

# OFFICE OF THE ADJUTANT GENERAL



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

# TABLE OF CONTENTS

<b>TRANSMITTAL FORM</b>	<b>1</b>
<b>EXECUTIVE SUMMARY</b>	<b>2</b>
<b>ORGANIZATIONAL PROFILE</b>	<b>8</b>
<b>LEADERSHIP</b>	<b>15</b>
<b>STRATEGIC PLANNING</b>	<b>18</b>
<b>CUSTOMER FOCUS AND SATISFACTION</b>	<b>21</b>
<b>MEASUREMENT, ANALYSIS AND KNOWLEDGE</b>	<b>24</b>
<b>HUMAN RESOURCES FOCUS</b>	<b>27</b>
<b>PROCESS MANAGEMENT</b>	<b>30</b>
<b>KEY BUSINESS RESULTS</b>	<b>33</b>
Office of The Adjutant General	33
Armory Operations and Buildings and Grounds	43
SCEMD – Part One – Plans, Training and Operations	47
SCEMD – Part Two - Plans, Training and Operations	52
SCEMD – Part Three - Plans, Training and Operations	54
SCEMD – State Warning Point Operations	56
SCEMD – Citizen Education and Public Information	59
SCEMD – Domestic Preparedness Program	60
SCEMD – Community Emergency Response Team (CERT)	62
SCEMD – Managed Ongoing HMGP Disaster Accounts	64
SCEMD – Administer the Pre-Disaster Mitigation Program (PDM)	66
SCEMD – Public Assistance Program	68
South Carolina State Guard	72
Youth ChalleNGe Academies	74
STARBASE Swamp Fox	78

## TRANSMITTAL FORM

**Agency Name.....South Carolina Military Department**

**Date of Submission.....September 15, 2008**

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SCARNG, The Adjutant General**

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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	Integrity	Communications
Duty	Service Before Self	Honesty
Respect	Excellence	Integrity
Selfless Service		Competence
Honor		Teamwork
Integrity		Fairness
Personal Courage		Family
		Patriotism

## Goals

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 07-08:

The successful deployment and return of over 1,800 Army Guard men and women from Afghanistan. Citizen-soldiers of the 218<sup>th</sup> received numerous citations and decorations for their exemplary service. It is noteworthy that 126 soldiers volunteered to stay on in Afghanistan for an additional six months of duty.

Host state and participant in one of the largest disaster-response exercises in the history of the National Guard. Over 3,000 Guard soldiers and airmen from more than a dozen states worked side-by-side with Beaufort County firefighters, police officers, Red Cross volunteers and representatives from numerous federal and state agencies in this exercise called “Vigilant Guard.” The Guard made history by landing a C-130 Hercules cargo plane at the Hilton Head Municipal Airport which is reported to have the nation’s shortest commercial runway.

Commissioning of a new bold initiative for the creation of a scenario-based strategic planning instrument to assist leadership in the decision-making process as the Army Guard transitions from a strategic reserve force to an operational force. Details on this partnership with Clemson University are in the “Strategic Planning” section of this report.

Air Guard achievements during Fiscal Year 07-08 included:

The 169<sup>th</sup> Fighter Wing entered into a historic “Active Associate” partnership with Shaw AFB’s 20<sup>th</sup> Fighter Wing. This partnership brought 149 active duty Air Force members to McEntire Joint National Guard Base. Air Force members will provide the manpower for the 169<sup>th</sup> to perform a full 120-day AEF rotation. They will benefit from the Air Guard’s extraordinary experience and performance history.

In addition to the “Active Association,” the 169<sup>th</sup> Operations Group trained 55 active duty F-16 pilots at McEntire.

Provided support in the areas of administration, medical, public affairs, command and control in exercise “Vigilant Guard.” McEntire F-16s overflew the exercise area and provided imagery for emergency response officials. As noted earlier, the Air Guard’s C-130 operated at Hilton Head as part of the effort to validate the evacuation plan.

Airlifted more than 400 Army Guard soldiers and 20 tons of equipment to the border patrol mission “Operation Jump Start.”

**At the close of state FY 07-08, Army Guard strength was at 90.2% 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 95.2% 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) is nearing completion of the Charleston Readiness Center, a project that began construction in 2007. The Readiness Center is a strategic cost-sharing partnership between the agency and The Citadel. The agency’s combined state and federal portion of the project represents an investment of over \$17 million. The Center is scheduled for Guard use early in 2009.**

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. During FY 07-08, the agency's energy consumption increased 4.5%, while utility expense increased approximately 5.0%. This increase in usage reflects an increase in activity because of significant mobilizations of troops in preparation for deployment.

**At the close of FY 07-08, the CFMO was preparing to let bids on facilities at McEntire and Donaldson in Greenville to house contingents of Chinook helicopters and support staff. Both projects are in excess of \$63,000,000 and 100% federally funded.**

The Youth ChalleNGe Program, one of the most cost-effective programs of its type, celebrated with its 2,706th graduate since inception in 1998. Two programs are now available to South Carolina's at-risk youth at a campus located in Aiken County operated by Clemson's Youth Learning Institute. 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. **Most recently, Clemson University has entered into a similar partnership with the agency's DTTP section.**

The Emergency Management Division (EMD) has completed the acquisition and stocking of the state disaster commodities warehouse in Winnsboro, SC. This warehouse is stocked with enough food and bottled water to feed 50,000 people for three days in the event of a disaster.

