OFFICE OF THE ADJUTANT GENERAL

South Carolina Military Department

ANNUAL ACCOUNTABILITY REPORT FISCAL YEAR 2006 - 2007

Mark Sanford, Governor Stanhope S. Spears, The Adjutant General

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TRANSMITTAL FORM

Agency Name	South Carolina Military Department
Date of Submission	September 14. 2007
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Agency Director	Stanhone S. Snears, Major General
Agency Director	SCARNG, The Adjutant General
Agency Contact Person	
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EXECUTIVE SUMMARY

The South Carolina Military Department's (SCMD) commitment to **quality management** lends itself to **empowerment, innovation and entrepreneurship**. It has promoted partnering with other State and Federal agencies and the private sector for mutual advantage. As this agency benchmarks against others for best practices, others benchmark against this agency.

This report is "a work in progress" providing a basis for future agency improvements that affect efficiency, productivity, accountability and customer satisfaction.

Mission Statement

- Provide combat-ready units to the US Army and US Air Force.
- *Provide planning, coordination and military capabilities in response to State emergencies.*
- Add value to State and Nation with community-based organizations, soldiers and airmen.

Vision Statement

A vision represents a clear picture of the desired organization at some time in the future. The vision for the SCMD is:

Community-based, relevant, ready...to meet the challenges of the 21st century.

- *Community-based* organization consisting of Army, Air and State Operations supporting the communities where the SCMD is located, not only in times of emergency, but also in the daily activities of that community and its citizens;
- *Relevant* force structure that will support the Army and Air Force and support the state during emergencies when needed;
- *Ready* to meet the needs of this nation and state with its units consisting of trained and properly equipped soldiers and airmen.

Values

Values represent the foundation upon which an organization and its members base their decisions, actions and behaviors. Values establish the boundaries for the organization to measure its ethical and moral culture.

The SCMD is a values-based organization that has embraced the values adopted by the three entities: Army, Air and State Operations.

<u>Army</u>	<u>Air</u>	<u>State Operations</u>
Loyalty Duty Respect Selfless Service Honor Integrity Personal Courage	Integrity Service Before Self Excellence	Communications Honesty Integrity Competence Teamwork Fairness Family Patriotism

<u>Goals</u>

Goals are long-range statements of purpose, aim and intent which, when accomplished collectively will enable the organization to achieve its vision. Goals are not necessarily quantified nor limited in time (but normally are about three to five years out, or the same time horizon as the organization's vision). SCMD's six goals to enable our vision are:

- 1. Safety
- 2. Personnel Readiness
- 3. Training Readiness
- 4. Equipment Readiness
- 5. Quality of Life
- 6. State and Federal Missions

Throughout this report, please note the collateral value this agency's State dollars have in bringing Federal dollars to South Carolina.

Here are a few examples of Army Guard (SCARNG) achievements during Fiscal Year 06-07: (1) As of June 30, 2007, the Army Guard (SCARNG) saw one of the largest deployments in the history of the Guard – nearly 1,800 men and women received initial training at Camp Shelby, MS, in preparation for duty in Afghanistan – they are now deployed overseas; (2) over 1,100 soldiers rotated for duty along Arizona's border with Mexico in "Operation Jump Start" in support of the Border Patrol's mission to halt illegal entry and curb the flow of illegal drugs; and (3) the Army Guard is preparing to enter a period of "Force Structure" transition for the next two years which will result in a larger Army Guard and a better mix of units.

Accomplishments for the Air Guard in FY 06-07, included: (1) launched one of the nation's first large-scale active associations between Air National Guard and Regular Air Force fighter units with the integration of more than 150 active duty Air Force members to train and work along-side South Carolina Air Guard members at McEntire; (2) the 240th Combat Communications Squadron was named the SCANG Unit of the Year for 2006; (3) MG Tim Rush was selected as assistant to the commander of the prestigious U.S Central Command Air Forces; (3) the South Carolina Air National Guard celebrated its 60th Anniversary highlighted by a number of activities to include "Always First" – a one hour documentary produced in association with ETV; (4) a dozen aircraft and more than 300 airmen from the 169th FW deployed to the Pacific to conduct theater orientation training in support of an air expeditionary force; and (5) members of the 169th Civil Engineer Squadron arrived home after a six month deployment to Southwest Asia.

At the close of state FY 06-07, Army Guard strength was at 96% of authorized strength as mandated by the National Guard Bureau ranking South Carolina among the top ten states in recruiting efforts. Air Guard strength was at 93.0% of authorized strength.

State Operations (DSO), the third element of the South Carolina Military Department, continued with its own list of achievements during the fiscal year.

The Construction and Facilities Management Office (CMFO), commenced construction on the Charleston Readiness Center – a strategic cost-sharing partnership between the SCARNG and The Citadel. This project represents a combined State and Federal investment of over \$24 million!

The CFMO continues to manage energy consumption while working towards overall reductions in this area. During FY 04 (the last reported year by SC Energy Office), the SCMD ranked third among state agencies with the lowest energy use per square foot. Additionally, the SCMD ranked first among state agencies with the lowest energy cost per square foot during this period.

In the upcoming federal fiscal year, the CFMO will advertise for the construction of facilities to house a contingent of Chinook helicopters and support staff at a cost of over \$66,000,000! And 100% federally funded.

The Youth ChalleNGe Program, one of the most cost-effective programs of its type, celebrated with its 2,322nd graduate since inception in 1998. The program is now available to South Carolina's at-risk youth at two campuses located in West Columbia and Aiken County. The combined success rate – which answers the question "Are we effective?" – stays between 80 and 90 percent.

The Distributive Training and Technology Program (DTTP) has developed an on-going partnership with Probation, Parole and Pardon Services to allow victims from several locations throughout the state to video-conference with the parole board hearings – a convenience to the

state's citizens and a savings to our taxpayers. DTTP's bridging capabilities are also used to support the Joint Operations Center (JOC) during emergency operations.

The Regional Emergency Management program was funded for the first time in FY 06. Newly hired staff provide an operational arm for the Emergency Management Division (EMD) to help export project initiatives, provide hands-on technical assistance, trouble-shoot, problem solve, promote and implement new programs and respond with greater efficiency.

EMD adopted and utilized in its catastrophic planning the "Operational Area Concept." This concept involves identifying sections within the county to allow for pre-impact planning and response protocols within the respective areas. As a result, use of the Operational Areas will allow for a more efficient use of scarce response resources and allow for better management of the disaster.

In March, EMD presented the 2007 State Hurricane/Emergency Management Workshop. More than 500 emergency managers, responders, planners and volunteers participated.

EMD developed the concept and structure of the state's newest Emergency Support Function (ESF), ESF 24 Business and Industry. This new function establishes firm and far reaching links with the private sector with the goal of fully integrating business and industry into all aspects of emergency response.

In coordination with the SC Department of Transportation and Department of Aeronautics, EMD led the planning and development of the state's first Air Branch. For the first time, all state-owned and state affiliated, National Guard and Civil Air Patrol assets are organized under one mission coordinating entity.

EMD conceived and led an initiative in partnership with the petroleum industry to establish a plan to ensure fuel availability to the evacuating public along the state's hurricane evacuation routes.

The REACH South Carolina System, a web based telephonic alert and notification system, has been adopted by 26 counties in South Carolina. On June 21, 2007, the system was successfully used by Dorchester County Emergency Services Department in locating a missing Alzheimer patient.

Barriers and Opportunities

The South Carolina Army National Guard is experiencing an intense period of change as it transforms from a strategic reserve force to an operational force. This transformation creates significant impacts in the buildings and infrastructure arena. The CFMO faces increased challenges in meeting new requirements and providing adequate facilities to support an expanding mission load. A deficit in state matching funds precludes the agency from receiving the full amount of federal funding available.

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It is hoped that a 5-year Comprehensive Permanent Improvement Plan (CPIP) submitted to the Capital Budgeting Unit of the Office of the State Budget will be funded and alleviate many of the capital improvement issues facing the agency. Approval and implantation would "put the brakes on" a situation that can only deteriorate with each passing year. Contributing to this situation is the State's failure to meet fully its obligation with the Federal government insofar as funding for armory operations.

EMD has been successful in leveraging federal grant funding to deploy the WebEOC crisis management software in the SEOC and the EOCs of all 46 counties. While the FY 08 budget includes dollars to cover recurring costs associated with the system it does not cover all costs. The additional \$80,000 recurring fee needed to ensure the system is properly monitored, managed and ready when required presently must come out of EMD's operating budget.

An additional barrier to a fully successful WebEOC system is the lack of a dedicated trainer at EMD to administer the program and provide assistance to local government. Currently the system is being maintained by a member of the response section which reduces the effectiveness of the response section by one.

State Operations (DSO) continues to make strides in the use of innovative technology to meet the needs of its customers both internal and external. However, training has been identified as a major issue. The State does not have a defined section whose purpose is to train other State agencies. This leads the agency's information technology department to look for opportunities to send personnel to classes being conducted by private corporations that enhance our ability to serve customers.

In summation, the SCMD views the "Annual Accountability Report" process as an important management tool to be used in identifying the agency's strengths, weaknesses, opportunities and threats. It provides the impetus to pursue excellence in government at all levels and is the ground for a continuous effort in process improvement for its customers, both external and internal.

ORGANIZATIONAL PROFILE

Workforce. The Adjutant General's staffing includes state employees (to include grant/agreement positions), federal employees (technicians), Active Guard Reserve (AGR) and the traditional Guard members who drill on weekends and participate in two week's training each year.

State Employees: 375 (136 FTEs allocated)
Federal Employees: 926 (100% federally funded)
AGR: 659 (100% federally funded)
Traditional Guard: 10,526 (100% federally funded)
TOTAL: 12,486

Of the combined normal full-time workforce of 1,954 there are only 33 state employees who are 100% funded by the State or 1.6% of the workforce! Other state employees are a combination of State and Federal funds.

The 100% federally funded staff assigned to the Military Department has an annual payroll of just over \$119,000,000. Applying an average 7% state tax on this unadjusted federal payroll accounts for approximately \$8,379,230 that is transferred directly to the State Department of Revenue.

Additionally, the payroll of the citizen-soldier, the m-day or traditional soldier, while not subject to state tax, brings over \$42,000,000 into the economy.

It is the mission of the agency's state employees to "**support the South Carolina Military Department's military operations and protect the lives and property of South Carolina's citizens during times of emergency.**" State agency employees and the citizensoldiers of South Carolina have displayed a high degree of readiness to respond to the personnel and equipment demands following the events of September 11 and continuing deployments both at home and abroad.

Locations. The agency is headquartered at 1 National Guard Road in Columbia and maintains 68 armories throughout the State valued in excess of \$300,000,000, two Army National Guard training installations and a McEntire Joint National Guard Base in Eastover for both Army and Air operations.

The State Guard is housed in the Olympia Armory on Granby Lane in Columbia in a WPA building that is listed in the National Historic Register. The Youth ChalleNGe program in West Columbia is housed at the Wil Lou Gray Opportunity School and the Youth ChalleNGe

program in Aiken County is housed at Clemson's Youth Learning Institute's Camp Long. The StarBase program is quartered at McEntire Joint National Guard Base in Eastover, S.C.

	FY 05-06 Actual	Expenditures	FY 06-07 Actual	Expenditures	FY 07-08 Appropriations Act	
	Total			-	Total	
Major Budget	Funds	General	Total Funds	General	Funds	General
Categories		Funds		Funds		Funds
Personal Service	\$11,169,616	\$2,046,166	\$12,274,045	\$2,296,117	\$12,562,410	\$2,981,190
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Other Operating	\$16,933,968	\$2,218,112	\$19,661,872	\$2,923,890	\$17,242,913	\$3,978,809
Special Items	\$154,318	\$154,319	\$14,063,153	\$1,488,331	\$233,445	\$233,445
Permanent						
Improvements	\$2,695,022	\$0	\$9,120,516	\$0	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to						\$
Subdivisions	\$2,550,860	\$0	\$1,615,344	\$55,350	\$2,436,622	56,580
Fringe Benefits	\$2,935,615	\$579,977	\$3,291,209	\$650,013	\$3,432,163	\$955,982
Non-recurring			\$(27,098)			
Total	\$36,439,399	\$4,998,574	\$60,053,239	\$7,413,701	\$35,907,553	\$8,206,006

Base Budget Expenditures and Appropriations

Other Expenditures

Sources of Funds	FY 05-06 Actual Expenditures	FY 06-07 Actual Expenditures
Supplemental Bill: State Appropriations (Non-Recurring):	\$410,068	\$2,737,862
Total Funds	\$16,234,245	\$17,118,028
Norfolk Southern Reimbursement	\$1,118,473	\$ -
Open Ended Appropriations-State Active Duty/EMAC	\$319,690	\$580,007

