of Archives and History. A representative from the State Museum testifies they primarily track customer satisfaction through surveys to their membership base.[134] Also, the State Museum obtains feedback through a kiosk in their lobby and from teachers that bring groups of students to tour the museum.[135] Representatives from the Department of Archives and History testify they utilize online surveys for events to track customer satisfaction.[136]

9. **Add cost-related performance measures for the S.C. Military Museum.** The Subcommittee recommends the S.C. Military Museum track and report in the annual Accountability Report: (1) total cost per visitor; and (2) total cost to the state per visitor.[137]

A State Museum representative testifies the State Museum tracks cost per visitor, and the current cost is approximately $26 per visitor.[138] The S.C. Military Museum representative believes their cost is approximately $40 per visitor.[139] Unlike the State Museum, there is no charge to visit the S.C. Military Museum.[140]

S.C. Emergency Management Division

The Subcommittee has one recommendation for the agency related to the S.C. Emergency Management Division.[141]

10. **Communicate with Clemson University's Social Media Listening Center regarding the mining of social media data related to, and during, state emergencies.** The Subcommittee recommends personnel at the S.C. Emergency Management Division (SCEMD) contact personnel at Clemson University's social media listening lab to determine if a collaboration is possible to allow SCEMD to more efficiently mine data to aid in information management (i.e., anticipating requests during emergency situations).[142]

Representatives from SCEMD testify this is an area for improvement.[143] Also, SCEMD representatives testify the division is working to improve its processes for mining social media to help with information management.[144] On February 15, 2018, SCEMD representatives testify they have already contacted Clemson and have a meeting scheduled.[145]

Agency Processes

The Subcommittee has two recommendations for the agency related to agency processes, and a summary is set forth in Table 17.

Table 17. Summary of recommendations related to agency processes.

RECOMMENDATIONS FOR THE OFFICE OF THE ADJUTANT GENERAL
Agency Processes
11. *Resources* - Continue efforts to update the agency's archival process^ 12. *Performance* - Complete the employee satisfaction/morale survey, provide results to the Committee, and determine if the agency has authorization to share the format of the survey with other state agencies

Table Note: An ^ indicates recommendations the agency has already begun to implement.

11. **Continue to update the agency's archival process.** The Subcommittee recommends the agency (1) continue its efforts to transfer applicable records, including electronic ones, to the Department of Archives and History, and (2) inform the Committee when it is current with transferring applicable records.[146] After conducting an initial review of its records to determine compliance with the guidance issued by the Department of Archives and History (DAH), the agency reports the following: (1) it has not been properly documenting the destruction of obsolete records, but it has now implemented the Record Destruction documentation process as outlined by DAH; (2) it has identified a small number of records that should be moved to DAH, which it is currently in the process of compiling; (3) it is in compliance with the requirements of the South Carolina Enterprise Information System; and (4) the majority of documentation maintained by the agency are federal documents related to the Army and Air National Guard which, other than those having to do with state-funded construction or agreements with state entities, are not under the purview of the state.[147]

12. **Complete the employee satisfaction/morale survey, provide results to the Committee, and determine if the agency has authorization to share the format of the survey with other state agencies.** The Subcommittee recommends the agency: (1) continue and complete its employee satisfaction/morale survey, (2) provide the results of the survey to the Committee, and (3) inform the Committee of whether it has authorization from the Defense Equal Opportunity Management Institute to release the combined military/civilian climate survey format to non-Department of Defense affiliated organizations once the agency fully develops the climate survey.[148] The agency states in a letter to the Committee that once it develops its combined military/civilian climate survey, it is willing to share the format and process with other state agencies pending authorization by the Defense Equal Opportunity Management Institute.[149]

Real Property

The Subcommittee has one recommendation for the agency related to real property.

13. **Explore potential benefits that may be gained through collaboration with the Department of Administration (e.g., state's potential purchase of property near McEntire Joint National Guard Base (Richland County) and co-use of armories by other state agencies).** The Subcommittee recommends the agency meet with the Department of Administration to discuss the following: (1) opportunities for the state to purchase the plant near the McEntire Joint National Guard base; (2) Department of Administration's state agency real estate planning as the Office of the Adjutant General has indicated (a) there is a potential for co-use of armories, and (b) this may be an avenue to obtain additional funding necessary to repair and/or re-build the agency's armories; and (3) other state agencies that may be able

to benefit from access to the images available from the Eagle Vision satellite, including, but not limited to, the Department of Natural Resources.[150]

There are two main reasons for this recommendation. Since the Department of Administration does not manage the armories, it may not be aware of the potential for co-use of those facilities with other state agencies.[151] Additionally, the Department of Administration may be able to assist the Office of the Adjutant General with the plant near the McEntire Joint National Guard base which poses concerns for the Office of the Adjutant General. Representatives from the Department of Administration testify they are willing to meet with the Office of the Adjutant General regarding the recommendation.[152]

Laws

The Subcommittee has one recommendation for the agency related to laws.

14. **Continue the agency's review of Title 25 (Military, Civil Defense, and Veterans Affairs) of the S.C. Code of Laws and provide the General Assembly recommendations for any necessary revisions.** The Subcommittee recommends the agency continue its review of the portions of Title 25 pertaining to the S.C. Military Department and provide recommendations for revisions to the General Assembly.[153] Major General Livingston testifies the agency has already begun the review, which may take more than a year to finish.[154]

Recommendations for the General Assembly

State Guard

The Subcommittee has two recommendations for the General Assembly related to the State Guard, which are summarized in Table 18.[155]

Table 18. Summary of recommendations related to State Guard.

RECOMMENDATIONS FOR THE OFFICE OF THE ADJUTANT GENERAL
Agency Processes
15. ***Legal Directives*** - Remove statutory references to active duty pay for members of the State Guard*
16. ***Legal Directives*** - Consider additional funding for State Guard training and equipment*

*Table Note: Recommendations with an * are requested by the State Guard.*

15. **Remove statutory references to active duty pay for members of the State Guard.** The Subcommittee concurs with a request of the Commander of the State Guard for the General Assembly to remove references to active duty pay for members of the State Guard (i.e., delete S.C. Code of Laws Section 25-3-140), as the State Guard is an all-volunteer force.[156] Table 19 includes specific statutory changes requested by the State Guard.[157]

Table 19. Specific statutory changes requested by the State Guard.

Statute	Proposed Language[158]
25-3-140	~~**SECTION 25-3-140.** Pay of members on active duty.~~ ~~When members of the South Carolina State Guard are ordered to active duty by the Governor or by his authority, they shall receive the pay as specified for officers and enlisted men of the National Guard when called out for such service.~~

16. **Consider additional funding for State Guard training and equipment.** The Subcommittee concurs with a request of the Commander of the State Guard for the General Assembly to consider providing funds to the State Guard to pay for training and equipment needed for the group to provide assistance during disasters or events affecting the state.[159]

Eliminate

The **Subcommittee does not have any specific recommendations with regards to elimination of agency programs.**

Internal Changes Implemented by Agency Related to Study Process

During the study process, the agency begins implementing recommendation number ten by contacting Clemson University's Social Media Listening Center regarding the mining of social media data related to, and during, state emergencies.[160]

Additionally, the agency begins implementing recommendation number eleven by beginning to update its archival process.

SELECTED AGENCY INFORMATION

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http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Program%20Evaluation%20Report%20(September%2029,%202017).pdf (accessed March 1, 2018).

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S.C. House of Representatives, Legislative Oversight Committee. "Results of Survey of Office of the Adjutant General; Commission for Minority Affairs; Department of Natural Resources; and Patriots Point Development Authority (June 27 - July 28, 2017)."
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/SurveysforAllAgencies/Results%20of%20Survey%20of%20the%20Adjutant%20General's%20Office;%20Commission%20for%20Minority%20Affairs;%20DNR;%20and%20Patriots%20Point%20(6.27-%207.28.pdf (accessed March 1, 2018).

APPENDICES

Appendix A. Summary of products and services provided and customer segments served, by agency organizational units

Table 20. Summary of products and services provided and customer segments served, by agency organizational units.

Agency Organizational Unit	Examples of Products and Services Provided	Customer Segments Served[161]
S.C. Youth ChalleNGge Academy	Two, five-month long classes a year to help at-risk youth acquire the basic skills and education necessary to succeed in life[162]	School districts
STARBASE Swampfox	Inquiry-based curriculum with "hands-on, mind-on" experiential activities to motivate elementary school students to explore science, technology, engineering, and math[163]	School districts
S.C. Military Museum	Building, grounds, artifacts, and personnel to manage a military museum[164]	General public
State Guard	(1) State flag to family of deceased guardsman; (2) reports of training to use state militia appropriations; (3) assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested; and (4) assistance to the State Public Safety Authority in enforcing orders[165]	Executive branch, state agencies, and local governments
S.C. Air National Guard	(1) Support to law enforcement in drug enforcement matters; (2) support to other state National Guards in counter-drug activities; (3) maintenance of peace and order; (4) assistance with transportation of equipment and personnel to support firefighter mobilization plan; (5) state flag to family of deceased Guardsman; (6) reports of training to use state militia appropriations; (7) securing of personal effects of a National Guard member who dies; (8) reports to the Governor of treasonous activity; (9) forces to support Emergency Management Assistance Compact; and (10) assistance to the State Public Safety Authority in enforcing orders[166]	General public, executive branch, state agencies, and local governments
S.C. Army National Guard	Items 1-10 listed above for the S.C. Air National Guard, plus (11) provide transportation for officers, and (12) transportation and food for enlisted soldiers on state active duty[167]	General public, executive branch, state agencies, and local governments
Emergency Management Division (SCEMD)	(1) Service on the First Responders Advisory Committee; (2) service as vice chair of Firefighter Mobilization Oversight Committee; (3) development of a certification system for reentry into or remaining in a curfew area; (4) service on the Department of Insurance Advisory Committee; (5) service on the Emergency Medical Services Advisory Council; (6) available for consultation by the Department of Health and Environmental Control's Office of Ocean and Coastal Resource Management to establish beach/dune rebuilding system; (7) service on Drought Response Committee; (8) meet Local Emergency Management standards; (9) meet State Emergency Management standards; (10) communication of Governor's emergency declaration to county agencies; (11) meals to SCEMD employees at the emergency operations center who are unable to leave their stations; and (12) quarterly report on the status of expenditure of funds appropriated for Federal Emergency Management Agency match for specific emergency events[168]	General public, legislative branch, executive branch, state agencies, and local governments

Appendix B. Process for municipalities, counties, and others to request resources during emergencies

Resource Request Process[169]

Table 21 includes steps applicable when a resource is requested during an emergency or disaster. All resources at a specific step must be utilized before moving to the next step. It is important to note, the resource request process and the federal disaster declaration process are separate. The only intersection of the two processes occurs when federal resources are required to fulfill a requested resource. See additional details below and in Appendix F.

Table 21. Steps applicable when a resource is requested during an emergency or disaster.

Step 1: Local Resources (Municipal, County)
When can this occur: Anytime. A state of emergency or a federal emergency/major disaster declaration is not necessary in order to make a resource request. However, a federal declaration would be needed if federal reimbursement is sought. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters). Request for resources from: Municipality, county, separate tax entity (e.g., Charleston Airport) *Could initiate from individuals within the municipality or county (e.g., people calling the fire department to get rescued because their house is flooding, etc.) Note: In Steps 1 through 3, a state agency determines needs and coordinates its own resources in areas in which the state agency typically operates (e.g., DOT would determine need and coordinate its own resources for federal and state roads) What occurs: A municipality or county must utilize all resources it has available (e.g., local fire fighters, police, emergency services, etc.). If it utilizes all of its resources and additional resources are needed, it moves to Step 2. Who pays: At this step, the local entity pays for the resources. Whether it can seek reimbursement will depend on the circumstances. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters) and note that reimbursements are paid based on actual costs, not estimates.
Step 2: Mutual Aid (County-to-County), and Local Donated Goods, if available
When can this occur: Anytime. A state of emergency or a federal declaration is not necessary to make a resource request. However, the declaration may be needed if reimbursement is sought. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters). Request for resources from: Municipality, county, separate tax entity (e.g., Charleston Airport) Note: In Steps 1 through 3, a state agency determines needs and coordinates its own resources in areas in which the state agency typically operates (e.g., DOT would determine need and coordinate its own resources for federal and state roads) What occurs: A municipality or county determines if the resources needed can be provided via a mutual aid agreement it has with another municipality, county, etc. It also determines if there are any goods that can be donated by a local non-profit, etc. If it exhausts all of its resources and additional resources are needed, it moves to Step 3 and contacts SCEMD. Who pays: At this step, the local entity providing the resource pays for the resources. The state mutual aid agreement allows the resource provider to request reimbursement for cost incurred. Whether it seeks reimbursement will depend on the circumstances. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters) and note that reimbursements are based on actual costs, not estimates.

Step 3: State Resources (personnel, teams, equipment, donated goods)

When can this occur: Anytime. A state of emergency or a federal declaration is not necessary to make a resource request. However, the declaration may be needed if reimbursement is sought. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters).

Request for resources from: Municipality, county, separate tax entity (e.g., Charleston Airport)

> Note: In Steps 1 through 3, a state agency determines needs and coordinates its own resources in areas in which the state agency typically operates (e.g., DOT would determine need and coordinate its own resources for federal and state roads)

What occurs: SCEMD gets involved at this step to help facilitate resource requests. When SCEMD receives the resource request, it passes the request along to applicable state agencies (e.g., DSS, DOT, DHEC, etc.) or, if the SEOC is activated, to the appropriate Emergency Support Function (e.g., ESF-1 – Transportation, ESF-6 – Mass Care, ESF-13 – Law Enforcement, etc.) and non-profits. Those state Agencies or ESFs and/or non-profits then determine whether they can fulfill the request and inform SCEMD. If they cannot fulfill the request, SCEMD moves to Step 4.

> Note: If a state agency or non-profit can fulfill the resource request, the first one available fulfills it. The entity requesting the resource does not get to choose which agency or non-profit fulfills the request.
>
> Example - SCEMD receives a request for sheltering support. SCEMD knows DSS, or ESF-6 (Mass Care) if the SEOC is activated, manages shelters, but does not know if any are currently available. SCEMD forwards the request to DSS or ESF-6. DSS (or ESF-6) then analyzes its available resources and informs SCEMD if they can fulfill the request. If DSS (or ESF-6) cannot fulfill the resource, DSS (or ESF-6) pushes the request back to SCEMD.

Who pays: At this step, the state agency or non-profit providing the resources bears the cost from their existing budget. Even if the resources are being provided to a municipality or county, the state agency/non-profit does not bill the municipality or county for the services. The state mutual aid agreement and the Emergency Operations Plan allow SCEMD to request payment for costs incurred. Whether the state can seek reimbursement will depend on the circumstances. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters) and note that reimbursements are based on actual costs, not estimates.

Continue to next page for Step 4 and Step 5 →

Step 4: (1) Contracted/Vendor provided; (2) National Guard; or (3) Interstate Mutual Aid (Emergency Management Assistance Compact)

When can this occur: Anytime. Resources from a vendor can be purchased with a state contract. National Guard or Interstate Mutual Aid is only available after the Governor issues an executive order declaring a state of emergency. See what occurs and is available when the Governor makes this declaration in Appendix F (Explanations of different emergency declarations and what they trigger).