Working with CIO and the private sector, a dedicated T-1, router, computer and a Voice over Internet Protocol (VOIP) phone were installed at each county emergency operations center to provide a redundant, web-based emergency communication system which is not dependent upon the public internet for functionality. This initiative provides for a secure “private” network that will allow emergency management staff to communicate with all the counties during a crisis.

EMD installed both communication capability and information technology in two new Operations Command trailers which are designated for emergency response.

EMD has completed 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. This concept has been incorporated and released in the 2008 Hurricane Plan.

In March EMD presented the 2008 State Hurricane / Emergency Management Workshop. More than 500 emergency managers, responders, planners and volunteers participated in the

workshop, which included sessions on planning for and responding to hurricanes, terrorism, and other disasters and emergencies.

The above list highlights only a few of the many achievements of the agency during FY 07-08.

## **Barriers and Opportunities**

The South Carolina Army National Guard continues to experience 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.

To assist in this transformation, the agency has partnered with Clemson University's Institute for Economic and Community Development to develop and implement an integrated scenario-based strategic planning instrument that will furnish models based on sophisticated metrics that, in turn, provide important data on economic and population demographics impacting force structure.

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 or the system will have to be curtailed to include only a portion of the 46 counties..

The effectiveness of the statewide telephonic alert and notification system REACHSC is hampered by a lack of phone lines. Without increased phone line capacity the state will be unable to warn significant numbers of citizens in hurricane surge zones and other threatening situations in a timely manner. Currently EMD has 48 dedicated state phone lines and the ability to use an additional 200 lines from a private provider. An additional 400 state phone lines at a cost of \$150,000 annually would greatly enhance the capability of this system.

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. State government does not have a defined section whose purpose is to train

State agency personnel. For example: 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: 356 (137 FTEs allocated – combination of state and federal funds)

Federal Employees: 935 (100% federally funded)

AGR: 751 (100% federally funded)

Traditional Guard: 10,842 (100% federally funded)

TOTAL: 12,884

**Of the combined normal full-time workforce of 2,042 there are only 41 state employees who are 100% funded by the State or 2.0% 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 \$123,519,210. Applying an average 7% state tax on this unadjusted federal payroll accounts for approximately \$8,646,344 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 into the economy \$47,976,800.**

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 citizen-soldiers 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. A new readiness center will go online in early 2009 in Charleston through collaboration with the South Carolina Military Department, The Citadel and its auxiliary support groups

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 two Youth ChalleNGe

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

### Base Budget Expenditures and Appropriations

Major Budget Categories	FY 06-07 Actual Expenditures		FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$12,274,045	\$2,296,117	\$13,218,702	\$2,698,916	\$13,320,408	\$2,979,323
Other Operating	\$19,661,872	\$2,923,890	\$25,108,794	\$5,792,428	\$23,693,724	\$3,825,230
Special Items	\$14,063,153	\$1,488,331				
Permanent Improvements	\$9,120,516	\$0	\$17,830,247	\$56,580	\$0	\$0
Case Services	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$1,615,344	\$55,350	\$2,226,470	\$83,350	\$10,327,039	\$56,580
Fringe Benefits	\$3,291,209	\$650,013	\$3,590,509	\$767,642	\$3,940,736	\$941,822
Non-recurring	\$(27,098)					
<b>Total</b>	\$60,053,239	\$7,413,701	\$62,031,302	\$9,577,068	\$51,281,907	\$7,802,955

### Other Expenditures

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bill: State Appropriations (Non-Recurring):	\$2,737,862	\$2,737,862
Total Funds	\$17,118,028	\$17,118,028
Norfolk Southern Reimbursement	\$ -	\$0
Open Ended Appropriations-State Active Duty/EMAC	\$580,007	\$594,651