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Major Program Areas

Program	Major Program Area	FY 05-06			FY 06-07			Key Cross
Number	Purpose	Budget Expenditures			Budget Expenditures			References for
	(Brief)							Financial Results*
	Drevide quelity fesilities for	State:	1,196,719.00		State:	1,253,068.00		Graph 7.1-14
	Provide quality facilities for use by the SCARNG in	Federal:	561,295.00		Federal:	1,492,270.00		Graph 7.2-15
II. Armory Operations	support of Federal training	Other:	486,620.00		Other:	542,481.00		Graph 7.3-16
	missions and support to the local communities.	Total:	2,226,634.00		Total:	3,287,819.00		Graph 7.3-17
		% of To	tal Budget:	6%	% of Tot	tal Budget:	7%	
	Operate, maintain, and	State:	67,747.00		State:	62,523.00		Graph 7.3-4
VII. Army	secure Army National	Federal:	14,442,114.00		Federal:	16,588,608.00		Graph 7.3-5
Contract	Guard facilities to ensure	Other:	26,779.00		Other:	106,768.00		
Support	recruitment, training, and operational readiness.	Total:	14,536,640.00		Total:	16,757,899.00		
		% of To	tal Budget:	37%	% of Tot	tal Budget:	38%	
	Reduce of loss of life and property from disasters and terrorism. Provide State and Federal assistance to respond, recover, and	State:	985,296.00		State:	1,736,689.00		Graph 7.2-18
IX. Emergency		Federal:	5,073,252.00		Federal:	4,358,150.00		thru
Management		Other:	838,117.00		Other:	1,025,809.00		Graph 7.3-34
Division		Total:	6,896,665.00		Total:	7,120,648.00		
	mitigate from disasters.	% of Total Budget:		18%	% of Tot	tal Budget:	16%	
	The Youth Challenge Program is one of the most	State:	0.00		State:	0.00		Graph 7.2-37
	effective programs of its	Federal:	4,415,965.00		Federal:	4,033,887.00		thru
VI. Youth Challenge	type.The program is now available to SC at-risk youth is West Columbia and Aiken County with a	Other:	93,000.00		Other:	145,603.00		Graph 7.2-41
programs		Total:	4,508,965.00		Total:	4,179,490.00		
	combined success rate of							
	80%		tal Budget:	12%		tal Budget:	9%	
VIII.		State:	262,106.00		State:	304,199.00		Graph 7.3-4
	Operate, maintain, and	Federal:	2,837,756.00		Federal:	2,992,087.00		Graph 7.3-5
McEntire ANG Base	secure the State's only Air National Guard base.	Other:	55,504.00		Other:	64,676.00		
		Total:	3,155,366.00		Total:	3,360,962.00		
		% of To	tal Budget:	8%	% of To	tal Budget:	8%	

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22%

9,673,258.00

Bel	ow: List any programs not included above and sh	ow the remainder of exp	penditures by source of funds.			
Adm	ninistrationState, Federal and Other	Buildings and GroundsState				
Stat	State GuardState, Federal, and Other		Employer ContributionsState, Federal, and Other			
Milit	ary PersonnelState		Enterprise OperationsOther			
Ope	erations and TrainingState					
	Remainder of Expenditures:	State:	2,776,710.00	State:	3,228,857.00	
		Federal:	2,669,727.00	Federal:	3,894,906.00	
		Other:	2,094,110.00	Other:	2,459,495.00	

7,540,547.00

Total:

% of Total Budget:

19%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

% of Total Budget:

Total:

Key Customers. Identification of customers and their needs is crucial to the strategic planning process of this agency. However, the South Carolina Military Department's operations are of such a diverse nature that a complete list of customers exceeds the demands of this report. A primary list of customers includes: the President of the United States; the Governor of South Carolina and the General Assembly; the citizens of this state; the Department of Defense; the U.S. Army and U.S. Air Force; the National Guard Bureau; the Office of Homeland Defense; the Federal Emergency Management Agency; the traditional National Guard men and women of our Army and Air components; parents/guardians of at-risk youth; the Universities of South Carolina and Clemson; South Carolina Departments of Juvenile Justice, Social Services, Health and Environmental Control, Public Safety and Transportation; the U.S. Drug Enforcement Administration; the U.S. Postal Inspection Service; the State Law Enforcement Division; Greenville County's Sheriff's Office; the Port of Charleston; magistrates; county and municipal governments; the American Red Cross and, of course, the agency's staff.

All of these customers provide input and feedback on the agency's processes. A variety of methods is employed to determine their market requirements and expectations. Please refer to the section on "Customer Focus and Satisfaction" for details.

Key Suppliers. Among the key suppliers to the South Carolina Military Department are: U.S. Army and Air Force; the National Guard Bureau; the South Carolina General Assembly and the Governor's Office; the Universities of South Carolina and Clemson; the Department of Vocational Rehabilitation; the South Carolina Departments of Corrections, Law Enforcement Division, Budget and Control Board, Comptroller General, Treasurer's Office, Health and Environmental Control; Pratt and Whitney; Tyler Construction; the Piedmont Foundation; Hussey Gay Bell and DeYoung; Guy White and Associates; Law Gibb Engineering; Amana Corporation; SCANA/SCEGCO; Monteray Construction; Bonitz Flooring; Stern Two Notch Properties; John Deere; Danka Business; URS Mechanical Design; BES Incorporated; PYA/Monarch; McMillan Smith; and the municipalities and counties of South Carolina.

Major Products/Services. The agency's mission statement correctly identifies those products and services provided by the South Carolina Military Department:

"Provide combat-ready units to the U.S. Army and U.S. Air Force...provide planning, coordination and military capabilities in response to State emergencies...add value to State and Nation with community-based organizations, soldiers and airmen."

Strategic Challenges and Performance Improvement Systems. See "Strategic Planning" and "Process Management" sections.

Organizational Chart



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LEADERSHIP

Led by the Adjutant General, Major General Stanhope S. Spears, the senior leadership of the South Carolina Military Department through its Executive Council, the Air Guard and State Operations Quality Councils and the Army's Combat Readiness Council, is vitally involved in all aspects of the agency's operations. These include guiding the agency's long-range strategic planning, development of annual business plans, seeking innovative business-like practices, insuring that performance measures are monitored for excellence and serving as role models for all employees of the organization. It is the leadership's responsibility to ensure that participation in these activities extends to all levels of the organization and is communicated throughout the organization. In turn, feedback from these organizational processes is used to improve the agency's leadership.

Leading by example, the senior leadership provides the environment for innovation and improvement within the agency.

General Spears, the senior ranking Adjutant General in the United States, is a past member of the prestigious Reserve Forces Policy Board. This board is the principal and independent policy advisor to the Secretary of Defense on matters relating to the reserve components. He serves on the Board of Visitors, The Citadel, and is a member of the Advisory Board for Communities-In-Schools in South Carolina. The senior leaders on the military side of the agency have been trained in management principles, team leadership and Malcolm Baldrigetype criteria, viz., Quality Air Force Assessment and Army Performance Improvement Criteria, all at federal expense. Leaders in State Operations receive Malcolm Baldrige training as an on-going project in addition to the courses available through the Budget and Control Board's Human Office, especially the Executive Institute. Their leadership abilities are recognized at all levels of government. For example, the past director of the Emergency Management Division directed a Weapons of Mass Destruction Office at the U.S. Justice Department and returned to South Carolina to serve as executive assistant in charge of homeland security to SLED's Chief Stewart. The current director is a member of the State Counter-Terrorism Coordination Committee and serves as chairman of the Planning, Training and Exercise Sub-committee. He also chairs the National Emergency Management Association (NEMA) Hurricane Sub-Committee. The Deputy Adjutant General for State Operations is past chairman of the statewide Communities-In-Schools Board, an after-school program for at-risk youth.

Senior leadership has also ensured that all employees of the agency have an opportunity to receive training that will enhance their value to the agency. **Training of this nature ensures that future leaders will have both the skills and experience to excel and continue a tradition of excellence in leadership.** Of special note is the agency's "Culture for Change" course, which not only serves to address the diversity of the agency, its mission and its customers, but is a valuable tool for employee feed-back and communication of the organization's strategic plan and action plans.

The agency demonstrates its public responsibilities and practices in many ways. For the eighth consecutive year, the Emergency Management Division compiled, designed, published and distributed more than 622,400 copies – an increase of more than 50,000 over last year - of the "Official S.C. Hurricane Guide," which advises the public regarding actions to take before, during and after hurricanes. The guide was again produced in Spanish as well as English. Partnerships with other government agencies and the private sector were expanded to help defray the costs of printing and distribution. Both English and Spanish versions are available on the division's web site. This year's guide also includes information for special needs populations.

Emergency Management personnel are members on many terrorism preparedness committees, to include state or federal committees for counterterrorism coordination, Strategic National Stockpile, Chempak deployment, ESAR-VP medical volunteers, Emergency Medical Services (EMS) State Advisory Council, Metropolitan Medical Response System, Cities Readiness Initiative, Firefighter Mobilization Committee, the FBI's Joint Terrorism Task Force WMD working group, bio-terrorism advisory, mass casualty, regional homeland security, pandemic flu, bird flu, agro-terrorism, bio-security and food safety, first responder workmen's compensation legislation, COBRA team oversight, WMD modeling and WMD equipment maintenance.

Information technology has a direct impact on the public. Since its adoption of a ".com" address, the agency has had successive years of exceptional growth in the number of web "hits." This web site, which includes a link to the Emergency Management Division, provides the public with ready access to information on the agency, its history and mission; job openings; the State Guard; the StarBase program and the Youth ChalleNGe programs. The agency has also developed an online "Facility Work Request" program for its internal customers. It automatically generates work requests, tracks work requests, assigns work crew and tracks work order cost. This helps save the extremely limited work time available and improves both accountability and customer feedback. **This technology, called PRIDE, is funded 100% by the federal government.**

Agency leadership is committed to education and the youth of South Carolina. This is evidenced by its highly successful Youth ChalleNGe and StarBase programs. The Youth ChalleNGe program in West Columbia is a partnership with the Wil Lou Gray Opportunity School and the program at Camp Long in Aiken is a partnership with Clemson's Youth Learning Institute. The combined data of the two campuses reflect a success rate in post-residential placement of between 80% and 90%. Over 2,300 of South Carolina's young men and women have been graduated and are now leading productive lives as citizens and taxpayers. After relocating to McEntire Joint National Guard Base in Eastover, the StarBase program, now in its sixth year, will soon reach its goal of 700 hours per year instructing at-risk primary graders in science and math.

The Army Guard's Governor's Counterdrug Task Force (100% federally funded at nearly \$2,000,000) addressed over 14,000 young people as of July 2007 (based on federal fiscal year of October-September) on the dangers of drug abuse and distributed information on drug demand reduction. Additionally, this same Task Force provided 16 trained personnel to the Drug Enforcement Administration, the State Grand Jury, Task Force Meth, 15th Circuit Drug Enforcement Unit, the Organized Crime Drug Enforcement Task Force, Richland County Narcotics, York County MDEU, Lexington Narcotics N.E.T., the State Law Enforcement Division, the U.S. Marshals Service and the FBI. It participated in the seizure of drugs, currency, weapons and vehicles in excess of \$72,000,000 through June 2007 and provided a "flying hour program" of 541 hours.

The above are just a few examples of what leadership means to the South Carolina Military Department above and beyond its primary federal mission. Once more, it is worth restating that **the Malcolm Baldrige Criteria include citizenship as a primary element of leadership. This agency is proof of that citizenship with 10,526 Army and Air Guard men and women selflessly and proudly serving their State and Nation at home and abroad.**

It is citizenship at its very best!

STRATEGIC PLANNING

The South Carolina Military Department's strategic plan is the basis for both its longrange and short-term planning. **The agency is now in its 14th year of strategic planning as mandated by Presidential Executive Order**. The original strategic plan began with an analysis of the agency's **strengths, weaknesses, opportunities and threats or SWOT**. The process involved intense study of both internal and external customers. The internal scan covered opportunities for improvement in our culture, human resources, structure, systems, processes and technology. Covered externally were federal and state mandates that affect our vision and mission, demographic trends, technology trends and other relevant topics.

Using input from all sources, leadership formulated **statements of mission, vision and values to reflect the agency's strategic direction**. Goals were developed that are key issues for the agency: **Safety, Personnel Readiness, Training Readiness, Equipment Readiness, Quality of Life and Support of State and Federal Missions.**

In doing business, the SCMD is committed to process improvement by: (1) strategic and annual business planning; (2) quality management; and (3) measurement of key performance indicators. All three of these components are "in line of sight" with the agency's goals as expressed in the strategic plan.

The strategic plan sets the agency's direction long-term, while the annual business/action plan represents short-term initiatives backed-up by measurable action plans. All major work groups participate in this important annual planning process. With the identification and tracking of key performance indicators, the agency is able to gauge its effectiveness and efficiency. When analyzed, these same key performance indicators give management the tools necessary to make sound and business-like decisions.

To accomplish the strategic plan, an Executive Council, comprised of senior leadership from the SCMD's three major elements, was established. This council not only develops longterm policies based on the strategic plan but also serves as a catalyst for process improvement throughout the organization. This has resulted in the formation of Quality Councils for the Army National Guard (known as the Combat Readiness Council), the Air National Guard and State Operations. These councils ensure that the strategic plan, goals and objectives are communicated to every employee through meetings, newsletters and employee courses, such as "Culture for Change." The strategic plan is reviewed annually and updated as necessary in order to remain a viable plan of action for the agency. An understanding of the strategic plan's linkage to the Malcolm Baldrige criteria is critical for the plans success. In November 2006, the Executive Council revisited the agency's strategic plan and the agency's goals.

The deployment of the strategic plan involves all employees of the South Carolina Military Department. The agency's plan addresses improvement opportunities in each agency division and sets objectives and initiatives that are then formulated in the annual business plan. This allows alignment of employee efforts with the issues of most importance to the agency and helps leadership in monitoring programs and the wise use of resources. Progress updates are reported on a regularly scheduled basis throughout the year by the Quality Councils directly to the Executive Council.

Since the events of September 11, leadership of the agency's three components have been meeting weekly. These SITREPS (Situation Reports) cover the latest available information from the White House, the Department of Defense, Departments of the Army and Air Force, the National Guard Bureau and the Governor's Office. This intelligence is of the utmost importance in assisting the agency to achieve its state and federal mandates during these difficult times.

Performance measures are an important part of the strategic planning process and help the agency track and measure progress on issues directly tied to the goals of the strategic plan. These include: recruiting and retention, facility management and maintenance, response times to emergencies, error rates, cycle time reduction, customer satisfaction, employee expectations and needs, and employee and external customer training. The agency benchmarks with other states and like agencies to identify, translate and implement best practices.

Strategic planning, initiatives for quality improvement and key performance measure are the agency's tools in determining how successful it is in achieving its goals and accomplishing the mission set forth in the strategic plan.