Request for resources from: Municipality, county, separate tax entity (e.g., Charleston Airport), state agency, university, etc.

What occurs: If there are no state agencies or non-profits that can fulfill the resource request, SCEMD analyzes if there are any **vendors with state contracts** who may be able to fulfill the resource request. It is important to note that in analyzing available vendors, the vendor has to be an approved state vendor which includes those vendors with contracts SCEMD has setup through state procurement (i.e., "off-the-shelf" contracts) or contracts other state agencies have setup through State Procurement for any type of work (does not have to be a contract just for services during times of emergency or disaster). SCEMD may also ask the **National Guard** if they can fulfill the request and analyze any **mutual aid agreements** available.

If the resource request could be filled by a vendor, the National Guard, or a mutual aid agreement, SCEMD determines which can provide the services as needed (location, time it would take to arrive, etc.) and at the lowest cost. If the resource request can only be filled as needed through one of these avenues, that is the avenue utilized. If the resource request cannot be filled through any of these avenues, SCEMD moves to Step 5.

> Note: If the request can be filled via vendor, National Guard, or Mutual Aid agreement, the request is filled first by vendors, then by the internal state mutual aid, then by the National Guard and lastly by state-to-state Mutual Aid (to include EMAC). The entity requesting the resource does not get to choose who fulfills the request but (if time allows) will be consulted regarding cost, time of arrival, and duration on-site.

Who pays: At this level, the state pays. Even if the resources are being provided to a municipality or county, the state does not bill the municipality or county for the services immediately. The state mutual aid Agreement and the Emergency Operations Plan allow SCEMD to request payment for cost incurred. Whether the state can seek reimbursement will depend on the circumstances. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters) and note that reimbursements are based on actual costs, not estimates.

Step 5: Federal Resources

When can this occur: Only after the Governor (1) issues an Executive Order declaring a state of emergency, and (2) requests and receives a Pre-Disaster or Emergency (if during or after disaster) Declaration from the President. The threshold for making a request to the President is $6.75 million for S.C. overall and each county meeting the individual threshold of $3.68 per capita.

Request for resources from: Municipality, county, separate tax entity (e.g., Charleston Airport), state agency, university, etc.

What occurs: When all resources in steps one through four have been utilized, a request is made for federal resources. It is important to note, a request for federal resources can be an expensive option.

Who pays: At this level, the state pays. Even if the resources are being provided to a municipality or county, the state does not bill the municipality or county for the services immediately. Whether the state can seek reimbursement will depend on the circumstances. See Appendix D (Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters) and note that reimbursements are based on actual costs, not estimates.

Emergency Resource Request input form

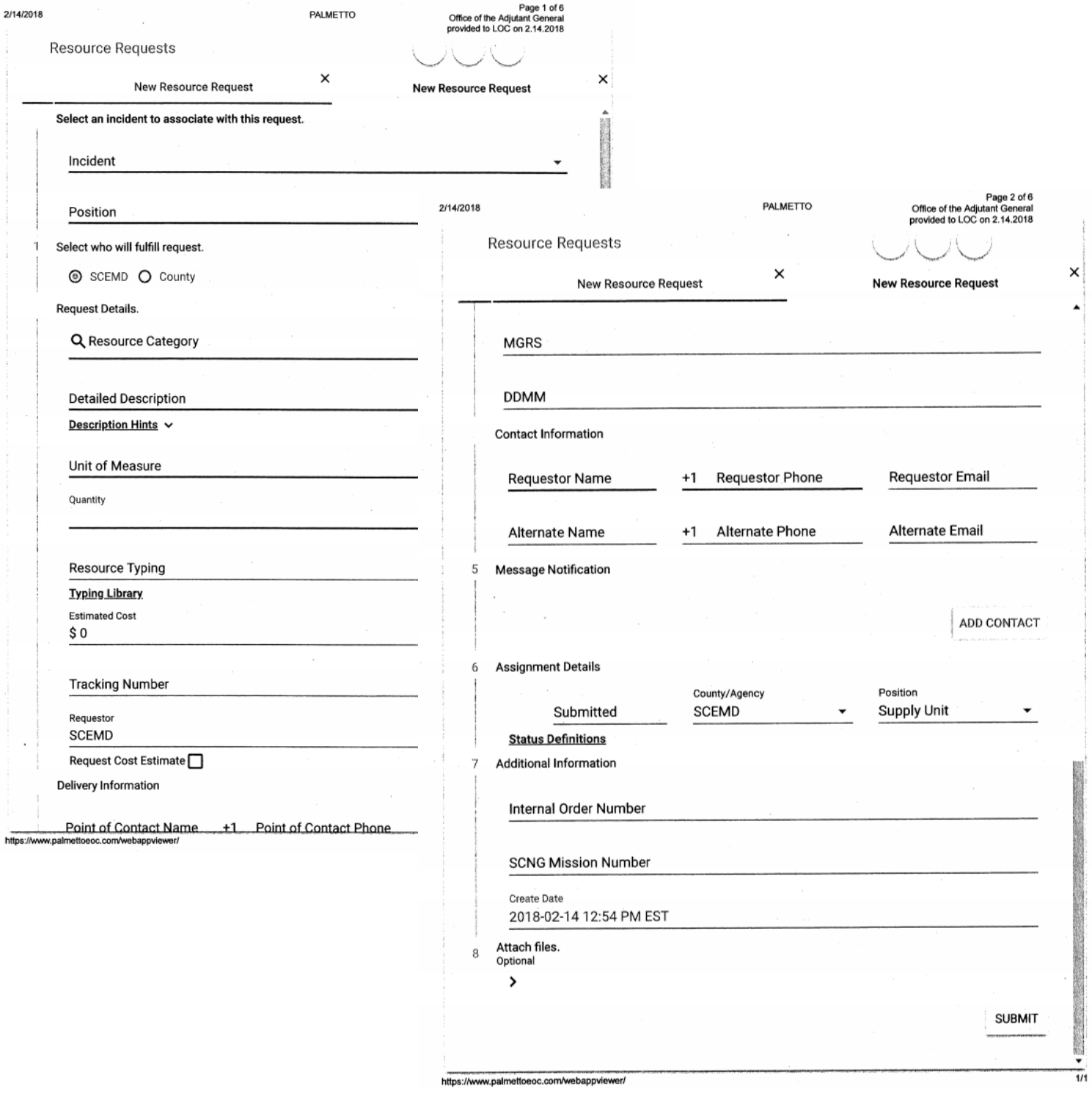


Figure 5. Emergency Resource Request input form within SCEMD's Palmetto System.

Resource Request Input Information/Drop Down Options

Incident: (Drop Down Menu)

Selects from open/active incidents

Position: (Drop Down Menu)

Some users have multiple logins, this feature allows the user to select what position they are filling for each request.

Resource Category: (Drop Down List)

- 43rd Civil Support Team
- Aerial Photography
- Air Compressor
- Aircraft
- Amateur Radio Assistance
- Ambulance
- Animal Shelter Support Team
- Backhoe
- Base Camp
- Blanket
- Boat
- Body Bag
- Body Recovery Team
- Bomb Team
- Bridge Inspector
- Building Inspector
- Bulldozer
- Bus
- Care Kit
- Cellular on Wheels
- Chainsaw
- Chainsaw Strike Team
- Cleaning Supplies
- Clothing
- Communications Support
- Construction Materials
- Cots
- Counseling Service
- Crane
- DMAT (Disaster Medical Assistance Team)
- DMORT (Disaster Mortuary Operational Response Team)
- Damage Assessment Team
- Debris Clearance Team
- Debris Management Team
- Dive Team
- Dog
- Donations Coordinator
- Donations Management Team
- Driver
- EMAC Advance Team
- EMS Support Team
- EOC Financial/Administration Section Chief
- EOC Logistics Chief
- EOC Planning Chief
- EOC Staff
- Engineer
- Excavator
- Finance Unit
- Fire Engine
- Fire Fighting Cr
- Firefighter Mob
- Food
- Forklift
- Front End Load
- Fuel
- Fuel Tender
- Generator
- HERO (Highway Emergency Response Team)
- Hazmat Service
- Heater
- Helicopter
- Housing
- IMT (Incident Management Team)
- IT Support
- Individual Assistance Disaster Assessment Team Leader
- Individual Assistance Disaster Assessment Team Member
- Internet Service
- Interpreter
- Joint Information Center Support
- Law Enforcement Assistance
- Light Set
- Light Tower
- MRE
- Manpower
- Map
- Medical Assistance Team
- Medical Logistics Assistance
- Medical Supplies
- Medical Support
- Mobile Command Center
- Mobile Communications Vehicle
- Mobile Feeding Kitchen
- Mobile Hospital
- Mortuary Assistance
- Motor Grader
- Mud Out Team
- Other
- POD Support Package
- PPE (Personal Protective Equipment)
- Portable Toilet
- Public Assistance Coordinator
- Public Information Officer
- Public Utility Support
- Pump
- RMAT (Regional Medical Assistance Team)
- Radar
- Rip Rap
- Road Deicer
- Road Grader
- Road Repair
- Road Salt
- Road Sand
- SC-HART (SC Helicopter Aquatic Rescue Team)
- SWAT Team
- Sand
- Sandbag
- Search and Rescue Task Force
- Search and Rescue Team
- Security Operations Support
- Shelter
- Shelter Management Team
- Shelter Management Team Member
- Sign
- Sonar
- Spreader
- Tarps
- Technical Assistance
- Tent
- Traffic Barrel
- Traffic Barricade
- Traffic Cone
- Traffic Sign
- Trailer
- Translator
- Transportation
- Truck
- Tub Grinder
- Veterinary Medical Assistance Team
- Volunteer Agency Liaison
- Water
- Wellness Check

Detailed Description: (notes provided)

- If you are requesting equipment, please answer the following questions:
  - What do you need?
  - How will you use the equipment?
  - Do you need an operator or personnel?
  - Do you need fuel or refuel assistance?
  - When do you need the resource?
  - How many hours or days do you need the equipment for?
  - Who will be accepting the equipment?
- If you are requesting a team, please answer the following questions:
  - What do you need?
  - How many people, for how long, what are the shifts?
  - Do you have lodging and feeding capability?
  - What equipment do they need, and what conditions will they be operating in?
  - Where should they report and who should they report to?

Unit of Measure: (Drop Down Menu)

- Battalion
- Bottle
- Box
- Case
- Company
- Dozen
- Each
- Gallon
- Gross
- Half Truckload
- Individual
- Liter
- Pallet
- Platoon
- Pound
- Squad
- Strike Team
- Task Force
- Team
- Ton
- Truckload

Resource Typing: (web based definition set – 19 pages long) - https://rtlt.preptoolkit.fema.gov/Public/Combined

Requestor: (Drop Down Menu)

- Abbeville
- Aiken
- Allendale
- Anderson
- Bamberg
- Barnwell
- Beaufort
- Berkeley
- Calhoun
- Charleston
- Cherokee
- Chester
- Chesterfield
- Clarendon
- Colleton
- Darlington
- DHEC
- DHEC
- Dillon
- DNR
- Dorchester
- DOT
- DPS
- Edgefield
- Fairfield
- Florence
- Georgetown
- Greenville
- Greenwood
- Hampton
- Horry
- Jasper
- Kershaw
- Lancaster
- Laurens
- Lee
- Lexington
- Marion
- Marlboro
- McCormick
- Newberry
- Oconee
- Orangeburg
- Pickens
- Richland
- Saluda
- SCEMD
- SCNG
- SLED
- Spartanburg
- Sumter
- Union
- Williamsburg
- York

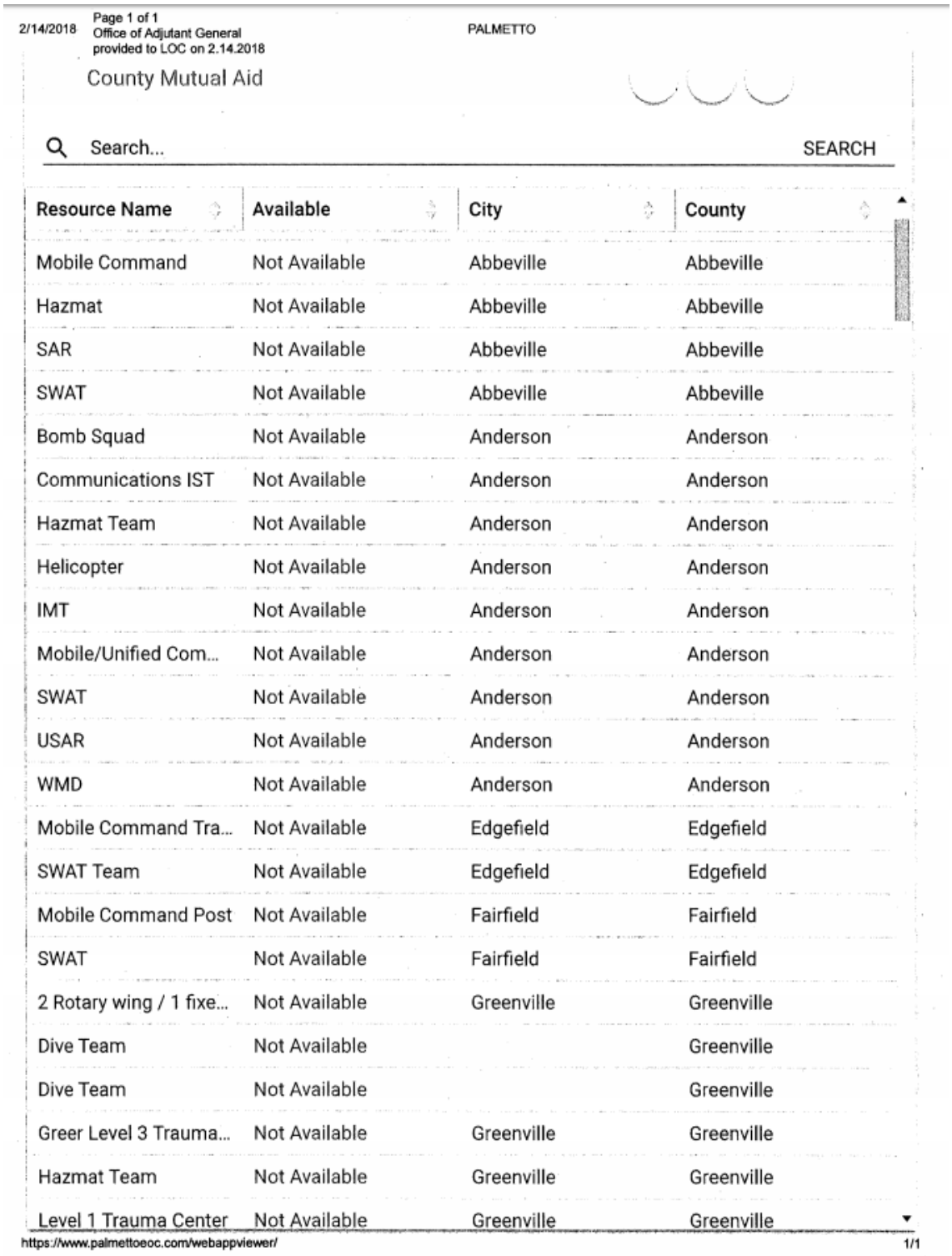
Status Definitions:

- Cancelled: Request was canceled by originator.
- Complete: Request was filled; equipment and teams are demobilized.
- In Progress: Request has been accepted by the tasked entity and is actively being worked or in route.
- On Hold: Request is temporarily stopped by requestor.
- On Scene: Resource has been delivered or is on scene.
- Ordered: Resource has been ordered.
- Pending: Request is being actively worked, but arrangements are not finalized.
- Submitted: Default entry for all new requests, request has been submitted.
- Tasked: Request is assigned to an ESF or group to fulfill.
- Unable to Fill Request: Request cannot be fulfilled by tasked entity.