## Major Program Areas

Program Number	Major Program Area Purpose (Brief)	FY 06-07 Budget Expenditures	FY 07-08 Budget Expenditures	Key Cross References for Financial Results*
II. Armory Operations	Provide quality facilities for use by the SCARNG in support of Federal training missions and support to the local communities.	State: 1,253,068.00 Federal: 1,492,270.00 Other: 542,481.00 Total: 3,287,819.00 % of Total Budget: 7%	State: 2,253,068.00 Federal: Other: 104,387.00 Total: 2,357,455.00 % of Total Budget: 5%	Graph 7.1-14 Graph 7.6-15 Graph 7.4-16 Graph 7.3-17
VII. Army Contract Support	Operate, maintain, and secure Army National Guard facilities to ensure recruitment, training, and operational readiness.	State: 62,523.00 Federal: 16,588,608.00 Other: 106,768.00 Total: 16,757,899.00 % of Total Budget: 38%	State: 62,523.00 Federal: 14,418,749.00 Other: 243,901.00 Total: 14,725,173.00 % of Total Budget: 34%	Graph 7.4-4 Graph 7.4-5
IX. Emergency Management Division	Reduce of loss of life and property from disasters and terrorism. Provide State and Federal assistance to respond, recover, and mitigate from disasters.	State: 1,736,689.00 Federal: 4,358,150.00 Other: 1,025,809.00 Total: 7,120,648.00 % of Total Budget: 16%	State: 2,473,633.00 Federal: 5,856,688.00 Other: 1,072,940.00 Total: 9,403,261.00 % of Total Budget: 22%	Graph 7.5-18 thru Graph 7.3-33
VI. Youth Challenge programs	The Youth Challenge Program is one of the most effective programs of its type. It is located in Aiken County and has a success rate of between 80% - 90%.	State: 0.00 Federal: 4,033,887.00 Other: 145,603.00 Total: 4,179,490.00 % of Total Budget: 9%	State: 0.00 Federal: 4,240,112.00 Other: 218,964.00 Total: 4,459,076.00 % of Total Budget: 10%	Graph 7.3-36 Thru Graph 7.3-39
VIII. McEntire ANG Base	Operate, maintain, and secure the State's only Air National Guard base.	State: 304,199.00 Federal: 2,992,087.00 Other: 64,676.00 Total: 3,360,962.00 % of Total Budget: 8%	State: 418,876.00 Federal: 3,236,652.00 Other: 273.00 Total: 3,655,801.00 % of Total Budget: 9%	Graph 7.4-4 Graph 7.4-5

**Below: List any programs not included above and show the remainder of expenditures by source of funds.**

Administration--State, Federal and Other	Buildings and Grounds--State
State Guard--State, Federal, and Other	Employer Contributions--State, Federal, and Other
Military Personnel--State	Enterprise Operations--Other
Operations and Training--State	

<b>Remainder of Expenditures:</b>	<b>State:</b>	3,228,857.00	<b>State:</b>	2,869,115.00
	<b>Federal:</b>	3894,906.00	<b>Federal:</b>	2,806,628.00
	<b>Other:</b>	2,459,495.00	<b>Other:</b>	2,821,819.00
	<b>Total:</b>	9,673,258.00	<b>Total:</b>	8,497,562.00
	<b>% of Total Budget:</b>		22%	<b>% of Total Budget:</b>

\* 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.

**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. Customs Service; the U.S. Marshals Service; the U.S. Attorney's Office; 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



## 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 Baldrige-type 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 current director of the Emergency Management Division 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 ninth consecutive year, the Emergency Management Division compiled, designed, published and distributed more than 693,000 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 “visits” 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 at Camp Long in Aiken is a partnership with Clemson’s Youth Learning Institute. The program reflects a success rate in post-residential placement of between 80% and 90%. Over 2,700 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 seventh year, exceeded 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 \$2,246,130**) addressed young people throughout the state on the dangers of drug abuse and distributed information on drug demand reduction. Additionally, this same Task Force provided trained personnel to the Drug Enforcement Administration, the State Grand Jury, Task Force Meth, 15<sup>th</sup> 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 \$25,000,000 through June 2008 and provided a “flying hour program” of 605 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 10,842 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 long-range 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 long-term 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 2007, the Executive Council revisited the agency's strategic plan and the agency's goals. Since the National Guard's transformation from a strategic reserve force to an operational force created significant impacts in the buildings and infrastructure, the Council determined that a new scenario-based strategic planning instrument was needed.**

**In a partnership with Clemson University's Institute for Economic and Community Development, the South Carolina National Guard is taking a bold next step in the evolution of the strategic planning process.**

**The objective is the development of a state-of-the-art integrated planning instrument that enables the agency on an on-going basis to forecast impacts and outcomes of various strategic planning scenarios for the Army and Air Guard as well as State Operations. The model will at a minimum consider economic, educational and population demographics and force structure trends at the local and state levels.**

**This model will also provide sophisticated and prospective metrics to assist senior leadership in its planning for future force structure as well as providing increased visibility on issues impacting the sustainability of such force structure. It will also leverage existing technology employed by the agency such as its GIS systems.**

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 measures 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.

## STRATEGIC PLANNING

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 07-08 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II & V. 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 7.4-4 Graph 7.4-5 Chart 7.1-14 Chart 7.6-15 Chart 7.4-16 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 7.4-34 thru 7.4-41
X. 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 7.5-19 thru 7.3-33
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 7.4-40 Graph 7.4-41

\* 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. This remote access will remain viable as the agency transitions to SAP.
- 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 07-08, the agency recorded over 25,000 visits per month.
- 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 2.3 days compared to last year's 1.9 days to the Comptroller General's Office and an average 6.4

days from the CG's office to the agency compared to 5.4 last year. The desired turnaround in both instances was 6 days.

- Five 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.

**It is noteworthy that the agency's Executive Council has entered into a partnership with Clemson's Institute for Economic and Community Development in the evolution of the strategic planning process. The implementation of a scenario-based strategic planning instrument will greatly assist the Executive Council in making decisions as the Army Guard transitions from a strategic reserve force to an operational support. Sophisticated metrics will assist leadership in its planning for future force structure based on economic, education and population demographics.**

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 information 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 20 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 1,686 federal technicians and Army Guard Reserve (AGR) personnel (**100% federally funded with annual payroll of more than \$123,000,000** and **356** 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 Joint National Guard Base. **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 \$47,000,000 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 six 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 post-graduate 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 day, 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-the-art 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.