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 06-07 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II. Armory Operations	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Request additional funding to support contractual agreement between State and Federal government/Initiate and implement self help and community support locally/Pursue proactive armory rental program	Graph 7.3-4 Graph 7.3-5 Chart 7.1-14 Chart 7.2-15 Chart 7.3-16 Chart 7.3-17
VI. Army Contract Support	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Support Army Guard initiatives in environmental, security, recruitment, training, telecommunications and youth programs	Graphs 7.2-37 thru 7.2-40
IX. Emergency Management Division	Impacts five agency goals: Safety, Personnel Readiness, Training Readiness, Support of State and Federal Missions and Quality of Life	Increased funding for additional staff/Funding to provide State match to enhance the "Emergency Management Program"	Graphs 7.2-18 thru 7.3-34
VIII. McEntire ANG Station	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Support Air Guard initiatives in environmental, security, recruitment, operations and maintenance, and youth programs	Graph 7.2-41

STRATEGIC PLANNING

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

CUSTOMER FOCUS AND SATISFACTION

Identification of customers and their needs is crucial to the agency's strategic planning process. The very diversity of the South Carolina Military Department's operations precludes a complete list of external customers. Primary external customers were provided earlier in this document in the section entitled: Organizational Profile. Many of these customers are mandated by State and Federal law.

All of these customer groups provide input and feedback on the agency's processes. A variety of methods is employed to determine their market requirements and expectations. These include but are not limited to:

- Executive Council Meetings
- Workshops
- Command Climate Surveys (Army and Air National Guard)
- Recruiting and Retention Surveys (Army and Air National Guard)
- Participation in State and National Conferences
- After Action Reports and Debriefings
- In-process Reviews (IPRs)
- Vendor Surveys
- One-on-One Customer Surveys
- On-Site Surveys
- Exit Interviews (State Employees)
- Hurricane Season Assessment (EMD)
- Training Needs Assessment for Local and State Officials (SCEMD)
- Training Needs Assessment for State Employees
- Customer Satisfaction Surveys Internal and External
- Town Hall Meetings Employees of the Agency

- Weekly Meetings of the Senior Leadership (Army, Air and State)
- Utilization of the Agency's Web Site
- Quarterly State Employee Newsletter

Information gained from the above processes is analyzed and tracked in order for the agency to improve practices that enhance customer satisfaction. Recent assessments show that **customer focus and satisfaction indicated an area of opportunity for the agency**. In an effort to overcome this deficiency, several innovative programs have been established.

- Established a more secure, reliable and significantly faster server access for remote SABAR (state accounting system) customers. Many of these remote customers are federal employees of the agency who must access certain accounting information because of State/Federal programs.
- Developed a program that allows remote users to initiate work order requests, follow the status of the requests, assign work crews and track order costs, thereby saving on work time available and improving both accountability and customer feedback. The program is called PRIDE and supported by 100% federal dollars.
- Continuous improvement of the agency's web site for the dissemination of information to customers and the general public. Conversion to a .com address greatly enhanced public accessibility. For FY 06-07, the agency recorded 289,830 visits.
- SCEMD redesigned its website to enhance its appearance and reorganized to make maintenance easier. Updates include current information on training course, county director information, updated plans, news releases, new signatories of mutual aid and more. Also, the new site is American Disabilities Act (ADA) compliant to help those with disabilities obtain better access to information.
- SCEMD enhanced Public Information Phone Systems (PIPS) planning and operations by including the SC Commission for Minority Affairs into the PIPS operation for Hispanic translation and liaison, and by identifying an alternate PIPS site to ensure uninterrupted service.
- Site visits and customer needs assessments are tracked and reported through the facility management office's "Installation Status Reporting System" (ISR). The ISR and "Service Base Costing" (SBC) automated programs are currently used to measure satisfaction and customer needs.
- The agency's budget and finance section determined that vendors required a fast turnaround on invoice payments. A goal of six days was established in order to process payments in a timely fashion. This year's turnaround time was an average of 1.9 days compared to last year's 4.33 days to the Comptroller General's Office and an average 5.4 days from the CG's office to the agency remained unchanged. Both measurements

indicate improvement with the desired turnaround in both instances being 6 days. See Charts 7.2-8 and 7.2-9.

- Four years ago, the Deputy Adjutant General for State Operations and the United States Property and Fiscal Officer (USPFO) initiated regularly scheduled meetings with Federal and State program managers to better serve customers, internal and external, on critical issues regarding budget and human resource issues. These meetings continue to provide a valuable conduit in communicating across State and Federal areas of responsibility.
- The agency's human resources section established a universal evaluation date of July 1 for all state employees using a combined position description and employee performance form endorsed by the Budget and Control Board's Human Resources Office.
- In support of the agency's deployed military force, energetic and volunteer Family Support Groups have been formed throughout the state to keep spouses fully informed on benefits, news from the field and information on available resources. A newsletter, which has received national recognition from the Department of Defense, and an e-mail network (http://www.NGFamilyofOne.org) were established to further communications.

The South Carolina Military Department is continually exploring ways to correct weaknesses in existing processes that hinder our progress in achieving operational excellence.

The agency must ensure that our customers' needs and expectations are being met.

MEASUREMENT, ANALYSIS AND KNOWLEDGE

The agency's divisions have developed performance measures to monitor system inputs, outputs and outcomes and improve these systems by eliminating special and common cause variations. These measurements reflect the information necessary for quality management to make data-based decisions that are wise, business-like and in the best interests of the customer. These measurements also ensure that the systems are operating properly to achieve the strategic plan's goals in the delivery of products or services to the agency's customers.

The agency's strategic plan calls for action plans that are "in line of sight" with the goals of the South Carolina Military Department. Action plans are the direct result of collective input from senior leadership, directorates, staff and, of course, the customers. Action plans assign responsibility either to an individual or group. They have established deadlines and designated metrics for the measurement of progress. These measurements are analyzed and interpreted on a regular basis by senior leadership through staff meetings held weekly, monthly, quarterly or annually, e.g., Quality Council meetings for Army and Air Guard and State Operations, the Executive Council and the annual Strategic Conference. Since the action plans are "works in progress," they are modified as deemed necessary by senior leadership in order to meet the needs of the State and Federal governments and other key customers.

Both Army and Air National Guard have in place measurable key performance indicators tied directly to the agency's goals: **Safety** – regularly scheduled accident reports with appropriate follow-up action as necessary; **Personnel Readiness** – recruiting and retention reports that are briefed on a regular basis to commanders for their immediate action; **Training Readiness** – unit status reports reflect the readiness of Guard personnel in the event of Federal deployment or State emergencies; **Equipment Readiness** – regular and frequent equipment readiness reports in support of soldiers and airmen; **Quality of Life** – quarterly meetings of facility personnel to address maintenance, future needs and training requirements; and **Support of State Missions** – regularly scheduled meeting and daily liaison with the Emergency Management Division.

Similarly, State Operations has key performance indicators in "line of sight" with the agency's goals. These key performance indicators are considered so important to the day-to-day operations of the agency that they are reported on and analyzed monthly as well as at quarterly meetings.

Here are some examples of activities within State Operations with respect to in formation gathering, measurement and analysis:

• Comparative data are gathered from like events such as hurricane to hurricane or winter storm to winter storm. This is necessary since the personnel and equipment mix is different each time. Logistical analysis is used to select the right mix and avoid over expenditure and waste.

- Youth ChalleNGe collects data from monthly reports to track performance levels of the residential and post-residential phases of this program for at-risk youth. These data are transferred for validation to the program's contractor, the National Guard Bureau, and are benchmarked against other states' programs.
- The Facilities Management Office maintains historical data, reviewing results and lessons learned. It maintains an open dialogue for constructive criticism among employees, project managers and contractor such as architects and construction companies. Additionally, it maintains maximum information management standards while setting realistic priorities within human resource restraints.
- The Human Resources Office maintains trend charts on state FTEs, number of vacancies, individual employee training, grant/agreement employees and temporary hires. HRO maintains open lines of communication through meetings, conferences and seminars with supervisors and program managers within the agency as well as the Office of Human Resources at the Budget and Control Board. These key performance indicators are monitored on a regular basis to ensure federal and state compliance.
- SCEMD develops an annual work plan that defines priorities, milestones and end products within 14 separate functions in order to apply for Emergency Management Performance Grant (EMPG) funding through FEMA. This funding allows South Carolina to structure programs based on identified needs and priorities in the event of emergencies.
- Additionally, SCEMD conducts a "Joint Assessment" with each county to review every aspect of their emergency management program. Information and customer feedback is collected in order to "fine tune" programs and establish priorities.
- The State's SCEMD program is evaluated every three years using the "Capability Assessment for Readiness" instrument provided by FEMA. National results are published which allows SCEMD to benchmark against other programs across the country.
- In the accountability area, SCEMD and the contractor for SABAR developed a module to track disaster payments and balances in the SABAR accounting system that will save taxpayer dollars and speed up delivery of services and products.

These are just a few instances of how the South Carolina Military Department utilizes information gathering techniques and their analyses to become more accountable to the citizens of South Carolina and provide services in a timely and efficient manner.

HUMAN RESOURCE FOCUS

The Adjutant General's staff consists of 1,585 federal technicians and Army Guard Reserve (AGR) personnel (100% federally funded with annual payroll of more than \$119,000,000 and 375 state employees who are FTEs, grant/agreement positions (grant/agreement positions are 100% federally funded) and temporary staff. This staff operates from the Columbia headquarters on Bluff Road, 68 armories throughout the state, two Army National Guard training sites and one Air National Guard station. The South Carolina Military Department is committed to attract South Carolina's best and brightest, retain them and develop them to their fullest potential. In order to succeed, employees are empowered to cross team and/or division lines to communicate issues and collaborate to optimize service delivery.

Leadership's responsibility does not end with internal staffing but extends to citizen-soldiers of the state's Army and Air National Guard, one of the agency's largest customer groups, which generates an annual payroll of over \$42,000,000 in federal dollars. For the first time in nearly a decade, there is a significant upward trend in strength due in part to the patriotism following the September 11, 2001 terrorist attacks. Over five years ago, Dr. Hardy Merritt of the Budget and Control Board conducted a milestone survey of the Army and Air Guard and identified the influence of a civilian job as one of the major reasons people leave the Guard. Because of that finding, this agency has supported a stronger "Employer Support for Guard and Reserve" (ESGR) program and numerous Family Support Groups throughout the state to assist families of deployed spouses.

As traditional National Guard men and women, these customers come to us one weekend a month and two weeks a year for training. Part of customer satisfaction for the citizen-soldiers is receiving the quality training they expect in a timely and efficient manner. Thus, the agency's responsibility extends not only to providing training of the highest caliber available but providing facilities that are mission specific, free of health and environmental hazards and generally pleasing in which to work. Personnel and facilities continue to be among the driving forces of this organization.

The events of September 11 and the period following were strong evidence of the agency's ability to meet its Federal and State mandates. Calls from the President and the Governor to perform immediate service were answered swiftly and in a highly professional manner. The Guard continues to play an important and vital role in homeland security, duty overseas and meeting state emergencies.

State employment recruitment and retention face problems. Every effort is made to hire the best qualified people for the job, train them, provide them with the right tools and technology and provide a work environment that is safe, healthy and pleasing to work in. Processes are in place to reward exceptional performance with pay increases when possible and recognition through an awards program. In line with directives from the Governor's Office, awards are presented annually on an "Employee Appreciation Day."

Employees perform better when they are kept fully informed. The agency's newsletter entitled "All About Us" keeps employees up-to-date on policy changes, upcoming agency seminars and courses, employee recognition and other pertinent data. The newsletter is made available in printed form as well as on-line. Also a "Culture for Change" course is required for all new employees and for all those employees who have not received quality awareness training. The course offers an overview of the agency and its different components, tours of the McEntire Joint National Guard Base, the Army National Guard's McCrady Training Center and Emergency Management Division's headquarters, a core of instruction on customer service and a briefing on the agency's strategic planning process and business plan. At commencement, a member of the senior leadership addresses the class and answers questions. Courses of this type help employees gain the skills and knowledge to become future leaders of the agency. **The human resources office has developed a strategy to cross-train staff members within the human resource office in order to provide better customer service to our customers. This type of cross-training will also offer each individual staff member an opportunity to better understand the overall scope of the department and gain additional knowledge.**

Seeing a preventive need in the area of sexual harassment education and appropriate follow-up disciplinary action, the agency's human resource section established a mandatory course of instruction for all state employees. Additional courses include workplace violence and knowledge of the agency's progressive discipline policies. The agency continues to update policies and making them available on-line reflecting the most recent changes for the information of supervisors and employees alike.

The Human Resources Office has updated and streamlined the new employee orientation process. This comprehensive orientation will ensure that complete and accurate information is disseminated to employees and ensure compliance with applicable laws and regulations.

A flexible work schedule also allows employees time to pursue undergraduate and postgraduate courses. While additional education contributes to the individual's quality of life, it also enhances the individual's value to the agency. The human resources section has a continuing program which determines individual needs, e.g., supervisory training, management skills, labor law issues and other relevant areas. **Professional training of this nature is critical in preventing the loss of skilled personnel. An annual training calendar has been developed for employees and supervisors to select training courses.**

Since the alternate workweek schedule was implemented two fiscal years ago, employees have had greater flexibility in accomplishing the continuously growing workplace requirements as well as coordinate personal and/or family needs which has produced additional employee satisfaction. A state employee has the option, with the consent of the supervisor and/or program manager, of (1) Eight hours per days, five days a week for two weeks; (2) eight hours per day, five days a week for the first week and 10 hours per day, four days a week for the second week; and (3) 10 hours per day for four days each week.