Figure 6. Drop down choices for fields in the Resource Request input form.

County Mutual Aid Resource Database

Figure 7 includes sample information from the County Mutual Aid Resource database within SCEMD's Palmetto System.



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Office of Adjutant General
provided to LOC on 2.14.2018

PALMETTO

County Mutual Aid

Search... SEARCH

Resource Name	Available	City	County
Mobile Command	Not Available	Abbeville	Abbeville
Hazmat	Not Available	Abbeville	Abbeville
SAR	Not Available	Abbeville	Abbeville
SWAT	Not Available	Abbeville	Abbeville
Bomb Squad	Not Available	Anderson	Anderson
Communications IST	Not Available	Anderson	Anderson
Hazmat Team	Not Available	Anderson	Anderson
Helicopter	Not Available	Anderson	Anderson
IMT	Not Available	Anderson	Anderson
Mobile/Unified Com...	Not Available	Anderson	Anderson
SWAT	Not Available	Anderson	Anderson
USAR	Not Available	Anderson	Anderson
WMD	Not Available	Anderson	Anderson
Mobile Command Tra...	Not Available	Edgefield	Edgefield
SWAT Team	Not Available	Edgefield	Edgefield
Mobile Command Post	Not Available	Fairfield	Fairfield
SWAT	Not Available	Fairfield	Fairfield
2 Rotary wing / 1 fixe...	Not Available	Greenville	Greenville
Dive Team	Not Available		Greenville
Dive Team	Not Available		Greenville
Greer Level 3 Trauma...	Not Available	Greenville	Greenville
Hazmat Team	Not Available	Greenville	Greenville
Level 1 Trauma Center	Not Available	Greenville	Greenville

https://www.palmettoeoc.com/webappviewer/ 1/1

Figure 7. Sample information in the County Mutual Aid Resource Database within SCEMD's Palmetto System.

Appendix C. Summary of off-the-shelf contracts entered by SCEMD to utilize during emergencies

Off-the-Shelf Contracts Available[170]

Table 22 includes information on SCEMD's off-the-shelf contracts as of January 2018. During emergencies SCEMD also has access to other state contracts.

Table 22. SCEMD's off-the-shelf contracts as of January 2018.

Description	Company	Address	Contract Start	Contract End	Comments
Blue Tarps	S&F Industries LLC	Brooklyn NY	9/17/2013	12/15/2017	20' x 30' or 20' x 40' (new contract Feb 2018)
Bottled Water	TBP Services, INC	Gatson, SC	12/16/2014	12/15/2019	FOB- Delivery 8 Hours 16.9 oz, 20 oz, 1 litter, & Gallon bottles
Bottled Water	Palmetto Worldwide Services	Irmo, SC	12/16/2014	12/15/2019	FOB- Delivery 8 Hours 16.9 oz, 20 oz, 1 litter, & Gallon bottles
Buses	TLTC Enterprise, Inc.	St Petersburg, FL	8/9/2016	7/29/2021	provide 2 buses
Buses	Holiday Companies, LLC	Randleman, NC	8/9/2016	7/9/2021	provide 40 buses
Buses	Shofur, LLC	Atlanta, GA	9/7/2017	7/29/2021	36hrs=35 buses, 48hrs=50 buses, 72hrs=75 buses
Cots	ProPac, Inc.	Charleston, SC	11/21/2017	11/20/2022	25000 in 24 hrs min
Cots-bariatric	Integrity Medical Solutions	Shelby, NC	11/21/2017	11/20/2022	100 in 4 hrs min
Disaster Commodity Transportation	Estes Express Lines	Richmond, VA	7/5/2016	7/5/2021	Tractor Trailer / delivery hauling services and Transportation Coordinator
Disaster Commodity Transportation	Landstar Express America Inc	Jacksonville, FL	7/5/2016	7/5/2021	Tractor Trailer / delivery hauling services
Disaster Technical Support	Louis Berger	Exton PA	8/20/2016	8/19/2021	Base Camp, Generators, POD material handling equipment
Heater Meals	Chef Minute Meals	Piney Flats, TN	7/29/2017	7/29/2022	Provide up to 500,000 meals within 48 hours to up to 67 different tier 1 shelters; will provide offload capability.
MRE Ready Meal	Ameriqual Group Inc	Marengo, IN	7/29/2017	7/29/2022	100,224 (174 pallets) in 8 hrs of request. MREs delivered within 24 hour notice. Ordered primarily in 10,000 meal increments. Different prices for 24, 48, 72 hours' notice.
MRE/Cold Meals	Chef Minute Meals	Piney Flats, TN	7/29/2017	7/29/2022	79,872 meals (104 pallets) in 8 hrs of request. Meals delivered within 24 hour notice. Ordered primarily in 10,000 meal increments. Different prices for 24, 48, 72 hours' notice. Approx. 1,100 cal per meal.
Recovery Personnel Support Services	MB3	Orlando, FL	6/30/2017	6/30/2022	Recovery support staffing
Recovery Personnel Support Services	Atkins North America Inc	Atlanta, GA	6/30/2017	6/30/2022	Recovery support staffing
Recovery Personnel Support Services	Hagerty Consulting Grp	Evanston, IL	7/1/2017	6/30/2022	Recovery support staffing
SEOC Response Support Staff	GP Strategies Corp	Columbia, MD	3/4/2017	3/14/2022	State Emergency Operation Center (SEOC) Staff
SEOC Response Support Staff	Witt Group Holdings LLC	Washington, DC	3/4/2017	3/14/2022	SEOC Staff

Appendix D. SCEMD contracts and agreements utilized during the 2015 flooding, 2016 Hurricane Matthew, and 2017 Hurricane Irma

SCEMD Contracts and Agreements[171]

Disasters can close normal resource channels, deplete vital commodities, impact response capabilities, and place high demand on specialized personnel. SCEMD acts as the principal advisor to the Governor on emergency resource management activities and on behalf of the Governor in coordinating the emergency resource activities between Emergency Support Functions (ESF) and those agencies requesting resources when significant incidents occur. The State Fiscal Accountability Authority (SFAA), Division of Procurement Services is also responsible to assist in procurement activities necessary to support the emergency operations.

In conjunction with the SCEMD Logistics Section, ESF-7 (Finance and Administration) coordinates with agencies whose personnel, equipment, or other resources may be used to support the state's emergency response. The State Fiscal Accountability Authority, Division of Procurement Services, Materials Management Office and the Division of General Services Real Property and the S.C. Department of Administration work alongside SCEMD when the State Emergency Operations Center is activated to assist with contracting and procurement.

Figures 8 through 10, on the next few pages, include information on the costs incurred through contracts that were triggered during the last few disasters.

These are the total costs incurred for procured services during the disaster, by contract. The total for each contract may include costs related to resource requests from one or more municipalities, counties, state agencies, etc. While the services may have been provided to a municipality or county, contracted/vendor services occur at Step 4 in the resource request process, and all costs at that step are paid by the state (the state has not billed the municipality or county for the services). Depending on the situation, the state may be able to seek reimbursement from the Federal government for portions of the costs.

It is important to note these are not all of the costs incurred by the state during these disasters.

In the figures on the next pages, the lines highlighted correspond to off-the-shelf SCEMD contracts. The other items are either (1) contracts SCEMD entered through the emergency procurement process; or (2) services obtained from another state via a state-to-state support agreement (EMAC). The costs of services provided via an EMAC are the costs to the state providing the resources.

2015 Severe Flooding				
Was this an off-the-shelf	Company	Service/Product	Cost	Event
Yes	ESTES	Transportation/ Hauling/Support	$234,362.00	2015 Severe Flooding
Yes	Palmetto Worldwide	Water	$856,018.96	2015 Severe Flooding
Yes	TBP Services	Water	$313,364.65	2015 Severe Flooding
No	Advanced Disposal	Solid waste disposal	$1,530.00	2015 Severe Flooding
No	Alabama (EMAC)	Recovery Personnel, Public Information Officer, Individual Assistance Officer	$172,590.15	2015 Severe Flooding
No	Alaska (EMAC)	Individual Assistance officer	$19,726.18	2015 Severe Flooding
No	Arkansas (EMAC)	Public Information Officer	$7,449.56	2015 Severe Flooding
No	Bank of America (Purchase Card)	EMAC Lodging	$22,340.80	2015 Severe Flooding
No	Bank of America (Purchase Card)	EMAC Lodging	$1,099.95	2015 Severe Flooding
No	Bank of America (Purchase Card)	Ink cartridges/Fuser Assembly	$1,747.65	2015 Severe Flooding
No	Bank of America (Purchase Card)	EOC Janitorial Supplies	$211.09	2015 Severe Flooding
No	Bank of America (Purchase Card)	Water	$38.52	2015 Severe Flooding
No	Bank of America (Purchase Card)	Sheets for stretcher	$801.96	2015 Severe Flooding
No	Bank of America (Purchase Card)	Chemicals, pond liners	$6,658.44	2015 Severe Flooding
No	Blanchard Machinery	Light towers	$642.60	2015 Severe Flooding
No	CBG Inc	Rip Rap Stone and Hauling	$5,287.50	2015 Severe Flooding
No	CBG Inc	Rip Rap Stone and Hauling	$4,494.00	2015 Severe Flooding
No	CMH Services	Forklifts	$3,153.02	2015 Severe Flooding
No	Columbia Silicia Sand	Sand	$2,752.04	2015 Severe Flooding
No	Country Clear	Water	$388.64	2015 Severe Flooding
No	ESRI	Software Support	$11,950.62	2015 Severe Flooding
No	Fastenal	Boxes	$1,439.19	2015 Severe Flooding
No	Florida (EMAC)	Incident Mgt Team (IMT)	$67,404.72	2015 Severe Flooding
No	Garner Environmental	Logistical Operations	$1,731,991.13	2015 Severe Flooding
No	Georgia (EMAC)	Damage Assessment Tms, Public Information Officer	$95,775.37	2015 Severe Flooding
No	GL Williams	Hauling	$486.00	2015 Severe Flooding
No	Industrial USA	Tarps, heavy duty	$46,962.31	2015 Severe Flooding
No	Interstate Battery	Batteries	$539.46	2015 Severe Flooding
No	Jill DuPre	Interpreter Services	$747.50	2015 Severe Flooding
No	Lizard's Thicket	Meals for SEOC	$74,575.56	2015 Severe Flooding
No	Louisiana (EMAC)	Damage Assessment Tms	$26,201.96	2015 Severe Flooding
No	Lowes	Tarps, heavy duty	$58,893.60	2015 Severe Flooding
No	Lucas Septic	Portalet	$4,505.00	2015 Severe Flooding
No	Macro Companies	Driver/labor/fuel	$4,729.82	2015 Severe Flooding
No	Macro Companies	Driver/labor/fuel	$48,475.56	2015 Severe Flooding
No	Mississippi (EMAC)	A-Tm, other specialists	$83,496.22	2015 Severe Flooding
No	North Carolina (EMAC)	Public Information Officer, Individual Assistance SpecIndividual Assistancelist, Logistics Officer, Animal Response Tm	$115,286.68	2015 Severe Flooding
No	North Carolina (EMAC)	NG Engineering Team, Aircraft, Rotary Wing, HART Tms	$5,383,562.45	2015 Severe Flooding
No	North Dakota (EMAC)	Public Information Officer	$10,185.38	2015 Severe Flooding
No	NW White	Hauling	$2,156.25	2015 Severe Flooding
No	NYP Corp	Sandbags	$31,030.00	2015 Severe Flooding
No	Spirit Telecom	Phones Services	$4,833.22	2015 Severe Flooding
No	Sunbelt Packaging	Sandbags	$74,179.00	2015 Severe Flooding
No	Suncoast Resources	Fuel	$2,402.05	2015 Severe Flooding
No	Tennessee (EMAC)	Swift Water Tms	$608,505.00	2015 Severe Flooding
No	Thompson Pump	Pumps and Operators	$24,676.25	2015 Severe Flooding
No	Thompson Pump	Hoses	$8,194.08	2015 Severe Flooding
No	Tri-Star Contractors	Siphons	$167,607.00	2015 Severe Flooding
No	Uline	Storage Boxes	$708.70	2015 Severe Flooding
No	Uline	Tarps, heavy duty	$4,411.93	2015 Severe Flooding
No	United Instrastructure	Professional Services	$70,000.00	2015 Severe Flooding
No	Vulcan Materials	Rip Rap Stone and Hauling	$15,547.20	2015 Severe Flooding
		TOTAL	**$10,436,116.92**	2015 Severe Flooding

Figure 8. Costs incurred through SCEMD contracts triggered during the 2015 flooding.