In its continuing efforts to improve the quality of service and efficiency, the agency's state human resources office has initiated several new management tools: Succession Planning for Management Report, Employee Retention Report, Employee Group Supervisors and staff development programs to include supervisors and respective staffs.

This agency's state human resources office was one of the first to go online with "E-Verify" well in advance of the January 2009 deadline. This mandate by the South Carolina Illegal Immigration Reform Act requires agencies to verify the eligibility of new employees to work in the United States. Additionally, the agency utilizes SLED's sex offender inquiry.

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 day, 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 07-8, 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 utilizes a 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.

**As part of process management, the agency has initiated a new approach to its strategic planning process: the development and implementation of a scenario-based instrument to assist leadership in making decisions on force structure mandated by the Army Guard's transition from a strategic reserve force to an operational force. A detailed explanation of this instrument and the agency's partnership with Clemson's Institute for Economic and Community Development can be found in the "Strategic Planning" section in this report.**

**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:	<b>Office of the Adjutant General</b>	
Cost:	\$ 1,427,112	State (Administration)
	1,820	State (Burial Flags)
	96,330	State (Caisson)
	767,642	State (Employer Contribution)
	23,537	State (Military Personnel)
	67,629	State (Military Operations)
	62,523	State (Army Contract)
	418,876	State (Air Contract)
	\$2,865,469	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<br>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 visits to this site is an indication of the effectiveness of this initiative. In Fiscal Year 07-08, the agency’s web site, [www.scguard.com](http://www.scguard.com), logged an average of over 25,000 visits each month. This represents a 20% improvement each year for the last three reporting periods. **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 even as the agency prepares to implement the state-wide SAP software early in 2009.**

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. These three indicators provide information that allows the agency to determine if it is successful in providing exceptional service to its customers.



## Performance Metrics



- **Network server on-line readiness**

- **Network servers operational 98% of the time during working hours**

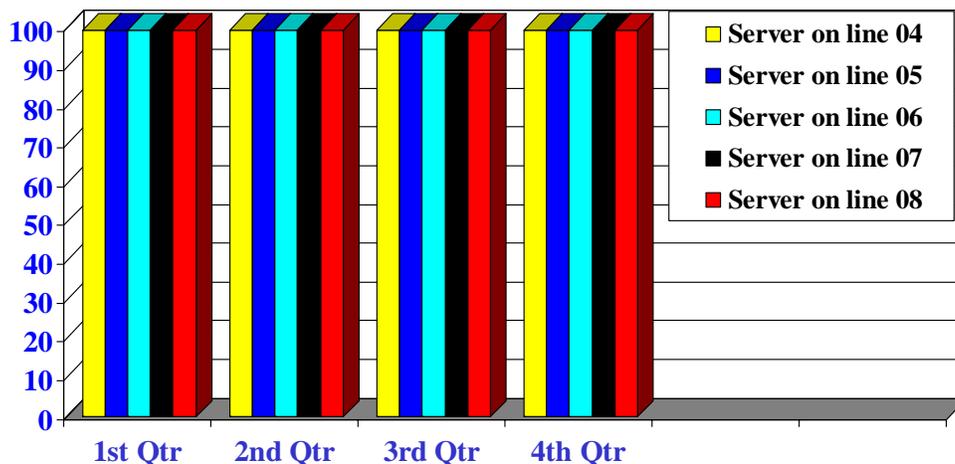


Chart 7.4-1

**FY 2007 - 2008**

In the above graph, the goal of server on-line readiness for FY 07-08 was 98%. The result achieved was nearly 100%.



- **Performance Metrics**
- **Virus protection updates current**
  - Virus protection no more than 2 days old

**VIRUS**

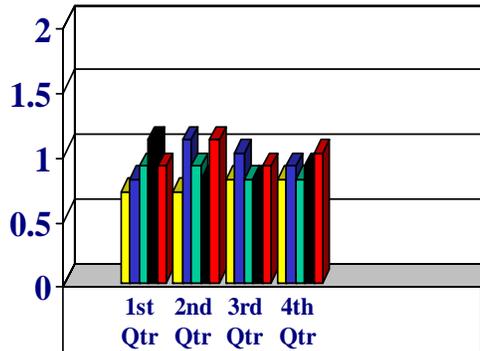


Chart 7.4-2

Age of Virus Protection 04	0.7	0.7	0.8	0.8
Age of Virus Protection 05	0.8	1.1	1	0.9
Age of Virus Protection 06	0.9	0.9	0.8	0.8
Age of Virus Protection 07	1.1	0.8	0.8	0.9
Age of Virus Protection 08	0.9	1.1	0.9	1

**FY 2007 - 2008**

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 one and a half days.