Information technology plays an important role in today's marketplace by increasing the speed of internal processes and the faster delivery of services to the agency's customers. The dramatic network speed upgrade from a 10MB/sec to a 100MB/sec network has greatly

enhanced the agency's ability to serve its customers and supply its employees with state-of-theart technology. Related human resource forms have been automated to give Program Managers ease of access to these management tools that are necessary for handling human resource issues such as new hires, salary changes and terminations.

An agency-wide 40-hour workweek was adopted to increase productivity and efficiency. This move gained the agency 16.25 workdays per year per employee who had worked a 37.5 hour week.

In Fiscal Year 2003-2004, a universal evaluation date of July 1 was established by the human resources section. This process continues to reduce the amount of time involved in the employee evaluation process while promoting accuracy of position descriptions and timely submission of employee evaluations and employee planning documents to be filed with human resources. Accuracy in these records is especially important for grant/agreement employees governed by federal regulations and is important overall in the event of a staff reduction-in-force.

Some of the tools used by human resources to measure areas of personnel concerns/issues include: Program managers' meetings, "Town Hall" meetings, identification of training needs, customer satisfaction surveys – both external and external, employee exit interviews, utilization of the agency's web site and regular communications through the state employee newsletter.

Employee well-being and satisfaction is a significant indicator of the agency's return on investment.

PROCESS MANAGEMENT

A responsibility of quality management is the identification and monitoring of key organizational processes that affect customer needs and business results. These processes need to be under constant review for improvement, elimination and/or additions. These processes and their measurement are the key to the agency's strategic plan in delivering quality products/services to its customers.

The South Carolina Military Army and Air National Guard have federal mandates that require regular reports on a number of mission-essential processes along with appropriate metrics. These include recruiting and retention, strength, training and equipment readiness. Additional requirements, but of high customer importance, are pay and leave records, officer and enlisted evaluations, promotions, benefits and retirement. All processes support the goals of the agency's strategic plan.

Here are a few examples of process management and process improvement within State Operations of the SCMD:

SCEMD coordinates the disaster planning process with key emergency related state agencies and volunteer organizations to ensure a successful response to disasters. The planning process is continued with the update and publication of the State Emergency Operations Plan that sets the guidelines for disaster response and recovery for state and local officials. State agencies continue the planning process by developing standard operating procedures (SOPs). As part of the development strategy, SCEMD conducts annual reviews and certifications.

The CFMO supplements standard internal procedures and maintains flexibility in the face of changing work requirements through several means, to include:

- In-progress reviews
- Quarterly progress reviews
- Process refinement initiatives designed to address unique requirements
- On-going SOP refinement

Open communications and collaboration within the CFMO enhance the ability to work efficiently and effectively. The following steps support efficient product and service delivery:

- Prioritize customer needs and allocate funding accordingly
- Identify, prioritize and initiate work order processing
- Complete necessary programming documents
- Track progress from initiation through project completion

SCEMD regularly reviews the latest scientific and technological developments from vendors, government agencies and peer-reviewed research journals.

Other SCEMD process management activities included:

- Work with the University of South Carolina's Hazards Research Lab to continue improving the state's "Hazards Assessment" data.
- Revision and update to the "South Carolina Earthquake Plan."
- Revision and update to the "Individual Assistance Administrative Plan."
- Assisting the State Department of Homeland Security in updating the statewide homeland security strategy, increased the Statewide Mutual Aid Agreement signatories and updated local and state EOP terrorism annexes according to the National Response Plan.

The agency's budget and finance section continues process improvements with quarterly meetings of the Army National Guard's administrative officers to brief them on armory operations' issues, and also attends, along with the human resources section, regularly scheduled meetings of federal and state program managers to discuss personnel and budget issues.

The budget and finance section is also providing on-going training to unit managers of each armory maintenance fund to ensure a strict accountability of receipts and expenditures. Budget and finance accountants attend numerous meetings in order to ensure compliance with state and federal requirements.

Historically, natural disasters have been fiscally open-ended events where "price is no object." Price very much becomes an object after the event is over, for months and sometimes years to come. Close working ties with state operations, the Army and Air National Guard and SCEMD have established more accurate estimates and projections on the front-end when much sounder decisions can be made on application of troops and equipment during an emergency.

The human resources section, as noted earlier, was responsible for establishing a universal evaluation date for all state employees, thus streamlining a system that was bogged down in paperwork and staggered deadlines. The universal evaluation date and a new form incorporating job descriptions as well as employee planning have facilitated the process for both employee and supervisor.

Additionally, the establishment of a flexible workweek allows state employees, with their program managers/supervisors approval, to opt for (1) Eight hours per day, five days a week for two weeks; (2) Eight hours per day, five days per week for the first week and 10 hours per days, four days per week the second week, or (3) 10 hours per day, four days per week for each of the two weeks.

An energy section within the CFMO is the driving force to reduce energy consumption. Monthly statistics are collected and analyzed for further action such as lighting retrofits, etc. Consumer suggestions, seminars, interviews and facility manager input on how to save energy are important to this process. As a result of this dialogue, an Internet was developed where callers can obtain exact information on how much energy was consumed by their particular facility and in what areas. **This agency has been cited repeatedly by the Budget and Board Control Board for its energy conservation programs.** In FY 06-07, the agency's information technology section completed a major upgrade to meet growing information demands and to ensure continued network reliability: two new IBM servers, a storage area network (SAN) and a new HP backup solution were installed. This was completed without significant downtime during normal duty hours.

CFMO is using a new concept called "Planning Charrette" on all major construction projects. The program effectively connects subject matter experts in all engineering fields with the end-users of a proposed facility during the design phase. This is a tremendous asset in that all aspects of planning and coordination are initiated at the very beginning of a project. In short, this means that the customer – the end user- of the facility is involved in critical decisions.

It was clear from the agency's Malcolm Baldrige-type assessment that process management is an area that requires constant attention and on-going review. This agency is dedicated to rigidly addressing information flow, follow-up actions when necessary, revisiting processes to correct weaknesses, develop better tracking and trending mechanisms, and, of course, improved measurements.

Our customers deserve no less!

KEY BUSINESS RESULTS

Name:	Office of the	Adjutant General
Cost:	\$ 1,469,485	State
	650,161	State (Employer Contribution)
	19,790	State (Military Personnel)
	20,122	State (Military Operations)
	62,523	State (Army Contract)
	304,199	State (Air Contract)
	\$2,526,780	Total

Goal: Manage the agency and the South Carolina National Guard in accordance with Section 25-1-350, South Carolina Code of Laws, 1976, as amended.

Objectives: Provide direct support of the organizational goals which enable the agency to achieve its mission and vision. The six goals of the South Carolina Military Department are:

#1 - Safety	#5 - Quality of Life
#2 – Personnel Readiness	#6 - Strengthen Support for State and Federal Missions
#3 - Training Readiness	

#4 - Equipment Readiness

Key Results:

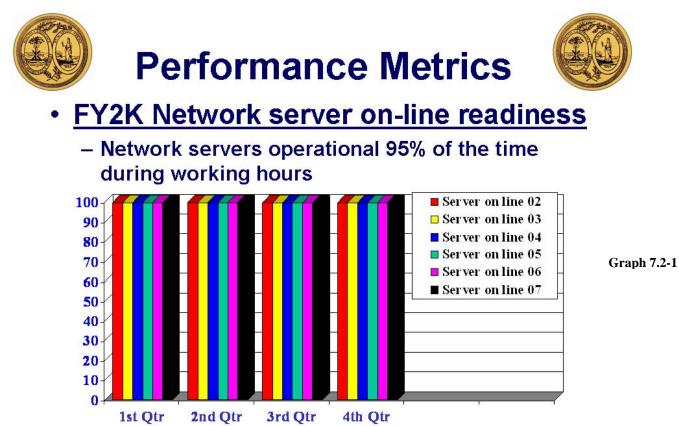
In promoting the goals of "Quality of Life" and "Strengthen Support for State and Federal Missions", the agency has developed a website to provide customers with information concerning the South Carolina Army and Air Guard, the Youth ChalleNGe Academies, the South Carolina State Guard, the Emergency Management Division, StarBase and State Operations. The website also supplies valuable information on Family Readiness matters relating to the spouses of deployed military personnel. The tracking of the number of hits to this site is an indication of the effectiveness of this initiative. In Fiscal Year 06-07, the agency's web site, <u>www.scguard.com</u>, logged over 289,000 visits. Additionally, the agency has implemented a more secure, reliable and significantly faster server access for our remote SABAR accounting system customers utilizing Citrix. Continued improvement in data access and reporting is now being realized.

In its role of supporting military activities, the state operations of this agency must be able to interface with its federal counterpart by way of the most advanced technology available. **Failure**

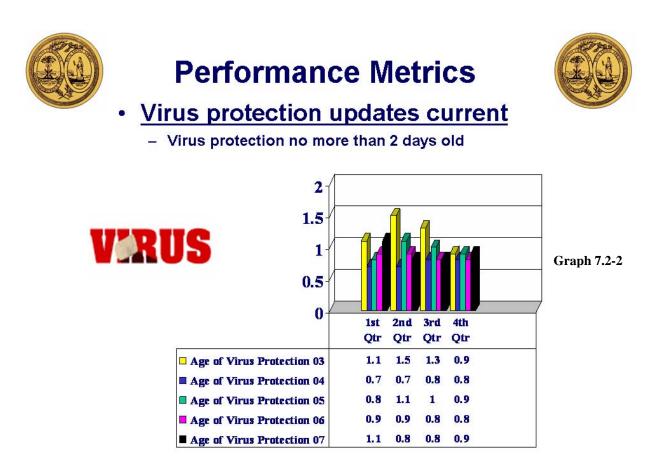
to do so results in costly delays that can, and indeed do, affect the security and safety of citizens both in South Carolina and the country at large.

The agency's information technology section has suffered from the last several years of budget shortfalls. Even in the face of such obstacles, the information technology section has established three very important metrics to ensure the collection and transmission of data affecting not only the military but matters relevant to emergency management, personnel and budget and finance.

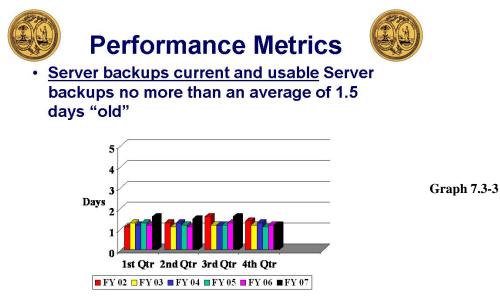
The graphs below indicate three areas of extreme importance to operations: server on-line readiness, virus protection and server back-up.



In the above graph, the goal of server on-line readiness for FY 05-06 was 95%. The achieved result was over 99%.

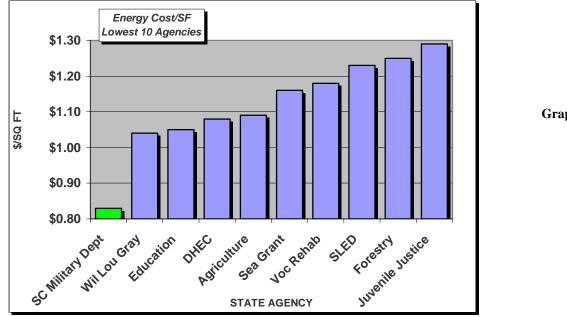


In the above graph, the goal of virus protection updates was no more than two days for the fiscal year. The result achieved was less than two days.



In the above graph, the goal of server backups was no more than an average of 1.5 days old. The goal was achieved with a less than 1.5 days average.

The facilities management office continues to manage energy consumption and work towards overall reductions in this area. During Fiscal Year 04 (the most current report from the State Energy Office), the South Carolina Military Department ranked third among state agencies with the lowest energy use per square foot. Additionally, this agency ranked first among state agencies with the lowest energy cost per square foot the same fiscal year - \$0.83 per square foot!



Energy consumption increased just over 1.5% over 2006, while utility expense decreased approximately 2.0%. This slight increase in usage reflects an increase in activity because of the high OPTEMPO associated with mobilizations.

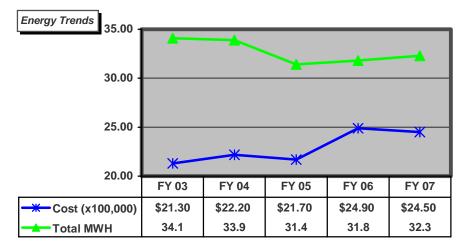
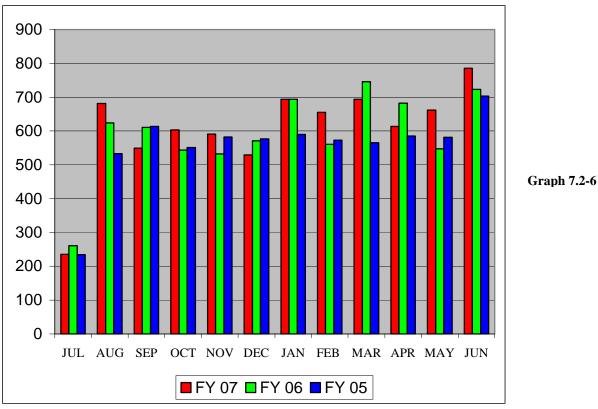


Chart 7.3-5

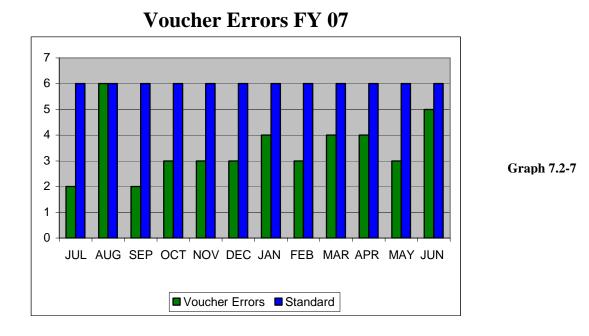
Graph 7.3-4

The budget and finance division of State Operations charts and trends several key performance indicators. These include the number of vouchers processed against an average standard from previous years, the number of voucher errors against an average standard, the average process time to the Comptroller General's office and the average process time from the Comptroller General's office.