2016 Hurricane Matthew				
Was this an off-the-shelf	Company	Service/Product	Cost	Event
Yes	Ameriqual Group	MREs - 835 cases plus add'l orders	$716,948.10	2016 Hurricane Matthew
Yes	Atkins	Debris Operations support	$177,033.00	2016 Hurricane Matthew
Yes	Estes	Trucking services	$321,992.00	2016 Hurricane Matthew
Yes	Louis Berger	Logistics Management & Generators (transportation, fuel, maintenance, and electricians for install)	$3,703,876.67	2016 Hurricane Matthew
Yes	Palmetto Worldwide Services	Water - 12 truckloads	$164,532.82	2016 Hurricane Matthew
Yes	S&F Industries	2,000 Tarps	$44,940.00	2016 Hurricane Matthew
Yes	TBP Services	95 Pallets (5 Truckloads)	$61,008.29	2016 Hurricane Matthew
Yes	TBP Services	156 pallets - 6 trucks - Water	$65,017.62	2016 Hurricane Matthew
Yes	TBP Services	Water - 4 truckloads	$50,370.89	2016 Hurricane Matthew
No	Alabama (EMAC)	Debris Mgt Tm, Damage Assessment Tm	$129,783.20	2016 Hurricane Matthew
No	Alaska (EMAC)	Public Assistance Coordinator	$14,350.56	2016 Hurricane Matthew
No	All Pro Waste Solutions	30 yd Dumpster	$1,500.00	2016 Hurricane Matthew
No	Bass Pallets	500 Pallets	$5,908.54	2016 Hurricane Matthew
No	Coastal Ice Company	2,250 - 10lb bags of ice (450 per day)	$675.00	2016 Hurricane Matthew
No	Environmental Systems (ESRI)	GIS support	$21,400.00	2016 Hurricane Matthew
No	Hanson	2,600 tons Class B Riprap	$38,463.38	2016 Hurricane Matthew
No	House of Pizza	Meals for SEOC	$8,569.81	2016 Hurricane Matthew
No	Husqvarna	60 Chainsaws/Helmets/Chaps	$33,034.40	2016 Hurricane Matthew
No	Husqvarna	20 chainsaws, bars, accessories	$9,932.32	2016 Hurricane Matthew
No	Josie McDaniel-Burkett	Interpreter	$2,715.00	2016 Hurricane Matthew
No	Kentucky (EMAC)	Incident Mgt Team (IMT)	$80,100.30	2016 Hurricane Matthew
No	Little Pigs	Meals for SEOC	$11,749.38	2016 Hurricane Matthew
No	Lizard's Thicket	Meals for SEOC	$25,161.35	2016 Hurricane Matthew
No	Louisiana (EMAC)	Aircraft, rotary wing	$864,028.80	2016 Hurricane Matthew
No	Lowes	Gloves/Waders for Isle of Palms	$655.01	2016 Hurricane Matthew
No	Lowe's	2,000 Tarps	$82,680.00	2016 Hurricane Matthew
No	Lowe's	5,000 tarps	$206,700.00	2016 Hurricane Matthew
No	Marco's Pizza	Meals for SEOC	$266.06	2016 Hurricane Matthew
No	Maryland (EMAC)	Aircraft, rotary wing	$190,847.20	2016 Hurricane Matthew
No	MSI	Website Online Support (add'l server support)	$300.00	2016 Hurricane Matthew
No	Nature's Calling	9 Portalets	$2,969.60	2016 Hurricane Matthew
No	North Carolina (EMAC)	Water Rescue	$249,572.27	2016 Hurricane Matthew
No	North Carolina (EMAC)	Mass Casualty buses	$21,867.20	2016 Hurricane Matthew
No	North Carolina (EMAC)	HART crew	$171,155.86	2016 Hurricane Matthew
No	NYP Corp	25,000 - 50lb Sandbags	$8,775.00	2016 Hurricane Matthew
No	NYP Corp	25,000 - 50lb Sandbags	$8,775.00	2016 Hurricane Matthew
No	Ohio (EMAC)	Public Assistance Coordinator	$4,466.80	2016 Hurricane Matthew
No	Palo Alto	Firew all support for JFO	$48,126.15	2016 Hurricane Matthew
No	Pennsylvania (EMAC)	Aircraft, rotary wing	$370,280.28	2016 Hurricane Matthew
No	Roberts Energy Distributor	450 gal Diesel Fuel	$517.08	2016 Hurricane Matthew
No	Sellers Septic Tank Service	1 Portalet for 2 days	$295.00	2016 Hurricane Matthew
No	Sweet Magnolia	Meals for SEOC	$10,442.25	2016 Hurricane Matthew
No	Tennessee (EMAC)	Aircraft, rotary wing	$1,293,931.64	2016 Hurricane Matthew
No	TMS Transportation Operational Support	Transportation Management	$239,466.99	2016 Hurricane Matthew
No	Tractor Supply	Dog Crates - 250	$23,747.50	2016 Hurricane Matthew
No	Washington State (EMAC)	EMAC Advance team	$25,787.52	2016 Hurricane Matthew
		TOTAL	$9,514,715.84	2016 Hurricane Matthew

Figure 9. Costs incurred through SCEMD contracts triggered during the 2016 Hurricane Matthew.

2017 Hurricane				
Was this an off-the-shelf	Company	Service/Product	Cost	Event
Yes	Estes	Trucking services	$10,357.50	2017 Hurricane Irma
Yes	GP Strategies	After-Action Report	$9,960.43	2017 Hurricane Irma
Yes	Louis Berger	Logistics Management	$163,898.24	2017 Hurricane Irma
Yes	TBP Services	Water	$78,021.14	2017 Hurricane Irma
No	Delaware (EMAC)	Personnel A-Team	$3,953.55	2017 Hurricane Irma
No	Honey Baked Ham	Meals for SEOC	$7,389.27	2017 Hurricane Irma
No	House of Pizza	Meals for SEOC	$11,556.00	2017 Hurricane Irma
No	Josie McDaniel-Burkett	Interpreter	$3,900.00	2017 Hurricane Irma
No	Kentucky (EMAC)	Type III Incident Mgt Team (IMT)	$84,800.20	2017 Hurricane Irma
No	Lizard's Thicket	Meals for SEOC	$3,996.47	2017 Hurricane Irma
No	NYP Corp	Sandbags	$52,500.00	2017 Hurricane Irma
No	Transportation Management Services, Inc.	Transportation Management/Buses	$5,340,566.57	2017 Hurricane Irma
		TOTAL	$5,770,899.37	2017 Hurricane Irma

Figure 10. Costs incurred through SCEMD contracts triggered during the 2017 Hurricane Irma.

Appendix E. Summary of programs that may provide reimbursements or loans for costs related to emergencies and disasters

Disaster Assistance (Reimbursements and Loans for Emergency Costs)[172]

Whether an entity receives reimbursement for some of their costs depends on whether there is an applicable program with money available and the costs alleged are validated. A Major Disaster Declaration - "Major disaster" means any natural catastrophe, or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. Based on the magnitude of the event, this can make available the programs listed in Table 23. It is important to remember, reimbursements are based on actual validated costs, not estimates.

Table 23. Programs that may be available to provide reimbursements or loans to cover costs incurred during an emergency or disaster.

FEMA Major Disaster Declaration[173]

Required: State must demonstrate the situation is beyond state capability[174]

- Opens up full range of federals disaster assistance[175]
- No restrictions on reimbursable amounts.[176] Typically activates the following FEMA recovery programs[177]:

(1) Individual Assistance[178]

- SCEMD's role: Liaison to assist FEMA (FEMA possesses and distributes the funds)[179]
- For whom: Families and individuals[180]
- For what: Not intended to cover items covered by insurance; intended to bring status back to safe and sanitary conditions, not make families/individuals whole[181]
- Required: None specifically stated but historically an average of 100 homes severely damaged or destroyed[182]
- Process: Registration → Eligibility → Award/appeal[183]
- Who pays:
  - Individual Other Needs Assistance = 25% paid by state; 75% by federal[184]
  - Individual Housing Assistance = 0% paid by state; 100% by federal[185]

(2) Public Assistance[186]

- SCEMD's role: Grantee (receives all funds from federal government and distributes the funds to applicants)[187]
- For whom: Government organizations and some private non-profits[188]
- For what: Work associated with eligible emergency operations including debris removal operations; repair, restoration, replacement of eligible disaster damaged facilities
  - Includes costs associated with pre-emergency measures and protective measures (e.g., paying National Guard for lane reversals, overtime to DPS, etc. during Hurricane Irma) and costs afterward (e.g., costs to run municipal and county Emergency Operation Centers, cleanup of debris, downed power lines, etc.)[189] To be eligible for reimbursement under Public Assistance, it must fall within one of the approved categories. There are a total of seven categories. For a disaster, FEMA may approve reimbursement for costs that fall within any one or more of these categories: Category A - Debris; Category B - Emergency; Category C - Roads and Bridges; Category D - Water Control Facilities; Category E - Buildings and Equipment; Category F - Utilities; and Category G - Other.
- Required: $6.75 million in damages for S.C. overall and each county meets the individual threshold of $3.68 per capita.[190] This rate changes each October (federal fiscal)
- Process: Application → damage identification → eligibility determinations → write Project Worksheet (PW) → review of PW through FEMA and state queues → Reimbursement of federal share → reimbursement of state share if available[191]
- Who pays: 25% paid by applicant (i.e., government organization, non-profit, etc.); 75% by federal

(3) Hazard Mitigation

- SCEMD's role: Grantee (receives all funds from federal government and distributes the funds to applicants)
- For whom: Government organizations and some private non-profits
- For what: Funds eligible applicants to complete projects to lessen the effects of future disasters.[192] Amount awarded is based on 15% of total federal costs for each disaster.[193]
- Required: Public Assistance Disaster Declaration; funding is a percentage of total disaster estimate
- Process: Applications by eligible entities → Interagency Coordination Committee prioritization → Projects funded according to priorities[194]
- Who pays: 25% paid by applicant; 75% by federal[195]

FEMA Fire Management Assistance Grant

SCEMD's role: Grantee (receives all funds from federal government and distributes the funds to applicants)

For whom: Government organizations and some private non-profits

For what: Mitigation, management, and control of fires on publicly or privately owned forests or grasslands, which threaten such destruction as would constitute a major disaster.

Required: Fire must pose an immediate threat to life and property[196]

Process: Application → damage identification → eligibility determinations → write Project Worksheet (PW) → review of PW through FEMA and state queues → reimbursement of federal share → reimbursement of state share if available

Who pays: 25% paid by applicant; 75% by Federal

Other Major Federal Programs

- Small Business Administration Loans
    - Physical Disaster Loans[197]
        - SCEMD's role: Facilitation
        - For whom: Businesses, homeowners, or renters[198]
        - For what: Repair or replace disaster damaged property[199]
        - Required: 25 or more homeowners, renters or businesses with at least 40% uninsured losses[200]
        - Process: Eligible applicants apply for loans → Loan is approved or denied → Eligible funding is received by applicants → Terms of loan are executed
        - Who pays: Loan applicants must repay loans according to loan terms
    - Economic Injury Disaster Loans (EIDL)[201]
        - SCEMD's role: Facilitation
        - For whom: Businesses[202]
        - For what: To meet ordinary and necessary financial obligations that cannot be met as a direct result of the disaster[203]
        - Required: 25 or more homeowners, renters or businesses with at least 40% uninsured losses
        - Process: Eligible applicants apply for loans → Loan is approved or denied → Eligible funding is received by applicants → Terms of loan are executed
        - Who pays: Loan applicants must repay loans according to loan terms
- US Department of Agriculture Loan Program[204]
- National Flood Insurance Program - DNR[205]
- Community Development Block Grant - Disaster Recovery (CDBG - DR) - Department of Commerce[206]
- Federal Highway Administration - Emergency Relief Program – SCDOT[207]

Appendix F. Cost summaries for 2015 flooding, 2016 Hurricane Matthew, and 2017 Hurricane Irma

Cost summaries for 2015 flooding, 2016 Hurricane Matthew, and 2017 Hurricane Irma[208]

Figures 11 through 13, on the next pages, include cost summaries of recent disasters. Table 24 provides explanations of aspects of Figures 11 through 13, to assist in understanding the information in the figures.

It is important to note that as financial information moves from estimates to actuals the numbers may change. These changes may occur because the actual ends up higher or lower than the estimate. Also, changes may occur if an estimated cost turns out to be a non-reimbursable cost. Reimbursements are only paid on actual costs, not estimates.

Table 24 includes sample cost information from prior S.C. disasters, with additional explanations. The next three pages include actual costs provided by SCEMD.

Table 24. Sample cost information from prior S.C. disasters, with additional explanations for certain terminology.

2015 Flooding Program Cost Summary (FEMA-4241-DR-SC)					
Individual Assistance (FEMA)					
For whom: Families and individuals[209] For what: Not intended to cover items covered by insurance; Intended to bring status back to safe and sanitary conditions, not make families/individuals whole[210] Required: none specifically stated but historically an average of 100 homes severely damaged or destroyed[211]					
	Subitem	State	Federal	Loans	Total
	Housing Assistance (Who pays: 0% paid by state; 100% by federal)	$0	$78.29M	$0	$78.29M
	Other Needs Assistance (Who pays: 25% paid by state; 75% by federal)	$2.96M	$8.89M	$0	$11.86M
	Total	$2.96M	$87.19M	$0	$90.17M
Public Assistance (FEMA)					
For whom: Government organizations and some private non-profits[212] For what: FEMA may approve reimbursement for costs (pre- or post-emergency) that fall within any one or more of these categories: Category A - Debris; Category B - Emergency; Category C - Roads and Bridges; Category D - Water Control Facilities; Category E - Buildings and Equipment; Category F - Utilities; and Category G - Other. Required: $6.75 million in damages for S.C. overall and each county meets the individual threshold of $3.68 per capita[213] Who pays: 25% paid by applicant (i.e., government organization, non-profit, etc.); 75% by federal					
	Subitem	State	Federal	Loans	Total
	State Agency Estimate (Costs incurred by state agencies, which may include state agency services in municipalities and counties (e.g., resource request from Horry County for additional security; security sent; the state could charge Horry County for the security service, but it has not happened yet. Instead it is charged as a state agency cost.)	$15.95M	$47.86M	$0	$63.81M
	Local Government Estimate (Costs incurred at the local level for firefighters, police, operation of county emergency operations, etc. Local government entities stated their estimate of total costs from the disaster is $111.56M. If approved by FEMA, FEMA will send a check for $83.67M (75%). The other $27.89M the local governments have to pay, or get reimbursement for from somewhere else.)	$27.89M	$83.67M	$0	$111.56M
	Total	$42.09M	$133.28M	$0	$175.37M
FEMA National Flood Insurance Program					
	Claims Paid to Date	$0	$135.26M	$0	$135.26M
Loans					
	Small Business Administration Loans	$0	$0	$164.45M	$164.45M

FEMA-4241-DR-SC (2015 Flooding) SCEMD Program Cost Summary

Category	Subitem	State	Federal	Loans	Total
FEMA Individual Assistance (IA)					
	Current Total	$2,965,982	$87,204,347	$0	$90,170,330
	Housing Assistance	$0	$78,306,401	$0	$78,306,401
	Other Needs Assistance	$2,965,982	$8,897,946	$0	$11,863,929
FEMA Public Assistance (PA)					
	Current Total Estimate	$42,561,717	$134,778,771	$0	$177,340,489
	State Agency Estimate	*$16,239,718*	*$48,719,154*	$0	*$64,958,872*
	Local Government Estimate	*$28,095,404*	*$84,286,213*	$0	*$112,381,617*
FEMA National Flood Insurance Program					
	Claims Paid to Date	$0	$140,518,377	$0	$140,518,377
Loans					
	SBA Loans	$0	$0	$164,453,200	$164,453,200

Total Non-Federal Share $ 45,527,699

PA Estimate includes DOT FEMA-eligible work

Figure 11. Total cost summary from 2015 flooding, as of February 1, 2018.