# Performance Metrics



- **Server backups current and usable Server backups no more than an average of 1.5 days “old”**

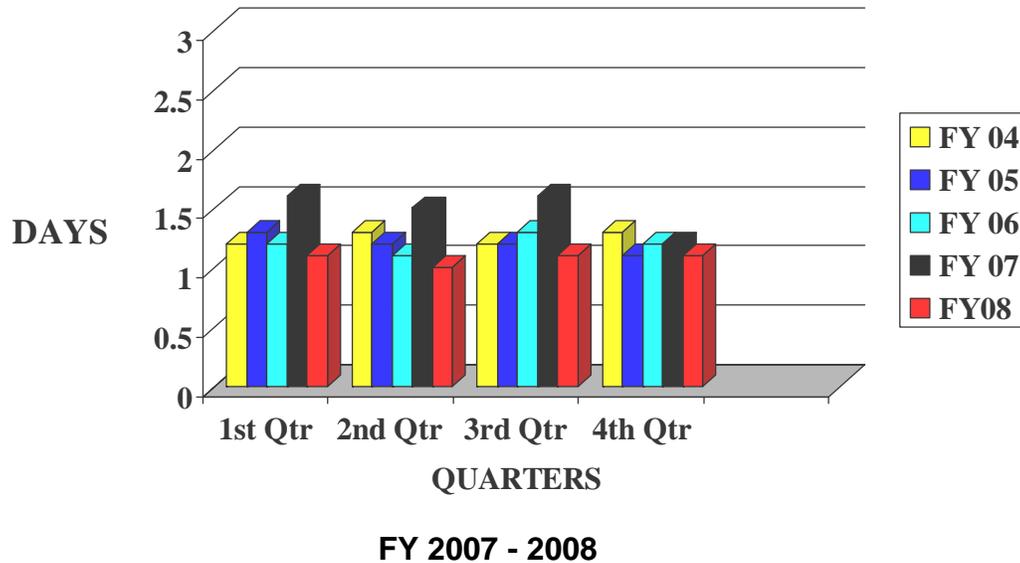
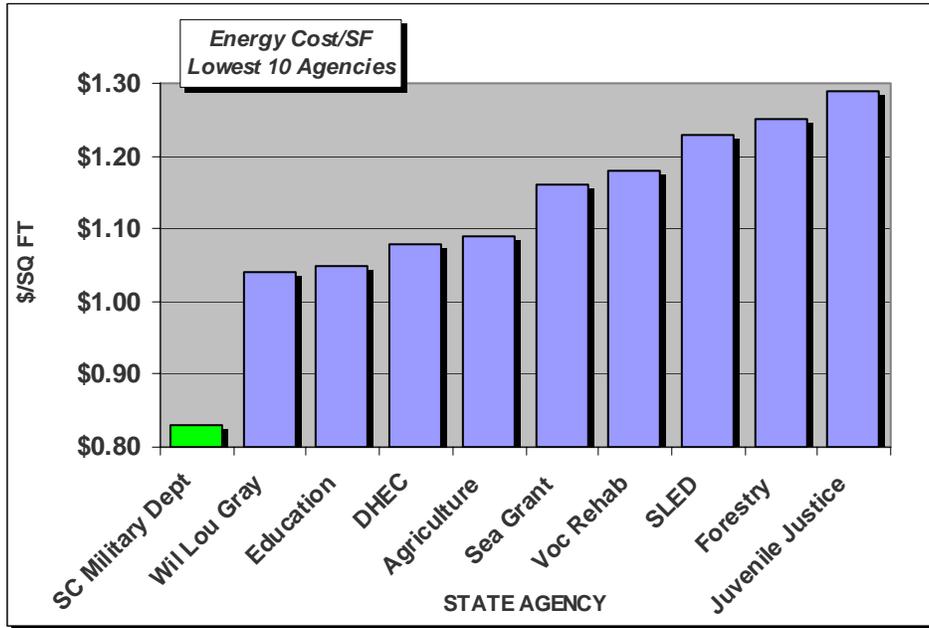


Chart 7.4-3

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!**



Graph 7.4-4

Energy consumption increased 4.5% over 2007, while utility expense increased approximately 5.0%. This increase in usage reflects an increase in activity because of significant OPTEMPO related to mobilization of troops in preparation for deployments.