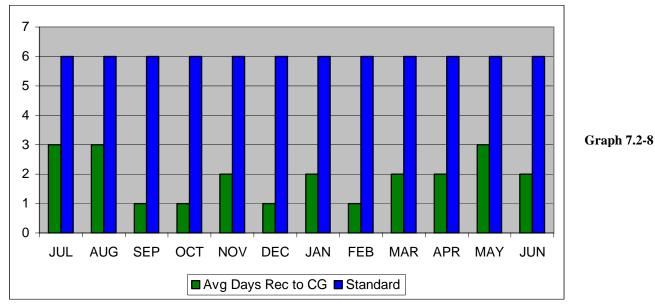
The division uses these indicators to monitor and maintain work flow at an acceptable level. The agency continues to recognize savings from reducing vouchers processed as a result of the procurement card program. The following charts are self-explanatory:

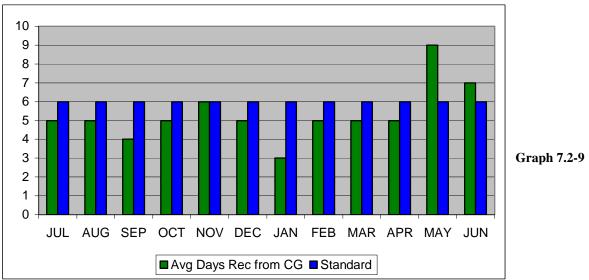


Number of Vouchers Processed Monthly



Average Process Time to CG's FY 07



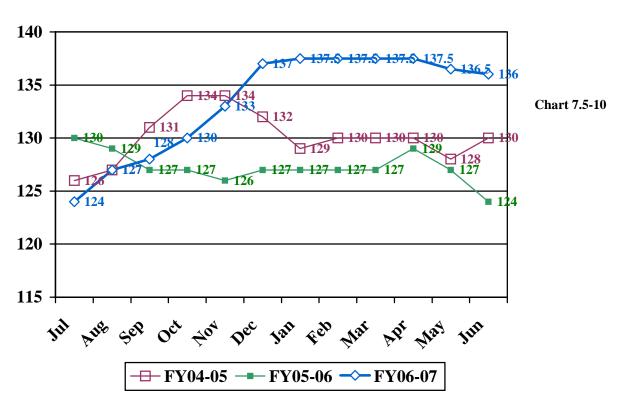


Average Process Time From CG's FY 07

The charts are also a reminder that vendors are customers, too!

Just as information management, energy conservation and the processing of vouchers are important, so, too, is the management of the agency's workforce.

The following charts track and monitor the agency's State FTE allocation, State FTE vacancies, grant/agreement positions and the temporary workforce. The South Carolina Military Department has made every effort to keep state FTEs to a bare minimum and fully utilize wherever possible grant/agreement positions which are 100% federally funded. As of June 30, 2007, a total of 150 FTEs were authorized.



State FTE Allocation

State FTE Vacancies

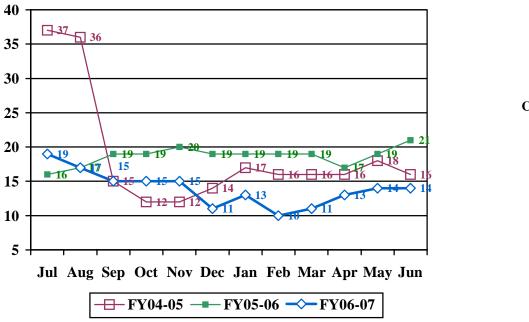
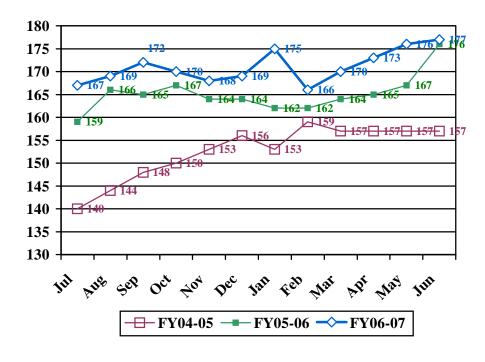


Chart 7.5-11

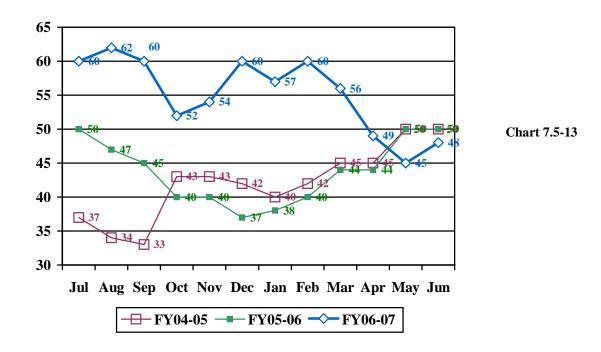


Grant/Agreement Positions

Chart 7.5-12

39

Temporary Workforce

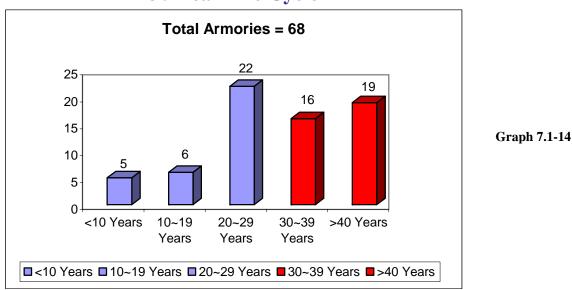


Name:	Armory Operations			
Cost:	\$1,253,068	State		
	\$406,333	Earmarked		
	\$534,021	Federal		
-	\$2,193,422	Total		

Goal: Manage facility programs in accordance with Section 25-1-1620, South Carolina Code of Laws, 1976, as amended. Provide quality facilities for use by the South Carolina Army National Guard in support of federal training missions as mandated by the United States Army and the National Guard Bureau and support to the local communities. Program considers adequacy of facility relative to providing needed space for meeting strength requirements and fielding military equipment.

Objectives:

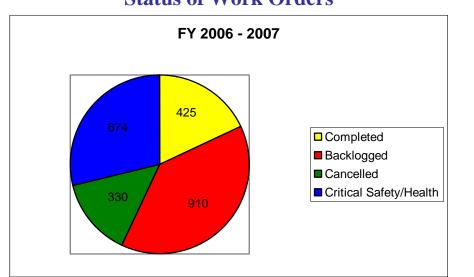
- Conduct comprehensive inspections of all supported facilities to identify and prioritize maintenance/construction requirements.
- Develop long-range plans for maintenance, repair and construction of facilities to meet program goal.
- Improve the physical condition of the facilities and ensure that they provide a safe and clean environment for employees and the general public at the lowest possible cost.
- Safely and effectively manage hazardous materials, to protect and preserve natural and cultural resources, to protect endangered species, to manage erosion control, to manage land-disturbing activities, to manage the underground storage tank program and to facilitate the removal and disposal of asbestos containing materials at existing locations.
- Effectively and efficiently manage the military construction program.
- The current goal is to close armories that are outside the 30-year Life Cycle and replace these facilities where appropriate and feasible, see Graph 7.1-14, 30-Year Life Cycle. The Construction and Facilities Management Office (CMFO) intends to consolidate units to gain greater efficiencies in construction, and long-term maintenance and operational costs. The older facilities are typically energy inefficient, costly to maintain, and some do not meet current mission requirements. Consolidations and/or replacements are intended to address these issues, although this is certainly a long-term strategy due to funding constraints. While closings and consolidations have a positive fiscal impact, this reduces the presence of the National Guard in our communities.



30 Year Life Cycle

- In FY 06-07, the CFMO started construction of one new facility, the Charleston Readiness Center in partnership with The Citadel. During the same period, armories in Lockhart, Bamberg, Inman, Jonesville and Lake City were closed based on the 30-year standard. This leaves 68 armories across the State.
- The CFMO employs the automated Pride Work Order System for maintenance and repair projects. This process is intended to identify shortfalls, validate needs and improve customer satisfaction. By consistent process refinement this agency strives to eliminate needless delays and miscommunication regarding the needs of a customer. The customer initiates the process by completing an automated work request. The request is given a priority code and assigned to the appropriate shop or contractor. The customer may access Pride Web throughout this process to check the status of his work order. A backlog of work orders exists when there is a lack of funding for maintenance and repair. The Pride system does indicate to the customer when a work order is delayed pending funding. By communicating to the customer our plan and timeline for accomplishing backlogged work orders, the agency is able to allay customer frustrations, thereby improving customer satisfaction.

Graph 7.2-15

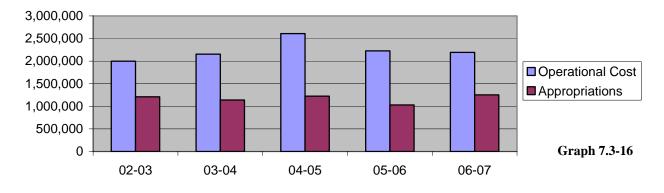


Status of Work Orders

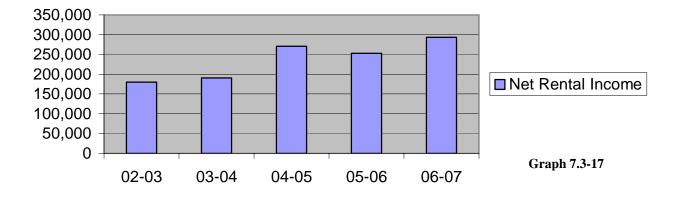
• The CFMO completed 12 minor construction projects during this State Fiscal Year, spending a total of \$3,134,844 with a breakdown of \$3,101,094 in Federal funds and \$33,750 in State funds. The top 10 projects were:

Battalion Forward Operating Base Training Site McCrady EST and VCOT Building McCrady Company HQ Building McCrady AT Enlisted Barracks Det 1/B/2-238th Readiness Building Addition Walterboro Organizational Storage Building McCrady Storage Building AASF Renovations Sumter Organizational Parking Congaree Organizational Parking

Armory Operations Cost



• State Appropriations for 2006-2007 Armory Operations totaled \$1,253,068. Rental revenue and federal dollars provided the funds for the remaining \$940,358 of cost. The total annual operating cost for the year was \$2,193,426.



Net Rental Income

Funding shortfalls required to offset operating costs and make emergency repairs were derived from carry-forward funds from the previous year as an active rental program. Proceeds derived from the rental of armories, authorized through the annual Appropriations Act, totaled \$293,477 net of expenses.

Name: South Carolina Emergency Management Division (SCEMD Plans, Training and Operations - Part I)

Cost:

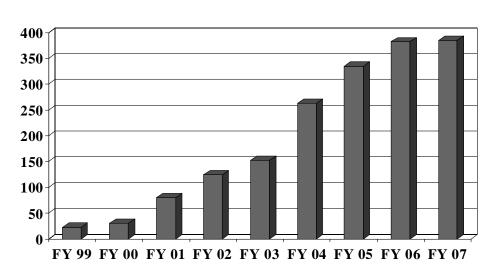
		<u>SCEMD</u>	Pass Three	ough
State:	\$	1,932,949	\$ 55,	350
Supplemental One	Time Appropriation \$	173,792		-0-
State Disaster:	\$	69,945	\$ 1,034,	261
Earmarked:	\$	1,341,396	\$ 1,065,	109
Federal:	\$ <u>.</u>	3,226,738	\$ <u>11,333,</u>	144
Total:	\$	6,744,820	\$13,487,	864

Goal: Reduce human suffering and enhance the State's capability to recover from a disaster.

Objective: Provide state and federal assistance to respond and recover from disasters.

Key Results:

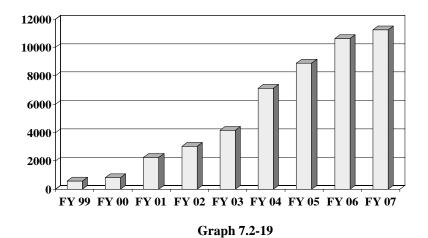
- SCEMD provides numerous emergency management-training programs and conducts exercises to validate plans and to test the state's capability to respond to emergencies. Although we had several emergencies this past year, the training program continued to expand.
- For FY07, the goal was again to maintain the number of courses presented and the personnel trained at or above the baseline of FY01. Three hundred eighty-four training events were offered and attended by 11,249 participants. Courses offered were 480% and personnel trained were 557% of the baseline and increased 1% and 6% respectively over last year. The quality of training is as important as quantity. The goal was to maintain student ratings of courses above 4.0 on a scale of 1 to 5, with 5 being the highest. For FY07, the average course rating was again 4.55. Although exercises also provide an excellent opportunity for training, the 4,507 participants in the 94 exercises conducted this year are not included in the above figures.