FEMA-4286-DR-SC (Hurricane Matthew) SCEMD Program Cost Summary

Category	Subitem	State	Federal	Loans	Total
FEMA Individual Assistance (IA)					
	Current Total	$ 1,763,079	$ 37,970,488		$ 39,733,568
	Housing Assistance	$ -	$ 32,681,250		$ 32,681,250
	Other Needs Assistance	$ 1,763,079	$ 5,289,238		$ 7,052,318
FEMA Public Assistance (PA) - Without Private Non-Profits					
	Current Total Estimate	$ 64,001,467	$ 214,265,779		$ 278,267,246
	State Agency Estimate	*$ 19,332,912*	*$ 64,723,226*		*$ 84,056,138*
	Universities Estimate	*$ 160,399*	*$ 536,989*		*$ 697,388*
	Local Government Estimate	*$ 44,508,156*	*$ 149,005,564*		*$ 193,513,720*
FEMA Public Assistance (PA) - With Private Non-Profits					
	Current Total Estimate	$ 81,459,697	$ 244,379,091		$ 325,838,788
	State Agency Estimate	$ 21,014,035	*$ 63,042,104*		*$ 84,056,138*
	Electric Cooperatives Estimate	$ 7,097,586	*$ 21,292,757*		*$ 28,390,343*
	Universities Estimate	$ 174,347	*$ 523,041*		*$ 697,388*
	Public Service Commission/Santee Cooper		*$ 12,517,068*		*$ 16,689,424*
	Local Estimate	$ 49,001,374	*$ 147,004,121*		*$ 196,005,495*
FEMA National Flood Insurance Program					
	Amounts Paid on All Claims				$163,482,304
Loans					
	SBA Loans			$ 59,827,200	$ 59,827,200
	Total Non-Federal Share (without private non-profits)	$ 65,764,546			
	Total Non-Federal Share	$ 83,222,776			

Current FEMA PA estimates include FEMA eligible work for SCDOT

Figure 12. Total cost summary from 2016 Hurricane Matthew, as of February 1, 2018.

FEMA-4346-DR-SC (Hurricane Irma) SCEMD Program Cost Summary

Category	Subitem	State	Federal	Loans	Total
FEMA Individual Assistance (IA)					
	Current Total	$0	$0	$0	$0
	Housing Assistance	$0	$0	$0	$0
	Other Needs Assistance	$0	$0	$0	$0
FEMA Public Assistance (PA) - Without Private Non-Profits					
	Current Total Estimate	$7,736,188	$25,899,411		$33,635,599
	State Agency Estimate	*$2,891,696*	*$9,680,897*		*$12,572,593*
	Universities Estimate	*$0*	*$0*		*$0*
	Local Government Estimate	*$4,844,491*	*$16,218,515*		*$21,063,006*
FEMA Public Assistance (PA) - With Private Non-Profits					
	Current Total Estimate	$10,577,398	$31,732,194		$42,309,592
	State Agency Estimate	$3,143,148	*$9,429,445*		*$12,572,593*
	Electric Cooperatives Estimate	$2,130,653	*$6,391,960*		*$8,522,613*
	Universities Estimate	$0	*$0*		*$0*
	Public Service Commission/Santee Cooper	$0	*$1,200,000*		*$1,600,000*
	Local Estimate	$4,903,597	*$14,710,790*		*$19,614,386*
FEMA National Flood Insurance Program					
	Amounts Paid on All Claims				$48,189,642
Loans					
	SBA Loans			$752,400	$752,400
	Total Non-Federal Share (without private non-profits)	$7,736,188			
	Total Non-Federal Share	$10,577,398			

Current FEMA PA estimates include FEMA eligible work for SCDOT

Figure 13. Total cost summary from 2017 Hurricane Irma, as of February 1, 2018.

Appendix G. Explanations of different emergency declarations and what they trigger

Emergency Declarations[214]

The resource request process and the federal disaster declaration process are separate. The interaction of the two processes occurs when federal resources are required to fulfill requested resources.

When the Governor issues an executive order declaring a state of emergency and activating the S.C. Emergency Operations Plan, the following are triggered:[215]

- Invokes Emergency Powers Act
- Redirects state government focus to emergency operations
- Initial agency costs covered under existing agency appropriations
- Funding may be provided later by moving funds from state share account or legislative appropriation
- Activates the National Guard and State Guard
- Closing state and county offices
- Closing schools
- Emergency Management Assistance Compact
- Forgiving state employee leave time

The Governor's executive order is not a federal emergency declaration. A federal disaster declaration requires the criteria outlined in 44 CFR 206.35-36. Requests for federal disaster assistance are granted by the President.

The Governor may issue the executive order declaring a state of emergency prior to the disaster occurring, in which case, the Governor can request an emergency declaration from the President. Following impact from a major disaster, the Governor may request a Major Disaster Declaration which could activate major federal disaster assistance programs.

Appendix H. SCEMD's Palmetto System utilized for emergency management: Data utilized and entities with access

Palmetto System[216]

What is it and could it be used for tracking other data?

Palmetto is an Emergency Management Common Operating Picture. The intent is for the system to stay focused on emergency management and remain "For Official Use Only." While the technology exists to bring in additional asset/tracking data from a myriad of agencies, if it does not pertain to emergency management, it could clutter, confuse, and distort situational awareness during a disaster response.

Palmetto currently has over 40 applications, or "apps". Some, like Incident Command System (ICS) forms, are specific in their purpose, but many, such as Volunteers, Public Information, Inventory, Donations and Event Journal, could be adopted with little or no changes by a wide-range of state agencies and organizations for use in emergency management response and recovery.

Data Utilized

Tables 25 through 27, which are on the next pages, show all data currently in the Palmetto System, either by a static GIS layer, Data Feed, or user input form. Each data type is in a separate tab in the spreadsheet. Please note that all GIS layers are constantly updated as newer data becomes available; however, SCEMD only "owns" less than a dozen layers, mostly hurricane related. SCEMD works closely with state, local, and federal agencies to share and display their critical emergency management related data.

The state is always looking to bring more emergency management and disaster response related information into Palmetto. SCEMD is currently working with the Department of Health and Environmental Control (DHEC) to bring in medical facility data, to include bed counts. SCEMD is building an application to assist counties with damage assessment information, both public facilities and individual/residential assessment data. SCEMD has begun discussions to determine if there is the ability to bring in more fire response data from SC LLR, Office of State Fire Marshal, into Palmetto. Potential integrations include searching for personnel and equipment in a designated distance from an incident or documenting orders for fire fighter mobilization requests. SCEMD continues to pursue refined, sub-county level power outage data with utilities. In the future, SCEMD will work with counties to bring in local map data to assist them with their emergency response operations.

Entities with Access

Tables 28 and 29, which are on the next pages, provide information on entities with access to the Palmetto System. In summary, all state agencies who are part of the State Emergency Response Team (SERT) have access to Palmetto through their ESF login credentials. The spreadsheet outlines each SERT agency who is a primary or supporting agency to an ESF, and was pulled directly from the S.C. Emergency Operations Plan (Base Plan).

In addition to state agencies, all 46 counties have access to Palmetto. Each county emergency management director administers the Palmetto accounts for their county. Some counties have granted access to the system to their emergency management partners in their municipalities. The spreadsheet outlines municipalities who have been granted individual accounts. This list is not comprehensive because some counties roll municipalities into county ESF accounts. Accounts can be multi-user, so multiple personnel in an ESF, municipality, or county could be using a single account. Because Palmetto went live only seven months ago on June 1, 2017, SCEMD expects a greater number of users in the future in the existing counties and organizations already on the system.

Several public universities and Voluntary Organizations Active in Disaster (VOAD) have access to Palmetto for emergency management purposes as well. Federal partners, including FEMA, S.C. military installations (Shaw Air Force Base, Joint Base Charleston, etc.), and the U.S. Army Corps of Engineers, also have access to the system.
In the future, SCEMD will continue to encourage counties to add their additional emergency management partners and jurisdictions to the system. No deadline for adding additional users to the system has been set since it is at the county's discretion to determine who should be added to their accounts. SCEMD has reached all desired users at the state-level.

Table 25. Data available in SCEMD's Palmetto System.[217]

Palmetto System - Data Layers Information

GIS Data Layers

Data	Data Layer Types	Source	Location
Agriculture	Food processing, animal processing, and crop data	SC DHEC / FEMA Hazus / Homeland Security Infrastructure Program (HSIP) / Association of Zoos and Aquariums	Statewide
Business and Industry	Pharmacies, Big Box Stores, Restaurants, Funeral Homes	SCEMD / SC PRT / Private Businesses	Statewide
Communication	Radio Stations, TV Stations, ETV microwave locations, LGR towers, LGR coverage areas	SCEMD / SC ETV / SC Broadcasters Association	Statewide
Dam	Dam locations, high-hazard dam sites and emergency related information (evacuation zones and routes, inundation layers, etc.)	SC DHEC / National Inventory of Dams / Provided by Dam Operator	Statewide
Earthquake	Faults, Historical EQ epicenters, geological features, physiography, and soil data	College of Charleston / SC Geologic Survey / USGS / Central US Earthquake Consortium	Statewide
Education	Facility locations (public, private, college/university, technical colleges and daycares)	Homeland Security Infrastructure Program (HSIP)	Statewide
Emergency Management	EOC (state and county) locations	SCEMD / Homeland Security Infrastructure Program (HSIP)	Statewide
Fire	Station locations, burn sites, active fires	SCEMD / SC Forestry / Homeland Security Infrastructure Program (HSIP) / DHEC	Statewide
Fixed Nuclear Facility	Nuclear site locations, evacuation zones, evacuation routes, Ingestion Pathway zones, Emergency Protection Zones, KI Distribution locations, and response data	SCEMD / Provided by Nuclear Power Plant	50 mile radius around Nuclear Power Plants
Health and Medical	Hospital locations, DHEC regulated medical facilities, Dept. Mental Health facility locations, residential child facilities, EMS, DDSN Centers, Dialysis, and cementaries	SC DHEC / FEMA Hazus	Statewide

Data	Data Layer Types	Source	Location
Hurricane	SLOSH by category storm, evacuation routes, evacuation zones, fuel stops, shelters, Special Medical Need sheleters, Traffic Control Points	SCEMD	Coastal Counties
Hydrology and Flooding	Hydrology, gauge locations, water bodies, watersheds, river basins, floodplains	FEMA DFIRM / USC / SC DNR / SC DHEC / Homeland Security Infrastructure Program (HSIP)	Statewide
Jurisdictional Boundary	County boundaries, city limits, state outline	Homeland Security Infrastructure Program (HSIP)	Statewide
Law Enforcement	Locations of ATF, FBI, Fish and Wildlife, Park Rangers, ICE, Customs and Border Prodtection, Postal Inspectors, Secret Service, and State HP, SLED, and PPP facilities	SLED / Homeland Security Infrastructure Program (HSIP)	Statewide
Logistical	Staging areas	SCEMD / SC DHEC / FEMA	Statewide
Military	National Guard armories	SC National Guard	Statewide
Population	Census/Demographic data	US Census / ESRI Enhanced Data	Statewide
Search and Rescue	Grids	US National Grid / Civil Air Patrol	Statewide
Region Data	State Agency and Non-Profit regional divisions	SCEMD /SC DHEC / SLED / VOADs / FEMA	Statewide
Traffic	Traffic congenstion, traffic impediments	SCDOT 511 / ESRI	Statewide
Transportation	Airports, ports, boat ramps, DOT locations, rest areas, mile markers, bridges, railroads and rail bridges, and railroad infrastructure	SC DOT / Homeland Security Infrastructure Program (HSIP)	Statewide
Utility	Landfills, Recycling locations, SCWARN members, Potable Water Sites, Waste Water sites	FEMA Hazus / Power Providers / SC DHEC / SC Water - Wastewater Agency Response / EPA	Statewide
Weather	Weather radar imagery	NOAA	Statewide

Table 26. Sources of information feeding into SCEMD's Palmetto System.[218]

Palmetto System - Data Layers Information

Palmetto Data Feeds

Feed	Source	Location
DOT Cameras	SC DOT	Statewide
Highway Patrol 911 (CAD)	SC DPS	Statewide
Utility Outages	Electric Cooperatives (approx. 30, SCANA, Duke Energy, and Santee Cooper)	By Utility coverage area
Road and Bridge Closures	SCDOT	Statewide

Table 27. Forms user utilize to input data into SCEMD's Palmetto System.[219]

Palmetto System - Data Layers Information

User Input Form

Input Form	Details
After Action Reports	Log areas where improvement can be made in the future
County Government Closures	Status of Government (open, closed, delayed opening, early dismissal)
County Indicators	(OPCON Status, Activation Staffing level, infrastructure damage, public facility damage, and comments section
County Mutual Aid	Database of deployable resources that may be avaialble via mutual aid
Debris Sites	Enter location of debris sites (county level)
Disaster Recovery Centers	Enter Centers as they are approved/opened
Donations	Enter donated goods available for the emergency
Event Journal	Groups can share actions taken or important incident information with each other
Fire Staging Points	Enter locations of fire equipment staging areas
Incident Command System (ICS) Forms	Under construction - ability to fill out ICS forms and capture relevant responder data at incidents
Potassium Iodine (KI)	Tracks units on hand by location for Nuclear incident response
Mass Feeding	Tracks meals distributed by Voluntary Agencies in disaster
Mutual Aid Channels	Records organizations using mutual aid radio channels
Point of Distribution	Enter information on Points of Distribution that are opened for an incident (status, commodities, hours of operation, etc)
Position Log	Responder/Emergency Manager interface to journal internal actions/activities during an incident
Public Information	Record press releases, media interviews, EAS messages, and fact sheets
Resource Request	Tracks resource request from counties and state agencies. Documents actions taken and costs associated with requests.
Shelters	Database of shelters with the ability to record details (open, closed, occupancy, etc) and add new shelters.
Significant Events	Records and maps important disaster information
Volunteers	Enter volunteers willing to assist in a disaster
Water Utilities	Enter local water utility outages

Palmetto System - Users

Table 28 includes a list of state agencies who are part of the State Emergency Response Team have access to Palmetto.[220]

Table 28. State agencies who are part of the State Emergency Response Team, and thus have access to SCEMD's Palmetto System.

STATE AGENCIES/OTHER
South Carolina Emergency Management Division
The Offic of the Adjutant General
SC National Guard
SC State Guard
SC Department of Administration
Clemson University, Livestock and Poultry Health
SC Department of Commerce
SC Department of Education, Office of Transportation
SC Department of Health and Environmental Control
SC Department of Labor, Licensing, and Regulation
Firefighter Mobilization
SC Department of Natural Resources
SC Office of Regulatory Staff
State Fiscal Accountability Authority
SC Department of Transportation
SC Department of Agriculture
SC Department of Alcohol and Other Drug Abuse
SC Office of the State Archeologist
SC Commission for the Blind
SC Department of Corrections
SC Department of Disabilities and Special Needs
SC Educational Television
SC Department of Employment and Workforce
SC Forestry Commission
SC Department of Health and Human Services
SC Department of Insurance
SC Law Enforcement Division
SC Department of Mental Health
SC Department of Parks, Recreation, and Tourism
SC Probation, Pardon, and Parole Services
SC Department of Public Safety
SC Department of Revenue
SC Department of Social Services
State Housing Finance and Development
State Ports Authority
Lt. Governor's Office on Aging
SC Vocational Rehabilitation Department
VOLUNTEER ORGANIZATIONS
The American Red Cross
The Salvation Army
Southern Baptist Disaster Relief Services
South Carolina Volunteer Organizations Active in Disaster
Food Bank Association of South Carolina (Feed America)
FEDERAL/NATIONAL/OTHER
US Army Corps of Engineers
Civil Air Patrol (SC Wings)
Radio Amateur Civil Emergency Services of South Carolina (RACES)
SC Water/Wastewater Agency Response Network (SCWARN)
Federal Emergency Management Agency (FEMA)

Table 29 outlines municipalities who have been granted individual accounts.[221] Remember, this list is not comprehensive because some counties roll municipalities into county ESF accounts.[222] Accounts can be multi-user, so multiple personnel in an ESF, municipality, or county could be using a single account.[223] Because Palmetto went live June 1, 2017, SCEMD expects a greater number of users in the future in the existing counties and organizations already having access to the system.[224]

Table 29. Counties and municipalities with individual accounts in SCEMD's Palmetto System. The list is not comprehensive because some counties roll municipalities into county ESF accounts.