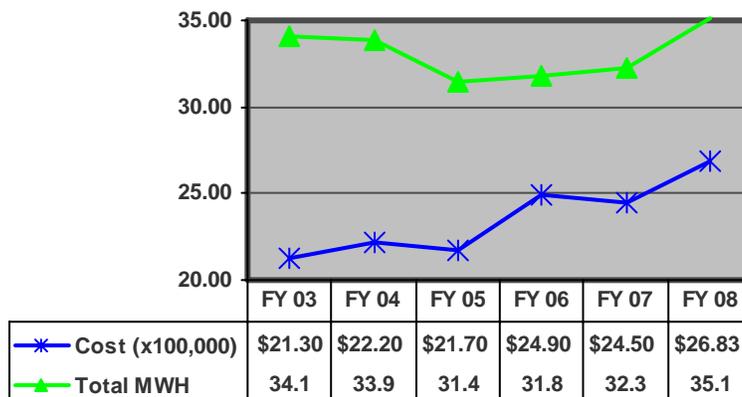
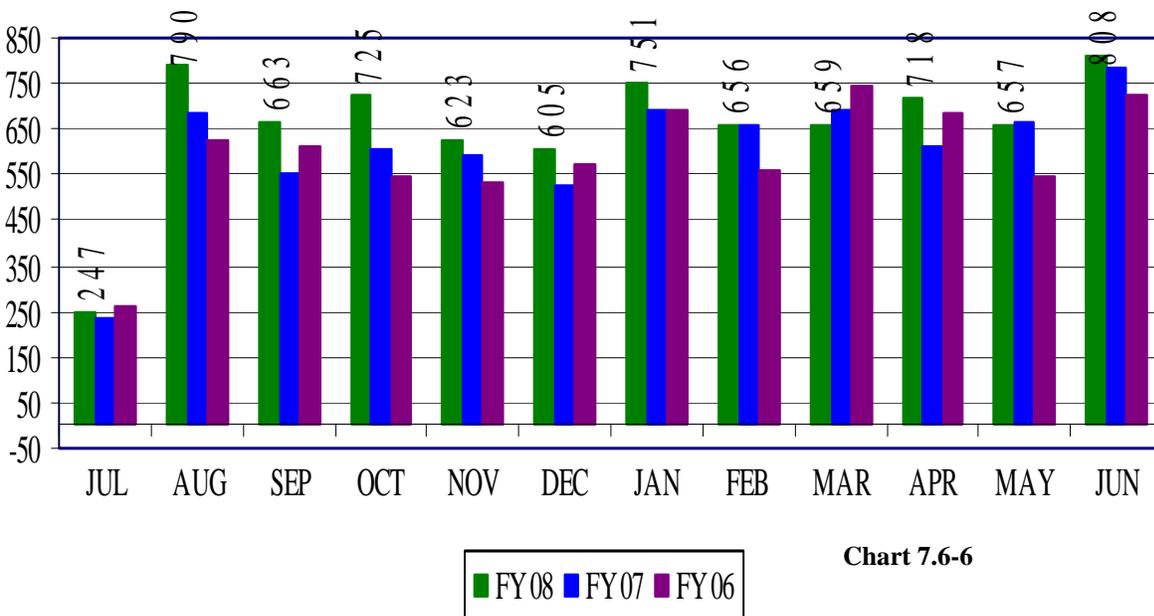


Chart 7.4-5

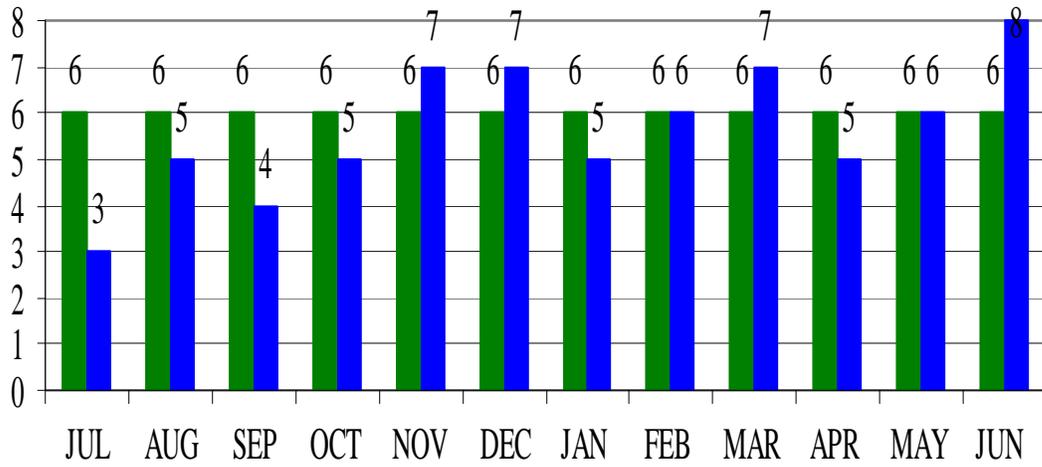
The budget and finance division of State Operations charts and trends several key performance indicators. These include the number of vouchers processed against an average standard from previous years, the number of voucher errors against an average standard, the average process time to the Comptroller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