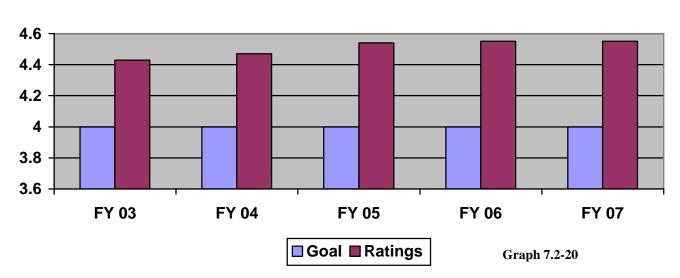


Courses Conducted

Graph 7.2-18

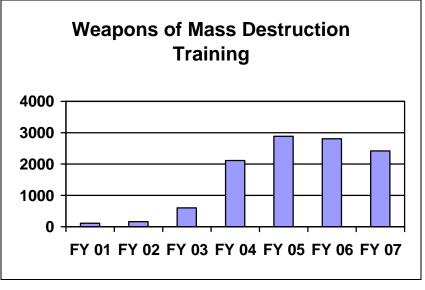
Personnel Trained





Course Ratings

Weapons of Mass Destruction training for more than eight hundred-two (802) responders was coordinated by SCEMD for Department of Homeland Security courses held at Anniston, Alabama; the Nevada Test Site; Socorro, New Mexico; Dugway Proving Ground, Utah; and College Station, Texas. This was an increase of 28% from the previous year. Seven hundred thirty-one (731) responders attended twenty-eight (28) Department of Homeland Security mobile courses conducted within the state. Eight hundred eighty-four (884) responders attended planning conferences where WMD training took place. Therefore, two thousand four hundred-seventeen (2,417) responders received WMD training. Although not included in these figures, two thousand seven hundred sixty-two (2,762) responders participated in ten (10) WMD exercises

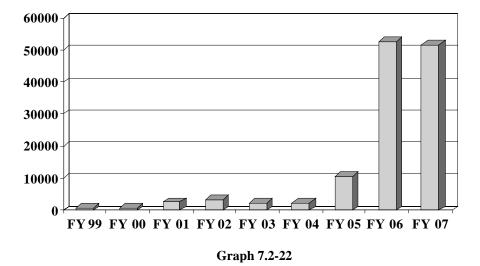


Graph 7.2-21

• Personnel from South Carolina successfully completed 51,493 independent study courses offered by FEMA's Emergency Management Institute during FY07. Figures for

February through June are not yet available but are expected to average more than 3,000 per month. This compares with the total of 29,157 completions for all of FY82 through FY05.

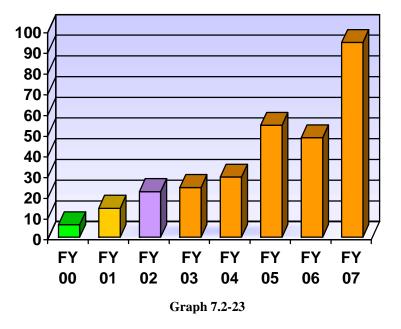
Independent Study Course Completions



- SCEMD developed, coordinated, and participated in 94 exercises involving 4,507 personnel during the past year.
- Three tabletop exercises were conducted for groups of primary members of the State Emergency Response Team (SERT) to test the procedures they would use if the state experienced a Weapons of Mass Destruction incident.
- Tabletop exercises were conducted for the entire SERT to test procedures when responding to a hazardous materials incident and a hurricane.
- A two-day full-scale exercise was conducted to validate the State Earthquake Plan. An earthquake similar in size and location to the 1886 Charleston earthquake was used in the scenario.
- One federally evaluated fixed nuclear facility exercise was conducted with no deficiencies noted.

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- Three federally evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident were successfully completed without any deficiencies.
- Seven federally evaluated exercises involving Federal Energy Regulatory Commission dams were successfully completed with no deficiencies noted.
- Ten Weapons of Mass Destruction exercises were conducted. These included one workshop, two tabletop exercises, three functional exercises, and four full-scale exercises and involved 2,762 responders. These exercises were directed by the State or Regional Counter Terrorism Coordinating Committees.
- SCEMD assisted the Highway Patrol in developing and conducting a tabletop exercise and functional exercise to test their lane-reversal and counter-flow procedures in response to a hurricane. More than 150 troopers participated in the functional exercise.
- SCEMD personnel participated in thirty-seven other exercises conducted by counties or other state agencies.



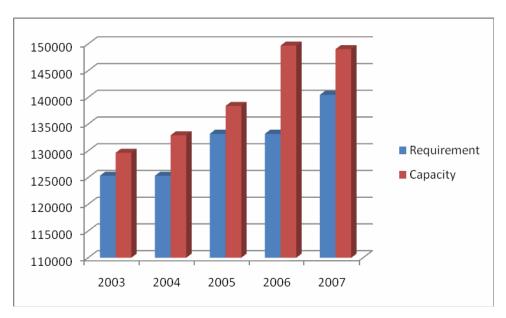
Exercises Conducted

Name:	South Carolina Emergency Management Division (SCEMD Plans, Training and Operations – Part II)
Cost:	See Costs, Part I.
Goal:	Reduce human suffering and enhance the state's capability to respond to and recover from a disaster.
Objective:	Improve the state's capability to respond to hurricanes.

Key Results:

- **Hurricane evacuation fuel plan**: In FY07, SCEMD conceived, and formed a unique partnership with the petroleum industry to establish a plan to ensure fuel will be available to the evacuating public along the state's hurricane evacuation routes. This unique initiative establishes a partnership whereby EXXON, HESS, SHELL, and HOT SPOT companies maintain fuel inventories at each of 21 selected filling stations throughout the entire Voluntary and Mandatory evacuation periods. The state assists with route planning, route assistance, and / or escort of bulk transport vehicles as required.
- **Human Needs Assessments**: In FY07, SCEMD expanded the focus of hurricane impact planning and developed post impact human needs assessments for food, water, ice, and other consumables. SCEMD planners can now pre-plan post-impact shipments of relief supplies, thus ensuring a timely, efficient response to the human need.
- **Disaster Commodities Warehouse**: In FY07, SCEMD requested funding and initiated a search for a warehouse to store disaster relief supplies. When the project is completed, South Carolina will possess the warehouse and capacity to store a three day supply of food, water, and other consumables for 50,000 disaster victims.
- Generator Transfer Switches: SCEMD requested and received funds, and began the first phase of an initiative to install generator transfer switches in each of the state's hurricane evacuation shelters. Switches are currently being installed in shelters located in coastal and near coastal counties.
- **Regional Emergency Management (REM) Program**: In FY07, and through an initiative funded by the legislature, SCEMD sourced personnel and began the employment of Regional Emergency Managers. They are SCEMD staff that live and work full time in each of the division's six emergency management regions. The program enhances emergency management presence, technical expertise, and day-to-day assistance to each of the 46 county emergency management programs.

• State shelters capacity continues to exceed project requirements for the fifth year in a row. The statewide participation by all 46 counties demonstrates the states' commitment to providing shelters to those displace in the face of a Hurricane.



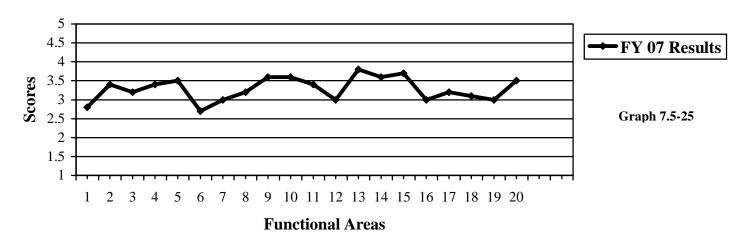
Graph 7.2-24

Name:	South Carolina Emergency Management Division (SCEMD Plans, Training and Operations – Part III)
Cost:	See Costs, Part I.
Goal:	Reduce human suffering and enhance the state's capability to respond to and recover from all disasters.
Objective:	Improve the capability to coordinate the delivery of federal, interstate, and intrastate assistance.

Key Results:

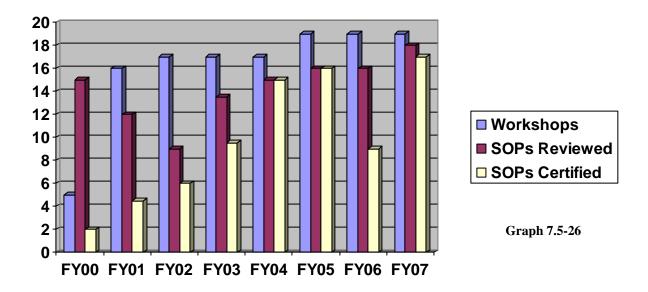
- A joint emergency management assessment program began in 1997 to assist county officials in developing highly efficient and effective programs. One-third of the 46 counties are scheduled each year. A baseline was established in 2000. The chart below indicates the average score for each functional area for FY 2007.
- Under the SCEMD "Joint Assessment Program" all SC counties are assessed over a three-year period in twenty emergency management functional areas. The data obtained from this assessment is used to identify areas needing improvement. During this reporting period ten counties were assessed. This process includes activities associated with the national Emergency Management Accreditation Program. As a result of funding for our Regional Emergency Management Program, we have increased our capability to provide technical assistance to the counties in all areas of emergency management. Therefore, we have established a new baseline for this program beginning this year.

FY 2007 Joint Assessment Evaluation



- 1- Hazard analysis
- 2 Mitigation
- 3 Planning
- 4 Resource Identification
- 5 Training and Education
- 6 Tests and Exercises
- 7 External Coordination
- 8 Public Education and Awareness
- 9 Public Information
- 10 Communications

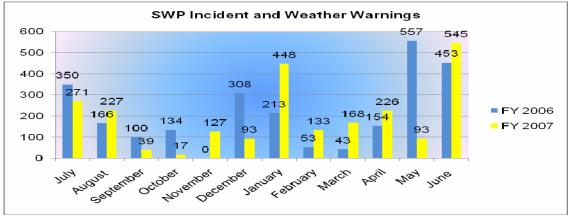
- 11 Warning
- 12 Emergency Operations Center
- 13 Direction and Control
- 14 Disaster Declaration
- 15 Disaster Records and Documents
- 16 Evacuation Strategies
- 17 Shelter Strategies
- 18 On-Site Management of Incidents
- 19 Recovery
- 20 Post-Incident Activities
- The SC Emergency Operations Plan for disaster response and recovery was revised with input from numerous state agencies and volunteer organizations.
- Nineteen workshops were conducted to enhance the quality of inputs, the same number that was conducted in the previous period. This year DHS Universal Task List (UTL) activities were included for consideration into each annex.
- Eighteen of the 20 emergency support functions (ESFs) operating procedures were reviewed. Seventeen were certified during this reporting period, an increase of 8 over the last reporting period.



Name:	South Carolina Emergency Management Division, State Warning Point Operations
Cost:	See Costs, Part I.
Goal:	Minimize the loss of life and property attributed to all natural and technological disasters and acts of terrorism.
Objective:	Reduce the risk of loss of life from all hazards and improve the state's capability to respond to disasters.

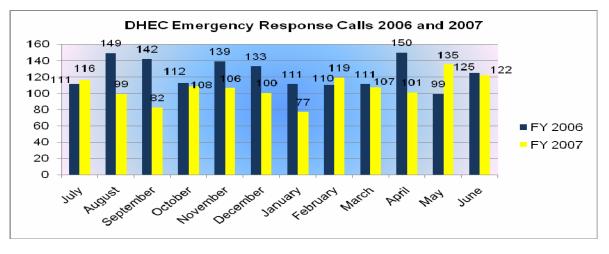
Key Results:

• The State Warning Point receives and disseminates incident/disaster/weather reports to insure local officials are aware of potential problems. The number of warnings and incidents received and disseminated by Operators totaled 2,387 for the period of July 1, 2006 through June 30, 2007.





• The State Warning Point provides support to the DHEC Emergency Response section by answering all after business hours calls, (evenings, weekends, and holidays). The calls are documented and immediately forwarded to the DHEC Duty Officers for appropriate action. This support assures a continuity of communications for the emergency response section and for all South Carolina citizens. The State Warning Point Operators documented 1,272 calls for the period of July 1, 2006 through June 30, 2007.



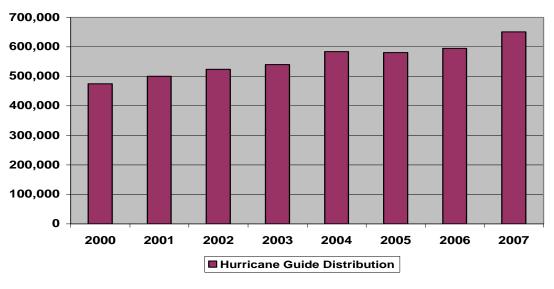
Graph 7.3-28

• The State Warning Point currently conducts numerous radio and communications checks with all South Carolina Counties, and all Nuclear Facilities on a weekly, and/or monthly basis. There were 9,516 county radio and communication checks, and 365 communications checks for all nuclear facilities completed during FY07.

Name:	Citizen Education and Public Information
Cost:	See Costs, Part I.
Goal:	Reduce human suffering and enhance the state's capability to respond to and recover from all disasters.
Objective:	Improve citizen disaster preparedness through education.

Key Results:

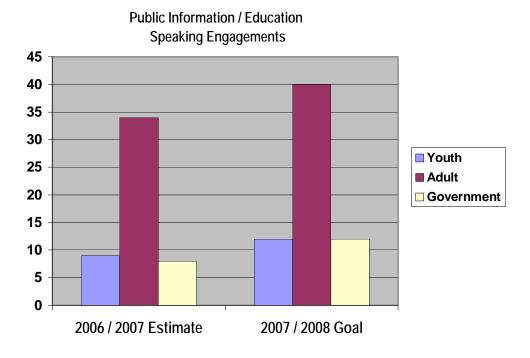
- In partnership with State Law Enforcement Division, took initial steps to establish an objective statewide baseline of public awareness information by awarding through Federal grant a contract to the University of South Carolina to conduct an awareness survey and to compile, analyze and publish results.
- Compiled, published and distributed the eighth consecutive Official S.C. Hurricane Guide, which advises the public through provision of state-specific information regarding life-safety and property-protection actions to take before, during and after hurricanes. The publication's circulation has increased from 475,000 in 2000 to 651,000 this year. It is distributed in both English and Spanish, and includes special needs information.



Graph 7.3-29

• Long-term, ultimate goal is statewide distribution and creation of a similar guide for the earthquake threat.

- To increase public awareness, SCEMD public information staff presented an estimated 51 briefings and educational sessions to youth groups (9), adult citizen groups (34), and government groups (8).
- The goal of the SCEMD is to increase those presentations to 64 groups: (12) youth, (40) adult and (12) government.