County Users (Emergency Management and other County Departments)	Municipal/Other Users
Abbeville	
Aiken	
Allendale	
Anderson	
Bamberg	
Barnwell	
Beaufort	Sheldon Fire District Bluffton Police Department Port Royal Police Department Marine Corps Air Station Naval Hospital Beaufort/Port Royal Fire District Bluffton Fire District Burton Fire District Daufuskie Island Fire District Fripp Island Fire District Hilton Head Fire District Ladys Island/St. Helena Fire Town of Port Royal Town of Bluffton City of Beaufort Town of Hilton Head Island Palmetto Breeze Chamber of Commerce
Berkeley	
Calhoun	
Charleston	Town of Awendaw Town of Hollywood Town of James Island Saint Paul's Fire District Saint John's Fire District Town of Seabrook Island Saint Andrews Fire District Town of Sullivan's Island James Island Town of Edisto Beach Dewees Island City of North Charleston City of Isle of Palms Town of Rockville City of Folly Beach
	City of Charleston Town of Ravenel Town of Mount Pleasant Town of McClellanville Town of Meggett Awendaw Fire District Town of Lincolnville Trident Technical College College of Charleston The Citadel Town of Kiawah Island Joint Base Charleston US Coast Guard Charleston School District Medical University of South Carolina East Cooper Medical Center Trident Health System Bon Secours/Roper/Saint Francis VA Medical Cetner Charleston Southern University

County Users (Emergency Management and other County Departments)	Municipal/Other Users
Cherokee	
Chester	
Chesterfield	
Clarendon	
Colleton	
Darlington	
Dillon	
Dorchester	
Edgefield	
Fairfield	Fairfield School District
Florence	
Georgetown	
Greenville	
Greenwood	
Hampton	
Horry	Coastal Carolina University
Jasper	City of Hardeeville
Kershaw	
Lancaster	
Laurens	
Lee	
Lexington	
Marion	
Marlboro	
McCormick	
Newberry	
Oconee	
Orangeburg	
Pickens	
Richland	City of Columbia
	University of South Carolina
Saluda	
Spartanburg	
Sumter	Shaw Air Force Base
Union	
Williamsburg	
York	

Appendix I. Other agencies whose mission the Office of the Adjutant General's products and services may also fit within

During the study of an agency, the **Committee asks the agency if there are any other agencies serving or which could serve similar customers or provide similar products and services**. Table 30 includes information from the Office of the Adjutant General regarding other agencies whose mission some of the Office of the Adjutant General's products and services may also fit within, grouped by other individual agency.[225]

Table 30. Other agencies whose mission the Office of the Adjutant General's services and products may fall within, grouped by other individual agency.

Other state agencies whose mission the deliverable may fit within	Deliverable (i.e., service or product)
Administration, Department of	• Audits and annual settlements for federal and state property; conduct investigations for loss • Agency properties are properly acquired, leased, sold, maintained and/or transferred • Recommend appointee to Board of Patriot's Point Development Authority • Communication of Governor's emergency declaration to county agencies • Sub-lease of Parking spaces by a 501(c)(4) • Lease of parking spaces at the Columbia Armory during events at Williams-Brice stadium
Administration, Department of (Division of Veterans' Affairs)	• S.C. Medal of Valor and recipient roll • S.C. Prisoner of War Medal • State flag to family of deceased Guardsman • Caisson unit which may be used for funerals of dignitaries and military-oriented activities/events • Assistance to National Guard Association of S.C. and S.C. National Guard Foundation • Department of Agriculture coordinates with the Office of the Adjutant General and specified institutions of higher learning to recruit and train veterans and support the program
Agriculture, Department of	• Department of Agriculture coordinates with the Office of the Adjutant General and specified institutions of higher learning to recruit and train veterans and support the program
Commerce, Department of	• Certification system for reentry into or remaining in a curfew area
Comptroller General's Office	• Audits and annual settlements for Federal and state property; conduct investigations for loss • Reports of training to use state militia appropriations • Deposit of rental income into state accounts for operations and maintenance of the military department. Promulgation of regulations governing rentals and audit rental accounts/funds.

	• Quarterly report on status of expenditure of funds appropriated for the Federal Emergency Management Agency match for specific emergency events • Estimated premium to cover actual workers' compensation benefits to Guard members
Education, Department of	• Financial support to National Guard Association of S.C. and S.C. National Guard Foundation in promoting health and welfare of S.C. National Guard personnel • Commission of Citadel's Board of Visitors, administrative staff and faculty as members of the unorganized militia • Serve as an ex officio member of The Citadel Board of Visitors • Commission on Higher Education consultation with the Adjutant General annually to assess "areas of critical need" criteria • State Board of Education coordination the Office of the Adjutant General to govern and control US Junior Reserve Offices' Training Corps (ROTC) high school training • Department of Agriculture coordinates with the Office of the Adjutant General and specified institutions of higher learning to recruit and train veterans and support the program
Health and Environmental Control, Department of	• Serve on the First Responders Advisory Committee • Office of Ocean and Coastal Resource Management of the Department of Health and Environmental Control consults with SCEMD to establish beach/dune rebuilding system
Insurance, Department of	• Serve on Department of Insurance Advisory Committee
Labor, Licensing, and Regulation, Department of	• Serve on the Firefighter Mobilization Oversight Committee • Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan • Serve on the First Responders Advisory Committee • Certification system for reentry into or remaining in a curfew area
Natural Resources, Department of	• Maintenance of peace and order • State Guard assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested; • Reports to the Governor of treasonous activity • Assistance to the State Public Safety Authority in enforcing orders • Support to law enforcement in drug enforcement matters • Support to National Guards from another states in counter-drug activities • Serve on the Firefighter Mobilization Oversight Committee • Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan • Office of Ocean and Coastal Resource Management of the Department of Health and Environmental Control consults with SCEMD to establish beach/dune rebuilding system

Parks, Recreation, and Tourism, Department of	• Maintenance of peace and order • State Guard assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested; • Reports to the Governor of treasonous activity • Assistance to the State Public Safety Authority in enforcing orders • Support to law enforcement in drug enforcement matters
Probation, Parole, and Pardon, Department of	• Maintenance of peace and order • State Guard assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested; • Reports to the Governor of treasonous activity • Assistance to the State Public Safety Authority in enforcing orders
Public Safety, Department of	• Maintenance of peace and order • State Guard assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested; • Reports to the Governor of treasonous activity • Assistance to the State Public Safety Authority in enforcing orders • Support to law enforcement in drug enforcement matters • Support to National Guards from another states in counter-drug activities
Social Services, Department of	• Financial support to National Guard Association of S.C. and S.C. National Guard Foundation in promoting health and welfare of S.C. National Guard personnel
State Law Enforcement Division	• Maintenance of peace and order • State Guard assistance to sheriffs and deputy sheriffs in enforcing state laws, when requested; • Reports to the Governor of treasonous activity • Assistance to the State Public Safety Authority in enforcing orders • Support to law enforcement in drug enforcement matters • Support to National Guards from another states in counter-drug activities
State Fiscal Accountability Authority	• Audits and annual settlements for federal and state property; conduct investigations for loss • Reports of training to use state militia appropriations • Deposit of rental income into state accounts for operations and maintenance of the military department. Promulgation of regulations governing rentals and audit rental accounts/funds. • Quarterly report on status of expenditure of funds appropriated for the Federal Emergency Management Agency match for specific emergency events • Estimated premium to cover actual workers' compensation benefits to Guard members
State Fiscal Accountability	• Serve on Department of Insurance Advisory Committee

Authority (Office of the State Engineer)	
State Museum	• S.C. Military Museum
Transportation, Department of	• Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan
Workers Compensation Commission	• Estimated premium to cover actual workers' compensation benefits to Guard members

Appendix J. S.C. Youth ChalleNGe Academy's performance each fiscal year 2010-11 through 2016-17

S.C. Youth ChalleNGe Academy

Table 31 includes information about some of S.C. Youth ChalleNGe Academy's performance from 2010 through 2017, which the agency provides in its February 8, 2018 letter to the Committee.

Table 31. Some of S.C. Youth ChalleNGe Academy's performance from 2010 through 2017.

Youth Challenge Cycle Information
2010-2017

Year- Cycle	Target # Graduation	# Graduates	# Earning GED	% GED	Earned High School Degree	Placement Average					
						Higher Education	Military Service	Employed	Unemployed /No School	Unknown/ No Contact	Other
2010 - Cy 24	75	76	26	34.2%	0						
2010 - Cy 25	75	84	36	42.9%							
2011 - Cy 26	50	66	26	39.4%							
2011 - Cy 27	50	63	0								
2012 - Cy 28	75	74	33	44.6%	1						
2012 - Cy 29	80	73	42	57.5%							
2013 - Cy 30	100	90	32	35.6%	1						
2013 - Cy 31	100	74	7	9.5%	1						
2014 - Cy 32	100	69	16	23.2%	2	4		5		59	1
2015 - Cy 33	100	88	19	21.6%		2		29		51	6
2015 - Cy 34	100	96	15	15.6%	1	22		33	17	20	3
2016 - Cy 35	100	103	48	46.6%		35	2	29	17	21	2
2016 - Cy 36	100	109	42	38.5%	1	19	1	14	16	56	1
2017 - Cy 37	100	112	51	45.5%		46	4	22	34	6	
2017 - Cy 38	100	117	59	50.4%		28		24	29	36	

*** Placement is average for months 1, 6, and 12
*** No data available from 2010-2013 - Prior to 2014, all reporting was done through, and records were maintained on a NGB supported, internet based database system. In 2014, NGB ceased use and support of the system, and implimented use of manual forms for yearly data submission. In 2016, the Program's server crashed, destroying all historical database files.
*** Increase in Higher Education is mostly due to establishment of the Job Challenge Test Program

CONTACT INFORMATION

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You may visit the South Carolina General Assembly Home Page (http://www.scstatehouse.gov) and click on "Citizens' Interest" then click on "House Legislative Oversight Committee Postings and Reports". This will list the information posted online for the committee; click on the information you would like to review. Also, a direct link to committee information is http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php.

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S.C. National Guard - https://www.scguard.com/
169th Fighter Wing - http://www.169fw.ang.af.mil/
State Guard - http://www.sg.sc.gov/
S.C. Military Museum - http://www.scmilitarymuseum.com/
S.C. Youth Challenge Academy - https://www.scyouthchallenge.com/
STARBASE Swampfox - http://www.scstarbase.org/
S.C. Emergency Management Division - http://www.scemd.org/

ENDNOTES

[1] Visual Summary Figure 1 is compiled from information in the Office of the Adjutant General study materials available online under "Citizens' Interest," under "House Legislative Oversight Committee Postings and Reports," and then under "Adjutant General" http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyPHPFiles/AdjutantGeneral.php (accessed March 16, 2018). Another agency organizational unit, which is not pictured in Figure 1, is the SC Joint Services Detachment.

[2] SC Code of Laws § 2-2-20(C).

[3] February 15, 2018 Meeting Minutes and Video, part 2, 01:01:40.

[4] SC House of Representatives, House Legislative Oversight Committee, "Program Evaluation Report (September 29, 2017)," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Other Reports, Reviews, and Audits," and under "Oversight Reports," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Program%20Evaluation%20Report%20(September%2029,%202017).pdf (Accessed March 6, 2018). Hereinafter, "Agency PER." Agency Legal Directives, Plan & Resources, Question 1 ("Please provide the major events history of the agency by year, from its origin to the present, in a bulleted list. Include the names of each director with the year the director started and major events (e.g., programs added, cut, departments/divisions changed, etc.).") Also, emails from Colonel (Ret.) Ken Braddock, Chief of Staff for State Operations, S.C. Military Department to Mr. Charles Appleby, Legal Counsel, House Legislative Oversight Committee, in March and April 2018.

[5] Act 405, Article IV of 1905.

[6] Act 896 of 1950. Also in 1950, the Palmetto Military Academy (SC Army National Guard Officer Candidate School) holds its inaugural academic session on April 15, 1950 at the Olympia Armory, and is federally recognized the following year. Further, in 1950, Battery D, 713th Anti-Aircraft Artillery Gun Battalion is ordered into active federal service. The unit deploys to the Chicago area to serve as part of the nation's Continental Air Defense during the Korean Conflict.
[7] Act 888 of 1958.
[8] Brigadier General McEntire died while piloting his disabled F-104 Starfighter away from a populated area near Harrisburg, Pennsylvania.
[9] Act 128 and 410 of 1973.
[10] Act 138 of 1977.
[11] Act 199, Section 21 of 1979.
[12] Founded by Colonel Hugh M. McLaurin III, it is the first museum in South Carolina devoted to the state's citizen-soldiers.
[13] SC Code of Regulations 58-1 and 58-101.
[14] Act 319 of 1998.
[15] Act 190 of 2002.
[16] The entities partner to provide Richland county schools district-level guidance, training, and support for the academy education department and cadets.
[17] At the time it was the costliest hurricane to hit the U.S.
[18] The peak of operations occurs October 5, 2016, to November 2, 2016.
[19] Counties affected include: Aiken, Allendale, Bamberg, Barnwell, Berkeley, Calhoun, Chesterfield, Clarendon, Colleton, Dillon, Dorchester, Edgefield, Florence, Georgetown, Hampton, Horry, Lexington, Marion, Orangeburg, Saluda, Sumter and Williamsburg.
[20] The first S.C. National Guard mission is executed on October 3, 2015. On October 4, 2015, 700 S.C. National Guard personnel, including swift water rescue assets from Virginia, Tennessee and Georgia, are prepositioned for life saving response. S.C. Helicopter Aquatic Rescue Team conducts 25 life-saving hoist rescues in the area in the first four hours.
[21] Eight die at the time of the accident, one dies later as a result of chlorine inhalation.
[22] Agency PER, Strategic Plan Summary Chart.
[23] Agency PER, Strategic Plan Summary Chart.
[24] Agency PER, Agency Legal Directives, Plan & Resources, Question #2.
[25] 2015 Act No. 1 (S.8), Section 1.B, eff March 5, 2015.
[26] Agency PER, Organizational Units Chart.
[27] Ibid.
[28] McEntire Joint National Guard Base is used as a staging area for military aviation operations in support of disasters, and as a receiving/departure airfield for military airlift of disaster supplies and personnel. In addition, the SC Air National Guard provides the personnel and expertise for manning and operations of the ESF-1 (Transportation) Air Branch which coordinates the airflow and air assets in support of disaster operations.
[29] SC House of Representatives, House Legislative Oversight Committee, "Organizational Chart," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," and under "History and Organization of Agency,".https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/2017%20Organizational%20Chart.pdf (Accessed March 20, 2018). Confirmed accurate as of March 2018 via March 21, 2018 email from Colonel (Ret.) Ken Braddock, Chief of Staff for State Operations, S.C. Military Department to Mr. Charles Appleby, Legal Counsel, House Legislative Oversight Committee.
[30] Agency PER, Agency Legal Directives, Plan & Resources, Question #3.
[31] These cooperative agreements between National Guard Bureau and the state are the mechanism by which federal resources are transferred to the state to execute certain programs.
[32] Agency PER, Laws Chart.
[33] See, Article IV. Executive Department. Section 13. Commander-in-Chief. The Governor shall be Commander-in-Chief of the organized and unorganized militia of the state. History: (1972 (57) 3171; 1973 (58) 48.) Editor's Note - The present provisions of this section are similar to former Section 10 of Article IV as it existed prior to the 1973 revision. For similar provisions in Constitution of 1868, see Const 1868, Art III, Section 10. CROSS REFERENCES - Legislative provisions covering Governor's power to maintain peace and order, see Sections 1-3-410 et seq.