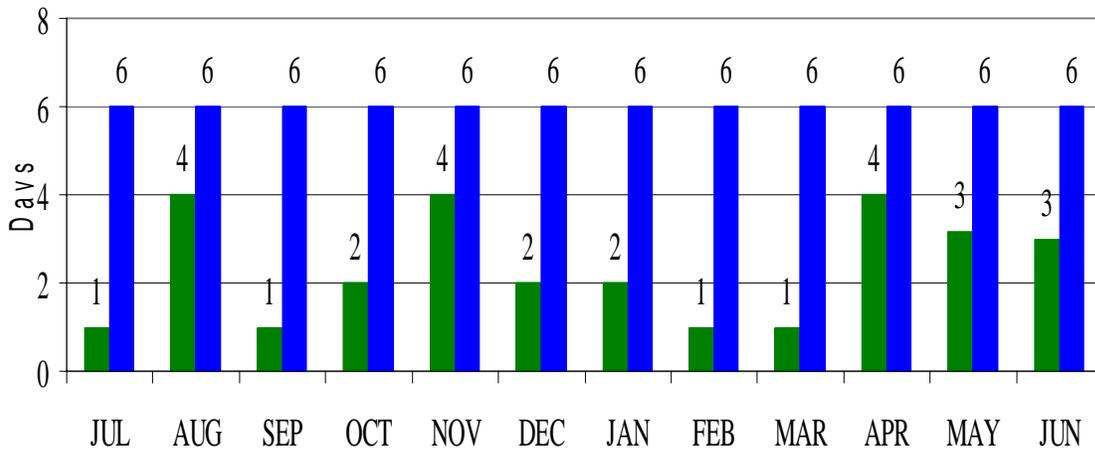
### Voucher Errors FY 07 - 08



Graph 7.6-7



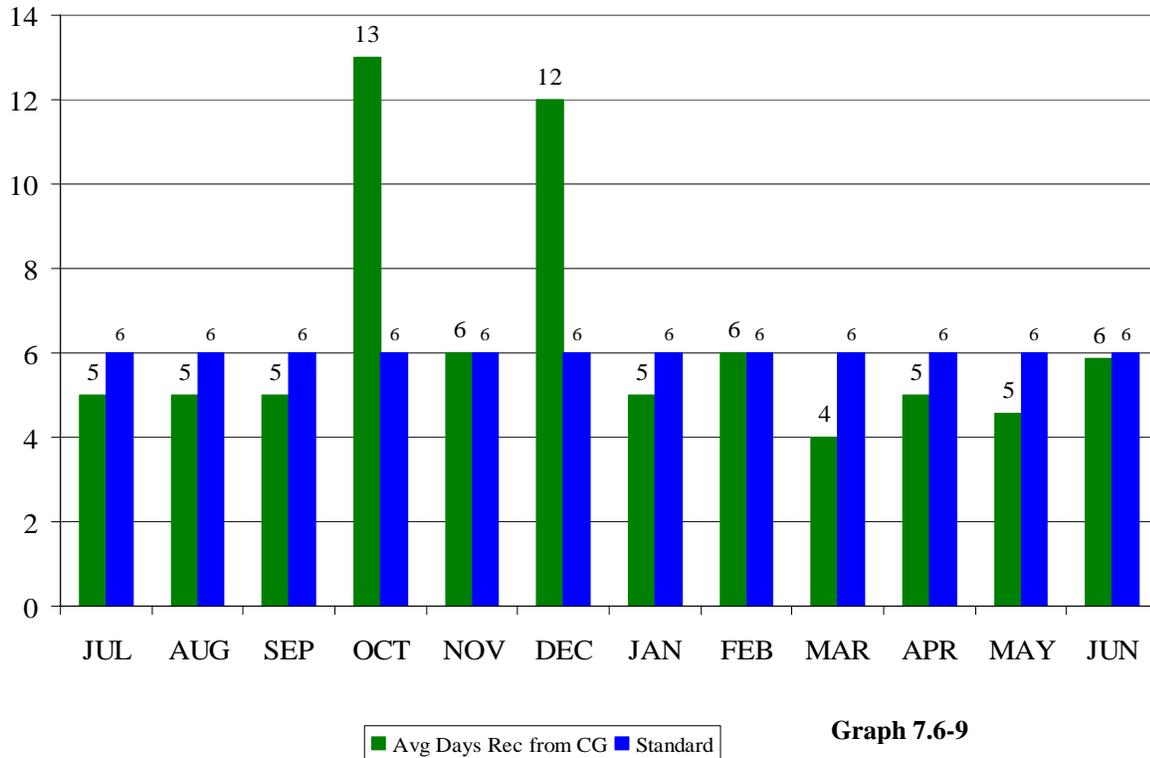
### Average Process Time to CG's FY 07 - 08