Graph 7.2-30

Name:	South Carolina Domestic Preparedness Program
Cost:	See Costs, Part I.
Goal:	Develop a comprehensive program to enhance the state's ability to effectively manage a Terrorism/Weapon of Mass Destruction (WMD) incident.
Objective:	Develop plans, resources, and trained personnel to respond in a timely manner to make a significant impact on the containment and management of Terrorism/Weapon of Mass Destruction (WMD) incident.

Key Results:

- Assessments: SCEMD has conducted state assessments for the DHS, FEMA, COC, NEMA, HHS, FBI, and CDC. SCEMD has conducted multiple field on-site visits to private industry, hospitals, and county emergency management offices assessing the progress of terrorism preparedness initiatives. SCEMD has conducted state capability gap assessments for statewide first responder response and taken corrective actions.
- SCEMD requested DHS 2006 funding that will provide for statewide National Incident Management System (NIMS) implementation, a resource management database, tracking of first responder NIMS training, a WMD equipment maintenance program, technical assistance personnel, WMD exercise personnel, and catastrophic planning improvements.
- SCEMD through DHS 2005 funding provided for the statewide training of paramedics, nurses and physicians, WEB EOC and mapping software for all counties, state WMD exercise and personnel, upgrade to the state emergency alert system that provides satellite-based notification of TV and radio stations, computer systems to the alternate EOC, state and local preparedness grants for citizens preparedness, and enhanced chemical agent detection for local first responders.
- Coordinated the application of DHS 2007 funding for first responder team equipment and maintenance funding for local first responders, technical assistance, WMD exercises, catastrophic planning, NIMS compliance, and citizen preparedness.
- SCEMD procured, deployed, and trained personnel in advanced personal radiation detectors for field use.

Name: Community Emergency Response Team (CERT)

- Goals: Reduce human suffering and enhance the state's capability to respond to and recover from all disasters.
- Objectives: Increase citizen disaster preparedness through education.

Costs: Program Costs for 2004-2006 (100% Federal)

	Citizen Corps	CERT
FY02	\$ 17,013.02	\$ 28,311.82
FY03	\$0.00	\$271,971.92
FY04	\$147,259.33	\$0.00
FY05	\$214,863.00	
FY06	\$ <u>307,104.00</u>	
Total:	\$686,239.35	\$300,283.74

Key Results:

- Local Citizen Corps Councils have been established in thirty counties, and all participating counties are provided grant funds.
- Local Citizen Corps Councils are bringing first responders together with the local volunteer community in order to promote the Community Emergency Response Team (CERT) program. The volunteers are initiated through a twenty hour course that teaches citizen preparedness, awareness, and volunteerism. The CERT program educates individuals on hazards that may impact them and gives basic training on how to properly respond to those hazards. Members are trained to care for themselves, their families and their communities until trained responders arrive on the scene.
- Forty-four instructors have been trained for the CERT program and thirty-five instructors have been trained in the Teen CERT program.
- One thousand fifty nine (1,059) CERT members have been trained in the fiscal year 2006 and one hundred eighty-eight (188) trained in Teen CERT.
- CERT volunteers are used in many roles in their communities to include staffing shelters, distributing donated goods, assisting in animal evacuation and as communication specialists.
- The following counties are participating in the CERT program.

Aiken	Beaufort	Clarendon	Greenwood	Lexington	Richland
Allendale	Charleston	Colleton	Horry	Marlboro	Saluda

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Anderson	Cherokee	Edgefield	Jasper	Oconee	Spartanburg
Bamberg	Chester	Georgetown	Kershaw	Orangeburg	Sumter
Barnwell	Chesterfield	Greenville	Lancaster	Pickens	Williamsburg

Name: Managed ongoing Hazard Mitigation Grant Program (HMGP) Disaster Accounts

- Goals: Improve the operational survivability of essential government buildings, businesses, and homes.
- Objectives: Promote mitigation as an integral part of the planning process for all new construction and retrofitting projects.

Work with partners to develop an incentive plan for taking steps that would mitigate disasters.

Cost: Program Costs for 2006-2007

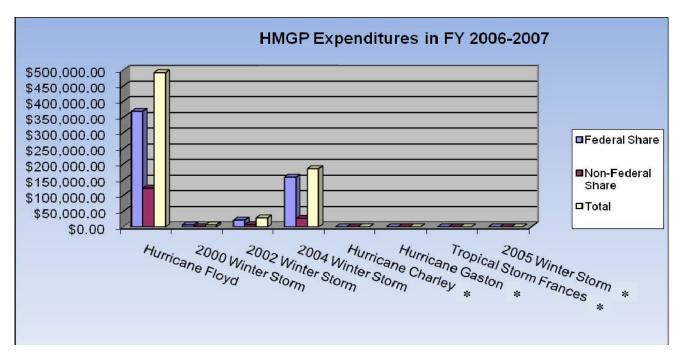
	Hurricane Floyd	2000 Winter Storm	2002 Winter Storm	2004 Winter Storm	Hurricane Charley*	Hurricane Gaston*	Tropical Storm Frances*	2005 Winter Storm*
Federal Share	\$369,178.12	\$6,172.00	\$21,121.16	\$159,360.06	\$0.00	\$0.00	\$0.00	\$0.00
Non- Federal Share	\$123,059.37	\$0.00	\$6,952.39	\$26,559.51	\$0.00	\$0.00	\$0.00	\$0.00
Total	\$492,237.49	\$6,172.00	\$28,073.55	\$185,919.57	\$0.00	\$0.00	\$0.00	\$0.00

NOTE: *Approved-funding has not been released by FEMA.

Key Results:

- The HMGP is a federal disaster assistance program, authorized under Section 404 of the Stafford Act, as amended. This program provides financial assistance to state and local governments and certain private non-profit entities to implement corrective actions to reduce or eliminate long-term risk to people and property from natural hazards. Technical assistance was provided in identifying potential projects and completing project applications. Coordination was made for federal technical assistance when required.
- Hurricane Floyd-Twenty projects were approved at a cost of \$8,777,829. Twenty projects have been completed and closed. These projects include acquisition and elevation of flood homes, wind retrofits, and drainage improvements.
- 2000 Winter Storm-Sixteen projects were approved totaling \$1,745,233. All projects are complete. These projects included wind retrofits and a county alert system.
- 2002 Winter Storm-Nine applications were forwarded to FEMA, six applications were approved and two were denied or withdrawn.

- 2004 Winter Storm-Eighteen applications totaling \$4,354,754 were submitted to FEMA for approval, eight applications were approved, three were denied or withdrawn and seven are pending review.
- Hurricane Charley-Five applications totaling \$143,077 were submitted to FEMA for approval, two applications were approved and three are pending review.
- Hurricane Gaston-Eight applications totaling \$859,761 were submitted to FEMA for approval, four applications were approved and four are pending review.
- Tropical Storm Frances-Five applications totaling \$868,126 were submitted to FEMA for approval, two applications were approved and three are pending review.
- 2005 Winter Storm-The state reviewed thirty-two (32) applications requested HMGP funding and the state submitted six (6) full projects, three (3) planning projects and four (4) initiative projects to the Federal Emergency Management Agency for review and funding.



Graph 7-3-31 *NOTE: *Approved-funding has not been released by FEMA.

Name:	Administer the Pre-Disaster Mitigation Program (PDM).	

- Goals: Improve the operational survivability of essential government buildings, businesses, and homes.
- Objectives: Promote mitigation as an integral part of the planning process for all new construction and retrofitting projects.

Work with partners to develop an incentive plan for taking steps that would mitigate disasters.

Cost: Program Costs for 2006-2007

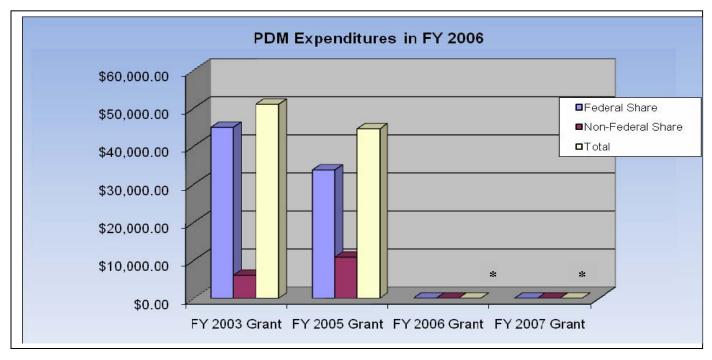
	FY 2003 Grant	FY 2005 Grant	FY 2006 Grant*	FY 2007 Grant*
Federal Share	\$44,923.49	\$33,726.08	\$0.00	\$0.00
Non-Federal Share	<u>\$6,053.04</u>	<u>\$10,791.66</u>	<u>\$0.00</u>	<u>\$0.00</u>
Total	<u>\$50,976.53</u>	<u>\$44,517.74</u>	<u>\$0.00</u>	<u>\$0.00</u>

*NOTE: *Approved-funding has not been released by FEMA.

Key Results:

- The PDM is a federal mitigation program authorized under Section 203 of the Stafford Act, as amended. The PDM provides funding to state and local governments for cost-effective projects that aim to reduce or eliminate the effects of hazards on people and property. Funding is nationally competitive and provided on a 75% Federal, 25% non-federal cost-share basis. Eligible applicants were notified of funding availability via mail, and briefings and technical assistance was provided in completing applications.
- In FY 2003, thirteen (13) applications were received totaling \$872,228. This funding was used to purchase GIS software for the Councils of Governments for development of regional hazard mitigation plans, as well as provide mitigation planning funds to several local communities. This grant was reconciled and closed this past year.
- In FY 2005, twelve (12) applications were received totaling \$8,526,128. Three (3) applications totaling \$6,848,581.75 were approved and funded. This funding was provided to Councils of Government to update regional hazard mitigation plan and to retrofit historical buildings with new wind and seismic materials.

- In FY 2006, due to the available funding from the US Congress, every state could submit five applications. SCEMD received seventeen (17) applications totaling \$17,761,858.00. Five applications totaling \$1,970,153 were submitted and one (1) was selected for review for the total of \$260,000. Funding will be used for structural flood control.
- In FY 2007, the US Congress allocated \$150 million dollars for mitigation funding and there was no limit on the number of applications that could be submitted for national selection, The state received and submitted eleven (11) applications for consideration in the amount of \$13,629,000 and eight (8) applications were selected for further review for the total of \$3,094,750. Funding will be used to retrofit and upgrade sewer lift stations, improve levees to meet new flood stages and create new local mitigation plans.



Graph 7.3-32

NOTE: *All projects that have been approved to date are not yet eligible for reimbursement.

Nar	ne:	Public Assistance Program							
		The Public Assistance Program is the federal assistance program, authorized by the Stafford Act, which provides financial assistance to aid state and local governments and certain private non-profit organizations with expenses related to the response to and recovery from a disaster. During 2006-2007, six ongoing disasters were managed. Capable management allows funds to be received by victims in an expedited manner, thus hastening the recovery process.							
Goals: Improve the survivability of government infrastructure and privately owned businesses and homes.						wned			
	Improve capability to coordinate the delivery of federal, interstate, and intrastate assistance in an efficient and effective manner.								
Obj	ectives:	Develop a state capability to manage long-term recovery issues following a disaster.							
		Enhance contingency plans and procedures that address recovery activities in a post-disaster environment.							
Costs: Funds Disbursed in State FY 2007									
	150	9	1543	1547	3233*	1625**			
	Winter S 2004		Hurricane Charley	Hurricane Gaston	Hurricane Katrina	Winter Storm 2005	TOTALS		
Federal	\$ 664,6	49.43	\$180,187.76	\$5,228,750.52	\$1,604,504.55	\$1,619,524.89	\$ 9,297,617.15		
State	\$ <u>258,3</u>		<u>\$ 72,658.66</u>	<u>\$ 558,848.12</u>	<u>\$0</u>	<u>\$0</u>	<u>\$ 889,847.26</u>		
TOTAL	<u>\$ 922,9</u>	<u>89.91</u>	<u>\$252,846.42</u>	<u>\$5,787,598.64</u>	<u>\$1,604,504.55</u>	<u>\$1,619,524.89</u>	<u>\$10,187,464.41</u>		

NOTE: *100% federally funded, no state funds were required.

**As of June 30, 2007, the Legislature has not released state funds for payment of the non-federal share therefore no state funds have been expended for this disaster.

Key Results:

Winter Storm 2002

- Ninety-nine percent (63 of 64) sub-grantees entirely paid and in closeout process.
- Ninety-nine percent (\$3,964,774.86 paid of \$5,485,103.12) eligible for federal and/or state reimbursements.

• Ninety-nine percent (63 of 64) of final inspections complete.

Winter Storm 2004

- Ninety-eight percent (134 of 138) sub-grantees paid in full and in the closeout process.
- Seventy- eight percent (\$17,164,360.05 paid of \$\$22,652,902.53) eligible for federal and/or state reimbursements.
- Ninety-seven percent (133 of 138) of final inspections completed.

Hurricane Charley

- Ninety-one percent (28 of 31) sub-grantees paid in full and in the closeout process.
- Seventy-seven percent (\$2,583,132.68 paid of \$3,421,959.82) eligible for federal/state reimbursements.
- Ninety-four percent (15 of 16) of final inspections completed.

Hurricane Gaston

- Eighty-six percent (30 of 35) sub-grantees paid in full and in the closeout process.
- Sixty-five percent (\$9,848,200.02 paid of \$17,450,286.70) eligible for federal and/or state reimbursements.
- Ninety-three percent (35 of 38) of final inspections completed.