See also, Article VI. Officers. Section 7. Elective offices; terms; duties; compensation; appointment of Adjutant General. There shall be elected by the qualified voters of the state a Secretary of State, an Attorney General, a Treasurer, a Superintendent of Education, Comptroller General, Commissioner of Agriculture, and an Adjutant General who shall hold their respective offices for a term of four years, coterminous with that of the Governor. The duties and compensation of such offices shall be prescribed by law and their compensation shall be neither increased nor diminished during the period for which they shall have been elected. Beginning upon the expiration of the term of the Adjutant General serving in office on the date of the ratification of the provisions of this paragraph, the Adjutant General must be appointed by the Governor, upon the advice and consent of the

Senate. The appointed Adjutant General shall serve for a term not coterminous with the Governor and may be removed only for cause. The General Assembly shall provide by law for the term, duties, compensation, and qualifications for office, the procedures by which the appointment is made, and the procedures by which the Adjutant General may be removed from office. (emphasis added) History: 1972 (57) 3181; 1973 (58) 83; 1983 Act No. 25; 2015 Act No. 1 (S.8), Section 1.A, eff March 5, 2015. Editor's Note - The present provisions of this section are similar to former Section 24 of Article IV as it existed prior to the 1973 revision. For similar provisions in Constitution of 1868, see Const 1868, Art III, Section 23. 2015 Act No. 1, Section 1.A, provides in part as follows: "SECTION 1.A. The amendment to Section 7, Article VI of the Constitution of South Carolina, 1895, prepared under the terms of Joint Resolution 297 of 2014, having been submitted to the qualified electors at the General Election of 2014 as prescribed in Section 1, Article XVI of the Constitution of South Carolina, 1895, and a favorable vote having been received on the amendment, is ratified and declared to be a part of the Constitution so that Section 7, Article VI of the Constitution of this State be amended by adding the following new paragraph at the end: [text of amendment follows]." Effect of Amendment - 2015 Act No. 1, Section 1.A, added the second paragraph.

See also, Article XIII. Militia. Section 4. Adjutant General; appointment. There must be an Adjutant General. The position of Adjutant General is recognized as holding the rank of Major General, and the Adjutant General's duties and compensation must be prescribed by law. The Governor, by and with the advice and consent of the Senate, shall appoint staff officers as the General Assembly may direct. Beginning upon the expiration of the term of the Adjutant General serving in office on the date of the ratification of the provisions of this paragraph, the Adjutant General must be appointed by the Governor, with the advice and consent of the Senate, in the manner provided in Section 7, Article VI. (emphasis added) HISTORY: 2015 Act No. 1 (S.8), Section 1.B, eff March 5, 2015. Editor's Note - For similar provisions in Constitution of 1868, see former Art XIII, Section 3. 2015 Act No. 1, Section 1.B, provides in part as follows: "B. The amendment to Section 4, Article XIII of the Constitution of South Carolina, 1895, prepared under the terms of Joint Resolution 297 of 2014, having been submitted to the qualified electors at the General Election of 2014 as prescribed in Section 1, Article XVI of the Constitution of South Carolina, 1895, and a favorable vote having been received on the amendment, is ratified and declared to be a part of the Constitution so that Section 4, Article XIII of the Constitution of this State be amended to read: [text of amendment follows]." CROSS REFERENCES - Legislative provisions pertaining to Military Department and Adjutant General, see Section 25 1 310 et seq.

[34] Agency PER, Laws Chart.
[35] Agency PER, Deliverables chart and Email from agency personnel, Ken Braddock, to House Legislative Oversight Committee Legal Counsel, Charles Appleby, in March 2018.
[36] S.C. House of Representatives, House Legislative Oversight Committee, “Map of Facility Locations (October 13, 2017),” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Adjutant General,” under “Products and Services of Agency,” http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Map%20of%20Facility%20Locations%20(as%20of%20December%204,%202017).pdf (accessed March 6, 2018).
[37] Agency PER, Deliverables-Potential Harm chart.
[38] 2015-16 Agency Accountability Report.
[39] SC House of Representatives, House Legislative Oversight Committee, “Comprehensive Strategic Finances Chart,” under “Committee Postings and Reports,” under “House Legislative Oversight Committee,” under “Adjutant General,” under “Other Reports, Reviews, and Audits,” under “Oversight Reports,” and under “Program Evaluation Report (September 29, 2017),” http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Comprehensive%20Strategic%20Finances%20Chart.xlsx (Accessed March 6, 2018).
[40] Agency PER, Strategic Plan Summary Chart.
[41] Also, this includes the percentage of total amount appropriated and authorized to spend.
[42] Ibid.
[43] Ibid.
[44] Ibid.
[45] Phone conversation between agency personnel, Ken Braddock, and House Legislative Oversight Committee Legal Counsel, Charles Appleby, in October 2017.
[46] Ibid.
[47] Ibid.
[48] Readiness Centers are the physical locations that serve as the community-based home for National Guard Units. These facilities house the fulltime personnel, equipment, and property of the unit. In addition, these facilities are the locations from which the units operate and conduct most of their monthly training events.
[49] Also, this includes the percentage of total amount appropriated and authorized to spend.
[50] Ibid.
[51] Ibid.
[52] Ibid.

[53] GridEx IV is the biennial exercise designed to simulate a cyber/physical attack on electric and other critical infrastructures across North America, and will involve: (1) Electric Utilities; (2) Regional (Local, State, Provincial) and Federal Government agencies in law enforcement, first response, and intelligence community functions; (3) Critical Infrastructure Cross-Sector partners (ISACs and other utilities), and; (4) Supply Chain stakeholder organizations. See, http://www.nerc.com/pa/CI/CIPOutreach/Pages/GridEX.aspx (Accessed March 9, 2018).
[54] Also, this includes the percentage of total amount appropriated and authorized to spend.
[55] Ibid.
[56] Ibid.
[57] Ibid.
[58] Ibid.
[59] Ibid.
[60] Ibid.
[61] Ibid.
[62] Ibid.
[63] Ibid.
[64] Ibid.
[65] Ibid.
[66] Ibid.
[67] Ibid.
[68] Ibid.
[69] Ibid.
[70] Phone conversation between agency personnel, Ken Braddock, and House Legislative Oversight Committee Legal Counsel, Charles Appleby, in October 2017.
[71] Ibid.
[72] Ibid.
[73] Readiness Centers are the physical locations that serve as the community-based home for National Guard Units. These facilities house the fulltime personnel, equipment, and property of the unit. In addition, these facilities are the locations from which the units operate and conduct most of their monthly training events.
[74] Chargeable transient quarters are non-permanent housing for which a fee is charged for use. Crew Rest is located at McEntire Joint National Guard Base. Clarks Hill Training Site is located in McCormick County just east of the town of Plum Branch, SC.
[75] Also, this includes the percentage of total amount appropriated and authorized to spend.
[76] Ibid.
[77] Chargeable transient quarters are non-permanent housing for which a fee is charged for use. Crew Rest is located at McEntire Joint National Guard Base. Clarks Hill Training Site is located in McCormick County just east of the town of Plum Branch, SC.
[78] SC Code of Laws, §2-2-10(1).
[79] SC House of Representatives, House Legislative Oversight Committee, "May 10, 2017 Meeting Minutes," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," and under "Meetings," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/FullCommitteeMinutes/May%2010,%202017%20Meeting%20Minutes.pdf (Accessed March 9, 2018). A video of the meeting is available at http://www.scstatehouse.gov/video/videofeed.php.
[80] SC House of representatives, House Legislative Oversight Committee, "Subcommittees -2017," under "Committee Information," under "House Legislative Oversight Committee," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Subcommittee%20Assignments%20-%202017.pdf (accessed May 19, 2017).
[81] 2015-16 Agency Accountability Report.
[82] Ibid.
[83] SC Code of Laws §1-30-10.
[84] 2016 - Agency ARR.
[85] A brochure about the House Legislative Oversight's Committee process is available online. Also, there are ongoing opportunities to request notification when meetings are scheduled and to provide feedback about state agencies under study that can be found online.
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/Brochure%205.18.17.pdf (accessed August 10, 2017).
[86] SC House of Representatives, House Legislative Oversight Committee.
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php (accessed July 10, 2017).
[87] SC House of Representatives, House Legislative Oversight Committee, "Press Release announcing Public Survey (June 27, 2017)," under "Public Survey & Public Input via LOC webpage" under "Committee Postings and Reports," under "Adjutant General," and under "House Legislative Oversight Committee,"

https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyPHPFiles/AdjutantGeneral.php (accessed February 8, 2018). Hereinafter, "Press Release announcing Public Survey."

[88] SC House of Representatives, House Legislative Oversight Committee, "Results of Survey of Office of the Adjutant General; Commission for Minority Affairs; Department of Natural Resources; and Patriots Point Development Authority (June 27 - July 28, 2017)," under "Committee Postings and Reports," under "House Legislative Oversight Committee," and under "Adjutant General" https://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/SurveysforAllAgencies/Results%20of%20Survey%20of%20the%20Adjutant%20General's%20Office;%20Commission%20for%20Minority%20Affairs;%20DNR;%20and%20Patriots%20Point%20(6.27-%207.28.pdf (accessed February 8, 2018). Hereinafter, "Results of Survey of Adjutant General's Office; Commission for Minority Affairs; Department of Natural Resources; and Patriots Point Development Authority (June 27 - July 28, 2017)."

[89] Committee Standard Practice 10.4.

[90] Results of Survey of Adjutant General's Office; Commission for Minority Affairs; Department of Natural Resources; and Patriots Point Development Authority (June 27 - July 28, 2017).

[91] SC House of Representatives, House Legislative Oversight Committee, "Submit Public Input," under "Committee Postings and Reports," under "House Legislative Oversight Committee" http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php (accessed May 23, 2017).

[92] Results of Survey of Office of the Adjutant General; Commission for Minority Affairs; Department of Natural Resources; and Patriots Point Development Authority (June 27 - July 28, 2017).

[93] Ibid.

[94] Committee Standard Practice 10.4.2 allows for the redaction of profanity.

[95] Also, the Chair of either the Committee or Subcommittee has the discretion to allow testimony during meetings.

[96] Press Release announcing Public Survey.

[97] SC House of Representatives, House Legislative Oversight Committee, "October 16, 2017 Meeting Minutes," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," and under "Meetings," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/FullCommitteeMinutes/October%2016,%202017%20Meeting%20Minutes.pdf (Accessed March 9, 2018). A video of the meeting is available at http://www.scstatehouse.gov/video/videofeed.php.

[98] SC House of Representatives, House Legislative Oversight Committee, "Meeting Packet," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Tuesday, October 10, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/October%2010,%202017%20-%20Meeting%20Packet%20-%20Adjutant%20General.pdf (Accessed February 26, 2018); See, also, SC House of Representatives, House Legislative Oversight Committee, "Adjutant General PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Tuesday, October 10, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Adjutant%20General%20PowerPoint%20Presentation%20(10.10.17).pdf (Accessed February 26, 2018).

[99] Other agencies include: Office of the Adjutant, General, Commission for Minority Affairs, and Patriot's Point Development Authority.

[100] SC House of Representatives, House Legislative Oversight Committee, "Meeting Packet," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Monday, November 20, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/November%2020,%202017%20-%20Meeting%20Packet.pdf (Accessed February 26, 2018); See also,

SC House of Representatives, House Legislative Oversight Committee, "SC Youth Challenge PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Monday, November 20, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20PowerPoint%20presentation%20(November%2020,%202017).pdf (Accessed February 26, 2018).

SC House of Representatives, House Legislative Oversight Committee, "STARBASE Swamp Fox PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Monday, November 20, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/STARBASE%20Swamp%20Fox%20PowerPoint%20presentation%20(November%2020,%202017).pdf (Accessed February 26, 2018).

SC House of Representatives, House Legislative Oversight Committee, "SC Military Museum PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Monday, November 20, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Military%20Museum%20PowerPoint%20presentation%20(November%2020,%202017).pdf (Accessed February 26, 2018). Hereinafter, "SC Military Museum PowerPoint presentation;" and

SC House of Representatives, House Legislative Oversight Committee, "Emergency Management Division PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Monday, November 20, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Emergency%20Management%20Division%20PowerPoint%20presentation%20(November%2020,%202017).pdf (Accessed February 26, 2018). Hereinafter, "Emergency Management Division PowerPoint presentation."

[101] SC House of Representatives, House Legislative Oversight Committee, "Meeting Packet," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, December 7, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/December%207,%202017%20-%20Meeting%20Packet%20-%20Army,%20Air,%20State%20Guard.pdf (Accessed February 26, 2018); See also,

SC House of Representatives, House Legislative Oversight Committee, "SC Army National Guard PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, December 7, 2017,"http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/SC%20Army%20National%20Guard%20PowerPoint%20presentation.pdf (Accessed February 26, 2018). Hereinafter, "SC Army National Guard PowerPoint presentation."

SC House of Representatives, House Legislative Oversight Committee, "SC Air National Guard PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, December 7, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/SC%20Air%20National%20Guard%20PowerPoint%20presentation%20from%20agency.pdf (Accessed February 26, 2018). Hereinafter, "SC Air National Guard PowerPoint presentation."

SC House of Representatives, House Legislative Oversight Committee, "SC State National Guard PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, December 7, 2017," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/SC%20State%20Guard%20PowerPoint%20presentation.pdf (Accessed February 26, 2018). Hereinafter, "State Guard PowerPoint presentation."

[102] Specifically, recommendation numbers 9 and 13 were discussed.

[103] See Appendix G for more information on the Palmetto System.

[104] See, SC House of Representatives, House Legislative Oversight Committee, "Meeting Packet," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, February 15, 2018," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/February%2015,%202018%20-%20Meeting%20Packet.pdf (Accessed February 26, 2018), page 33. Hereinafter, "February 15, 2018 Meeting Packet."

[105] See, SC House of Representatives, House Legislative Oversight Committee, "Adjutant General PowerPoint presentation with information on the following: (1) Secure Area Defense Officer Program (SADOP); (2) State Guard legislative recommendations; (3) SC Youth Challenge; and (4) SC Emergency Management Division," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, February 15, 2018," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Adjutant%20General%20PowerPoint%20presentation%20(February%2015,%202018).pdf (Accessed March 15, 2018), starting on slide 73.