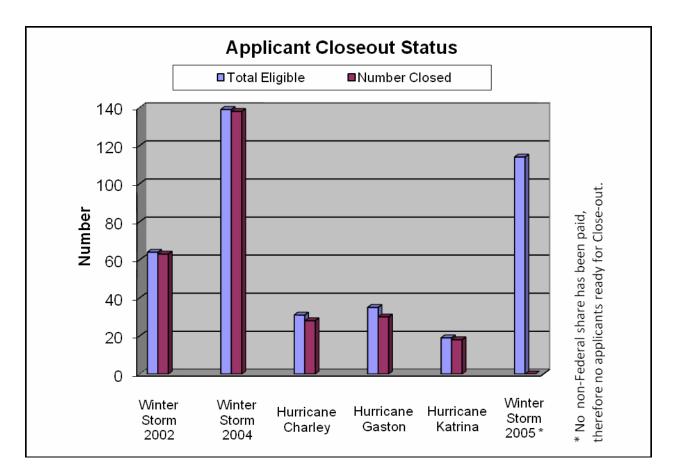
Hurricane Katrina 100% Federally Funded - \$3,593,605.05

- 30 approved projects for 19 sub-grantees.
- Ninety-five percent (18 of 19) sub-grantees paid in full and in the closeout process.
- Ninety-four percent (\$5,252,565.96 paid of \$6,168,113.34) eligible for Federal reimbursements.

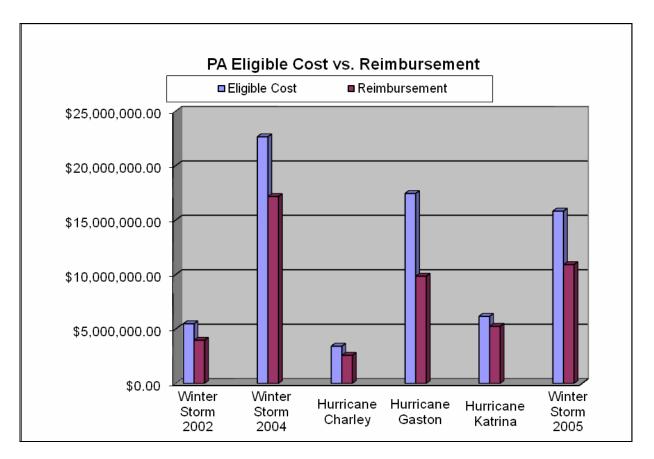
Winter Storm 2005

- 248 approved projects for 114 sub-grantees.
- Seventy-two percent (10,914,672.59 paid of \$15,825,670.21) eligible for Federal and/or state reimbursements.
- Ninety-three percent (40 of 43) of final inspections completed.

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Graph 7.2-33



Graph 7.3-34

Name: The South Carolina State Guard

Cost: \$125,440. State

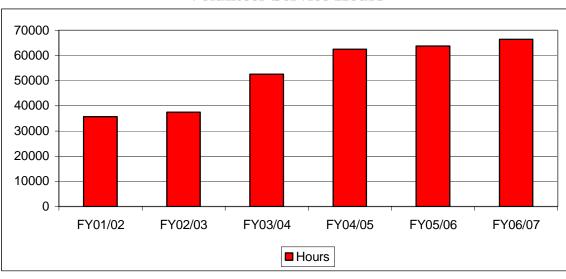
Goal: Support the Military Department in state missions consisting of maintaining public safety, supporting local civil authorities to provide essential service, protecting local resources and services, assisting local law-enforcement agencies, supporting disaster assistance requests from humanitarian agencies, conducting state and community service projects at minimal cost to the state.

Objectives: Provide continuous support to the Budget and Control Board during contingency operations. Provide support to State/Local Law Enforcement Agencies. Provide chaplain support to the National Guard Youth ChalleNGe programs. Conduct honor guard for military funerals when requested. Conduct annual training in drill, ceremonies and continuing education.

Results:

• During FY06-07, the South Carolina State Guard provided more than 66,000 hours of volunteer service to various State and local authorities and has maintained the same level of performance as the previous year. These volunteer hours represent more than \$1,000,000 in savings to the taxpayers of South Carolina!

The State Guard has 76 memorandums of understanding with state-wide and local organizations such as Moncrief Army Hospital, the Salvation Army, the Red Cross, city and county law enforcement, schools and non-profit entities.

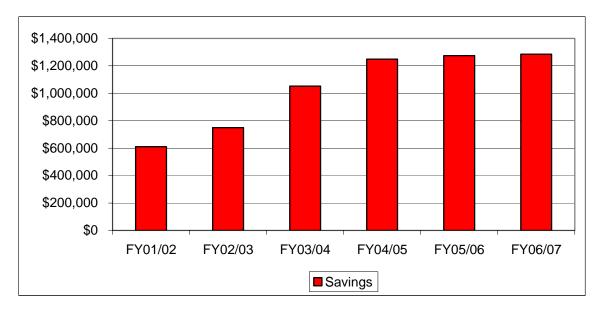


Volunteer Service Hours

Graph 7.2-35

68

Volunteer Hours Savings



Graph 7.3-36

- The strength of the State Guard has risen from less than 600 members in 1996 to a current total of 1,080 men and women serving in local communities throughout the state.
- Metrics are based on actual official State Guard orders, which tell: who, what, when, how and how many. This reliable data is upgradeable with a minimum effort and can be directly related to the strength of the State Guard the more volunteers available, the more projects and services can be accomplished.

Name: Youth ChalleNGe Academies: (West Columbia & Aiken)

The South Carolina National Guard Youth ChalleNGe Program is a quasi-military program designed to assist at-risk youth ages 16-19 from all over South Carolina acquire the basic skills and education necessary to be successful in today's society. The program is co-educational and is 17-months in duration. The youth spend five months in residence with a 12-month follow-up mentoring program using volunteers from their home communities.

Cost: \$3,638,784. Federal

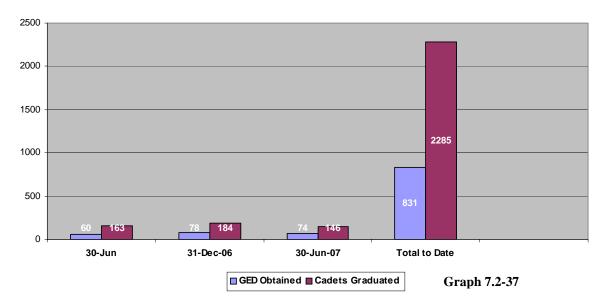
Goal: Reach maximum enrollment each class at both programs. This means 100 students each class in Aiken and 125 students each class in West Columbia. Maintain 85% of enrolled students who complete the program and return successfully to the public school system, become gainfully employed, enter military service or pursue higher education.

Objectives:

- Graduate at least 50% of enrolled students with a GED.
- Secure or assist in securing positive placement for at least 100% of graduating students within the first month Post-Residential.
- Maintain at least 75% positive placement as of the 12th month Post-Residential.

Key Results:

• The South Carolina National Guard Youth ChalleNGe Program was in its tenth year of operation during State Fiscal Year 2006-2007. The second program was relocated to Aiken in January of 2004. A class is defined as participation in the full 17-month program. This report will incorporate data from both campuses.

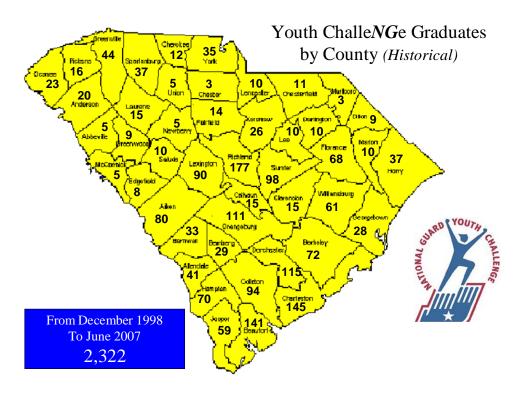


GEDs Earned During 17-Month Program

Office of The Adjutant General

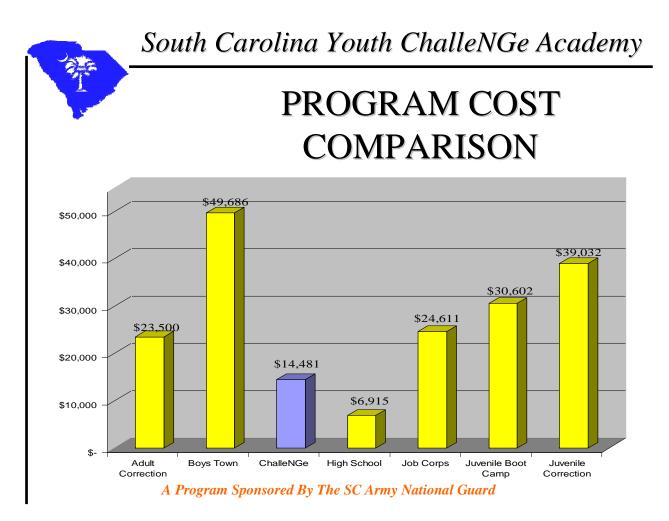
South Carolina Military Department 70

- The above chart illustrates the continued growth of successful students and the number of GEDs that were earned at the two campuses during the last year. The enrollment for both sites has come from throughout the state, routinely from 25-30 counties are represented with each class.
- The chart below shows which counties are gaining the most benefit from the South Carolina Youth ChalleNGe Program. Additionally it shows where recruiting efforts have to be increased so that all at-risk youth in South Carolina are offered the opportunity for success. Since the program's inception 2,322 at-risk youths in South Carolina are now productive tax-paying citizens, some of whom are serving in our military in harms way and defending our way of life.



Graph 7.2-38

• Youth ChalleNGe is one of the most cost effective programs of its type. It is a cheaper alternative to other programs offered in the state. The chart below shows just how cost effective the program is to the taxpayers of our state and the nation.



Graph 7.3-39

• The graph below answers the question, "Are you effective?" To date, the two programs have a combined success rate that consistently stays between 80 and 90 percent.

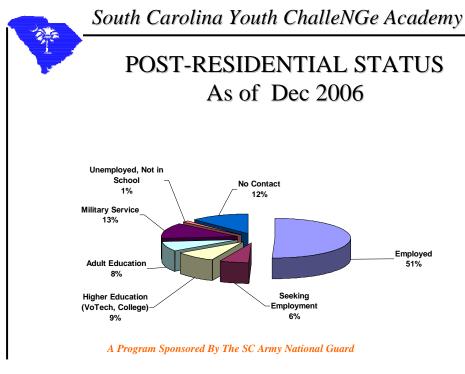


Chart 7.2-40

Name: STARBASE Swamp Fox

Cost: \$252,362 Federal

Goal: To provide 700+ hours of instruction to students in STARBASE Academies during the regular school year.

STARBASE Swamp Fox is a National Guard Youth program designed to improve the math, science, and technology skills of South Carolina students by their participation in a 20 to 25 hour STARBASE Academy devoted to the study of flight. The program targets primarily fifth graders in South Carolina as the STARBASE national curriculum most closely correlates with skills required for our fifth grade. This program utilizes the resources and personnel of the South Carolina National Guard (both Army and Air) to teach the thirteen core topics of flight through specially designed hands-on experiments in math, science, and technology. We strive to not only improve performance in these areas, but to create interest which may lead to careers in these functional areas.

Objectives: Ensure that STARBASE Swamp Fox provides 700+ hours of instruction to students in STARBASE Academies during the regular school year

Ensure that 70% of Academy students pass the national testing instrument.

Continue collaborations established previously and add partnerships that involve secondary students and at least one partnership related to teacher training.

Continue/expand at least one DOD partnership

Increase the reach of the STARBASE program by having at least 1000 students involved in programs beyond STARBASE Academies

Key Results: **700+ hours of instruction:** Fifteen STARBASE Academies were conducted which resulted in 375 classroom hours, achieving 54% of this goal. 2006-2007 was a transitional year for STARBASE Swamp Fox. The program was tasked with moving its academies from an export mode (delivering the program and instructors to individual schools) to on-base academies at McEntire. This transition, taking place in February 2007, impacted recruiting efforts.

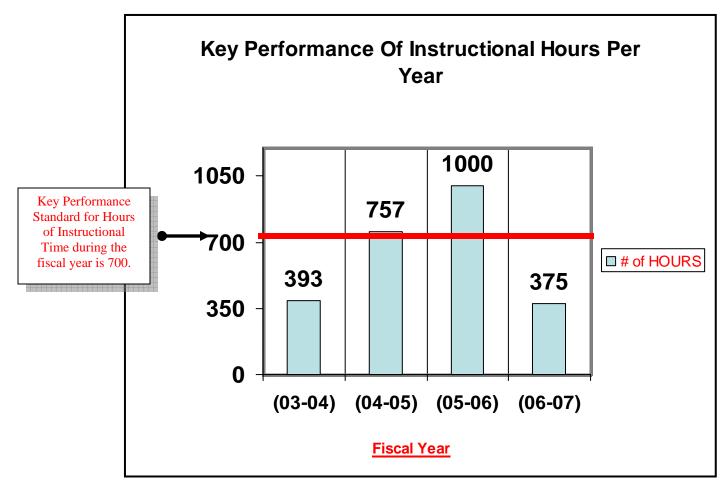
70% pass rate: STARBASE Swamp Fox continues at a 100% pass rate demonstrating that the academies are effectively communicating with students and effectively teaching the curriculum.

Secondary School Partnership: For the third year, we partnered with the South Carolina Department of Juvenile Justice to provide STARBASE instruction to a select group of at-risk individuals in the Birchwood High School. The partnership

has been beneficial to the Department of Juvenile Justice and requests have been made to conduct additional classes for these students.

Continue/Expand One DOD Partnership: The program's relationship with both the Army National Guard and the Air National Guard grew with extended involvement in the South Carolina National Guard Youth Camp. This will be an on-going project in future years taking advantage of the traditional summer vacation period.

Reach At Least 1,000 Students Beyond STARBASE Academies: In FY 06-07 the program reached at least 1,240 students by its participation in various summer courses, educational fairs and field demonstrations. A program has been established to assist Boy Scouts with merit badge training which related to the STARBASE curriculum.



Graph 7.2-41