[106] February 15, 2018 Meeting Packet; See also, SC House of Representatives, House Legislative Oversight Committee, "Adjutant General PowerPoint presentation with information on the following: (1) Secure Area Defense Officer Program (SADOP); (2) State

Guard legislative recommendations; (3) SC Youth Challenge; and (4) Emergency Management Division," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," and under "Thursday, February 15, 2018,"
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Adjutant%20General%20PowerPoint%20presentation%20(February%2015,%202018).pdf (Accessed February 26, 2018).
[107] Committee Standard Practice 14.1.
[108] Committee Standard Practice 14.2.
[109] Agency representatives testify about SCYCA and STARBASE during the Subcommittee meetings on November 20, 2017, and February 15, 2018. Testimony about SC Youth Challenge Academy available at November 20, 2017 Meeting Minutes and Video, part 1, 01:12:10; February 15, 2018 Meeting Minutes and Video, part 2, 00:13:25: Starts presenting information on SC Youth Challenge, 00:14:00: Certified High School Requirements vs. SCYCA, 00:16:20: CORE Inspection Program (inspection by the National Guard Bureau contractors), 00:17:05: Operational Compliance, 00:17:14: Resource Management Compliance, 00:17:28: Operational Performance Inspection, 00:17:45: Financial Performance, 00:18:00: CORE Findings and Correction Action Plan, 00:18:30: Operational Compliance, 00:21:15: Resource Management Compliance, 00:24:25: Statistics on those participating in the Youth Challenge Academy, 00:26:42: Data Management System, 00:27:50: Program Success Statement, 00:28:20: Agency's position on S451 and H3789. Testimony about STARBASE Swampfox available at November 20, 2017 Meeting Minutes and Video, part 1, 01:49:40.
[110] December 7, 2017 Meeting Minutes and Video.
[111] October 10, 2017 Meeting Minutes and Video, 01:13:15.
[112] Ibid.
[113] November 20, 2017 Meeting Minutes and Video, part 1, 01:41:45.
[114] February 15, 2018 Meeting Minutes and Video.
[115] Ibid.
[116] Ibid.
[117] December 7, 2017 Meeting Minutes and Video.
[118] November 20, 2017 Meeting Minutes and Video, part 1, 02:17:00 and 02:25:30.
[119] SC House of Representatives, House Legislative Oversight Committee, "CORE Report - Dec 2016," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Goals, Spending, and Performance of Agency," under "Performance," under "Youth Challenge,"
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20-%20CORE%20Report%20-%20Dec%202016.pdf (Accessed February 28, 2018), page 103.

In regards to measures tracked by the federal government, the agency provides a December 2016 ChalleNGe Operational and Resource Effectiveness (CORE) Program report of inspection which includes information on target and actual results for SCYCA performance measures including, but not limited to, number of graduates, placement six months after the program, placement twelve months after the program, contact rate six and twelve months after the program, and federal dollar cost per cadet. The agency testifies a group contracted by the National Guard Bureau performed the evaluation based on the National Guard guidelines, and the agency has implemented corrective action plans for all items noted in the CORE report. Also, the agency provides the Committee SCYCA annual reports submitted to the federal government which include statistics about the cadets from class such as the following: (1) pre and post Academy grade level equivalent; (2) credential received (e.g., General Education Development (GED), diploma, returned to high school, etc.); (3) responsible citizenship measures (e.g., eligible to vote, registered to vote, etc.); and (4) physical fitness.

See the following as sources of the information above:
SC House of Representatives, House Legislative Oversight Committee, "CORE Report - Dec 2016," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Goals, Spending, and Performance of Agency," under "Performance," under "Youth Challenge,"
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20-%20CORE%20Report%20-%20Dec%202016.pdf (Accessed February 28, 2018), page 57-65; 102-106.

February 15, 2018 Meeting Minutes and Video, part 1, 00:16:20: CORE Inspection Program (inspection by the National Guard Bureau contractors), 00:17:05: Operational Compliance, 00:17:14: Resource Management Compliance, 00:17:28: Operational Performance Inspection, 00:17:45: Financial Performance, 00:18:00: CORE Findings and Correction Action Plan, 00:18:30: Operational Compliance, 00:21:15: Resource Management Compliance, and 00:23:20.

SC House of Representatives, House Legislative Oversight Committee, "2014 Annual Report - Data Call," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Goals, Spending, and Performance of Agency," under "Performance," under "Youth Challenge"

http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20-%202014%20Annual%20Report%20-%20Data%20Call.pdf (Accessed March 6, 2018).
SC House of Representatives, House Legislative Oversight Committee, "2015 Annual Report - Data Call," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Goals, Spending, and Performance of Agency," under "Performance," under "Youth Challenge"
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20-%202015%20Annual%20Report%20-%20Data%20Call.pdf (Accessed March 6, 2018).
SC House of Representatives, House Legislative Oversight Committee, "2016 Annual Report - Data Call," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Goals, Spending, and Performance of Agency," under "Performance," under "Youth Challenge"
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20-%202016%20Annual%20Report%20-%20Data%20Call.pdf (Accessed March 6, 2018).
SC House of Representatives, House Legislative Oversight Committee, "2017 Annual Report - Data Call," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Goals, Spending, and Performance of Agency," under "Performance," under "Youth Challenge"
http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Youth%20Challenge%20-%202017%20Annual%20Report%20-%20Data%20Call.pdf (Accessed March 6, 2018).

[120] Agency representatives testify about the SC Military Museum during the Subcommittee meeting on November 20, 2017. November 20, 2017 Meeting Minutes and Video, part 1, 00:06:15: Organizational Mission, Vision, and Goals, 00:10:20: Key Dates in History, 00:12:00: Key Successes/Issues/Emerging Issues, 00:23:15: Key Deliverables and Potential Harm, 00:23:38: Organization, 00:24:34: Employee Statistics, 00:29:50: Organizational Finances, 00:31:25: Applicable Agency Goals and Strategies, 00:31:40: Supporting Performance Measures, 00:39:10: Conclusion/Summary.

Subcommittee members and representatives from the Department of Administration discuss the SC Military Museum during the Subcommittee meeting on February 15, 2018. February 15, 2018 Meeting Minutes and Video, part 1, 00:04:20.

[121] December 7, 2017 Meeting Minutes and Video.
[122] November 20, 2017 Meeting Minutes and Video, part 1, 00:59:30.
[123] Ibid.
[124] February 15, 2018 Meeting Minutes and Video.
[125] February 15, 2018 Meeting Minutes and Video, part 1, 00:04:20. See also, November 20, 2017 Meeting Minutes and Video, part 1, 00:52:00.
[126] November 20, 2017 Meeting Minutes and Video, part 1, 00:45:25.
[127] November 20, 2017 Meeting Minutes and Video, part 1, 01:05:00.
[128] December 7, 2017 Meeting Minutes and Video.
[129] Ibid.
[130] November 20, 2017 Meeting Minutes and Video, part 1, 00:35:10.
[131] November 20, 2017 Meeting Minutes and Video, part 1, 00:33:34.
[132] December 7, 2017 Meeting Minutes and Video.
[133] November 20, 2017 Meeting Minutes and Video, part 1, 00:40:30.
[134] November 20, 2017 Meeting Minutes and Video, part 1, 00:55:40 and 00:58:40.
[135] November 20, 2017 Meeting Minutes and Video, part 1, 00:55:40.
[136] Ibid.
[137] December 7, 2017 Meeting Minutes and Video.
[138] November 20, 2017 Meeting Minutes and Video, part 1, 00:50:30.
[139] November 20, 2017 Meeting Minutes and Video, part 1, 00:52:00.
[140] Ibid.
[141] Agency representatives testify about the SCEMD during the Subcommittee meetings on November 20, 2017, and February 15, 2018. November 20, 2017 Meeting Minutes and Video, part 2, 00:01:00; February 15, 2018 Meeting Minutes and Video, part 2, 00:29:25: Presents information on SCEMD, 00:29:44: Agenda, 00:29:50: Mission, 00:30:05: Logistics Hierarchy, 00:31:50: Contracting, 00:33:10: Contracting Partners, 00:34:28: Disaster Assistance, 00:34:35: Financial Assistance, 00:36:00: Reimbursement, 00:34:25: Resource request process, 00:34:35: Off-the-shelf contracts available, 00:35:00: SCEMD contracts and agreements, 00:36:00: Reimbursement for emergency costs, 00:37:00: Emergency declarations, 00:39:14: Information Management, 00:39:15: Palmetto system, 00:41:15: Public Information, 00:41:30: SCEMD Website, 00:41:55: Mobile application in development, 00:42:30: Hurricane Program, 00:43:14: Key Documents, 00:52:30: Run from Water, Hide from Wind, 00:52:45: Evacuation Zones, 00:53:30: Hurricane Conglomerates, 00:54:20: Evacuation Routes, 00:54:50: Hurricane Irma, 00:54:55: Possible Scenarios, 00:56:10: Hurricane Irma Timeline, 00:56:55: Timing and Decisions, 00:57:45: Evacuation Coordination,

00:58:15: Forecast Changes, 00:59:30: Most likely Arrival of Tropical Storm Force Winds, 00:59:45: Irma Actual track, 00:59:55: Extent of Tropical Storm Force Winds, 01:00:10: Graphics on Wind Gust, 01:00:30: Surge data, 01:00:55: Irma Rainfall.
[142] December 7, 2017 Meeting Minutes and Video.
[143] November 20, 2017 Meeting Minutes and Video, part 2, 01:01:15.
[144] November 20, 2017 Meeting Minutes and Video, part 2, 01:04:40.
[145] February 15, 2018 Meeting Minutes and Video, part 2, 01:01:40.
[146] February 15, 2018 Meeting Minutes and Video.
[147]SC House of Representatives, House Legislative Oversight Committee, "Letter from Adjutant General to Oversight Subcommittee (February 8, 2018)," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Correspondence," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Letter%20from%20Adjutant%20General's%20Office%20to%20Subcommittee%20with%20attachments%20(February%208,%202018).pdf (Accessed March 6, 2018). Hereinafter, "February 8, 2018 letter from agency."
[148] February 15, 2018 Meeting Minutes and Video.
[149] SC House of Representatives, House Legislative Oversight Committee, "Letter from Adjutant General to Oversight Subcommittee (December 12, 2017)," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Correspondence," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Letter%20from%20Adjutant%20General%20to%20Oversight%20Subcommittee%20with%20attachments%20(December%2012,%202017).pdf (Accessed March 6, 2018), Question 1.
[150] February 15, 2018 Meeting Minutes and Video.
[151] December 7, 2017 Meeting Minutes and Video, part 1, 01:27:15.
[152] February 15, 2018 Meeting Minutes and Video, part 1, 00:04:20 and 00:06:10.
[153] February 15, 2018 Meeting Minutes and Video.
[154] February 15, 2018 Meeting Minutes and Video, part 2, 00:00:52.
[155] Agency representatives testify about the State Guard during the Subcommittee meetings on December 7, 2017, and February 15, 2018. December 7, 2017 Meeting Minutes and Video, part 2, 00:46:30; February 15, 2018 Meeting Minutes and Video, part 1, 00:26:45.
[156] February 15, 2018 Meeting Minutes and Video, part 1, 00:26:45.
[157] Ibid.
[158] Agency July 7, 2017 letter to the Subcommittee at page 5.
[159] February 15, 2018 Meeting Minutes and Video, part 1, 00:26:45.
[160] February 15, 2018 Meeting Minutes and Video, part 2, 01:01:40.
[161] SC House of Representatives, House Legislative Oversight Committee, "2016-17 Agency Accountability Report," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Other Reports, Reviews, and Audits," and under "Oversight Reports," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Reports%20&%20Audits%20-%20Reports%20and%20Reviews/Accountability%20Report%20-%202016-2017.pdf (Accessed March 9, 2018), Customers Template.
[162] Agency PER, Organizational Units Chart.
[163] Ibid.
[164] SC Military Museum PowerPoint presentation.
[165] State Guard PowerPoint presentation.
[166] SC Air National Guard PowerPoint presentation.
[167] SC Army National Guard PowerPoint presentation.
[168] Emergency Management Division PowerPoint presentation.
[169] Information confirmed as accurate by the Office of the Adjutant General via email from Ken Braddock to Oversight Committee Legal Counsel Charles Appleby on February 8, 2018.
[170] Ibid.
[171] Ibid.
[172] Ibid.
[173] S.C. House of Representatives, House Legislative Oversight Committee, "SC Emergency Management Division PowerPoint presentation," under "Committee Postings and Reports," under "House Legislative Oversight Committee," under "Adjutant General," under "Meetings," http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/AdjutantGeneral/Emergency%20Management%20Division%20PowerPoint%20presentation%20(November%2020,%202017).pdf (accessed March 23, 2018), page 31. Hereinafter, "November 20, 2017 SCEMD Presentation."
[174] Ibid.

[175] Ibid.
[176] Ibid.
[177] Information obtained from Mr. Kim Stenson, Director of SCEMD during his discussion with Representative Gary Clary, Representative Laurie Funderburk, and Oversight Committee Legal Counsel Charles Appleby on their tour of SCEMD facilities on December 18, 2017. Hereinafter "December 18, 2017 tour."
[178] Ibid.
[179] Ibid.
[180] Ibid.
[181] Ibid.
[182] November 20, 2017 SCEMD Presentation, page 33.
[183] Ibid.
[184] December 18, 2017 tour.
[185] Ibid.
[186] Ibid.
[187] Ibid.
[188] Ibid.
[189] Ibid.
[190] November 20, 2017 SCEMD Presentation, page 34.
[191] Ibid.
[192] November 20, 2017 SCEMD Presentation, page 35.
[193] Ibid.
[194] Ibid.
[195] Ibid.
[196] November 20, 2017 SCEMD Presentation, page 31.
[197] December 18, 2017 tour.
[198] November 20, 2017 SCEMD Presentation, page 36.
[199] Ibid.
[200] Ibid.
[201] December 18, 2017 tour.
[202] November 20, 2017 SCEMD Presentation, page 36.
[203] Ibid.
[204] December 18, 2017 tour.
[205] Ibid.
[206] Ibid.
[207] Ibid.
[208] Information confirmed as accurate by the Office of the Adjutant General via email from Ken Braddock to Oversight Committee Legal Counsel Charles Appleby on February 8, 2018.
[209] December 18, 2017 tour.
[210] Ibid.
[211] November 20, 2017 SCEMD Presentation, page 33.
[212] December 18, 2017 tour.
[213] November 20, 2017 SCEMD Presentation, page 34.
[214] Information confirmed as accurate by the Office of the Adjutant General via email from Ken Braddock to Oversight Committee Legal Counsel Charles Appleby on February 8, 2018.
[215] November 20, 2017 SCEMD Presentation, page 30.
[216] Information confirmed as accurate by the Office of the Adjutant General via email from Ken Braddock to Oversight Committee Legal Counsel Charles Appleby on February 8, 2018.
[217] February 8, 2018 letter from agency.
[218] Ibid.
[219] Ibid.
[220] Office of the Adjutant General letter to the Oversight Subcommittee (February 8, 2018), Question 3.
[221] Ibid.
[222] Ibid.
[223] Ibid.
[224] Ibid.
[225] Agency PER, Deliverables-Potential Harm chart.