Graph 7.6-8



### Average Process Time From CG's FY 07 - 08

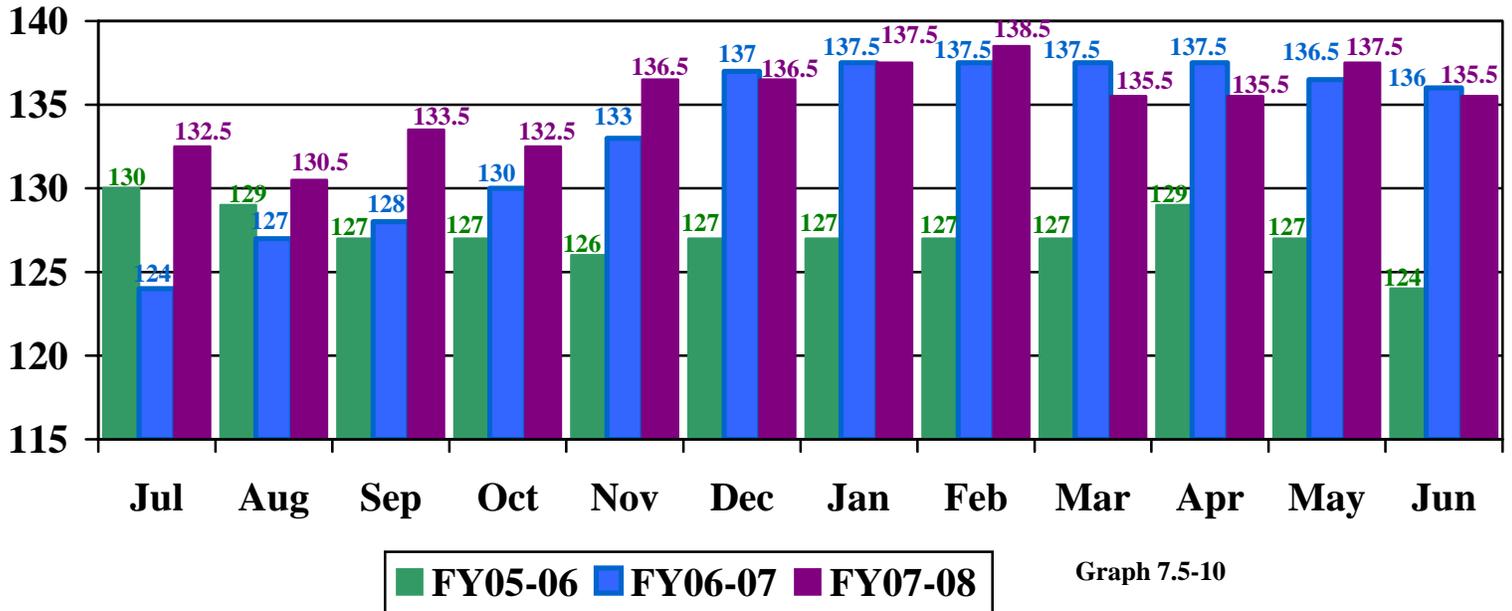


**The charts are also a reminder that vendors are customers, too!**

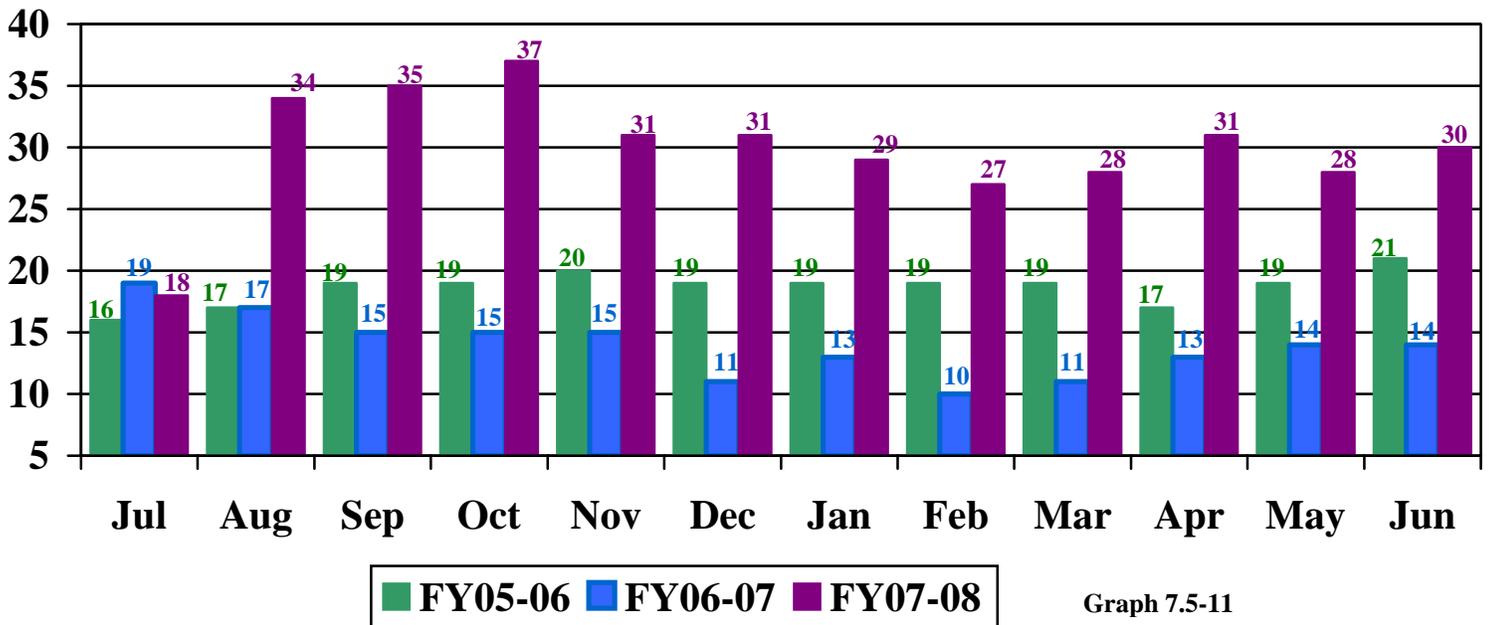
Just as information management, energy conservation and the processing of vouchers are important, so, too, is the management of the agency's workforce.

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, 2008, a total of 166 FTEs were authorized.**

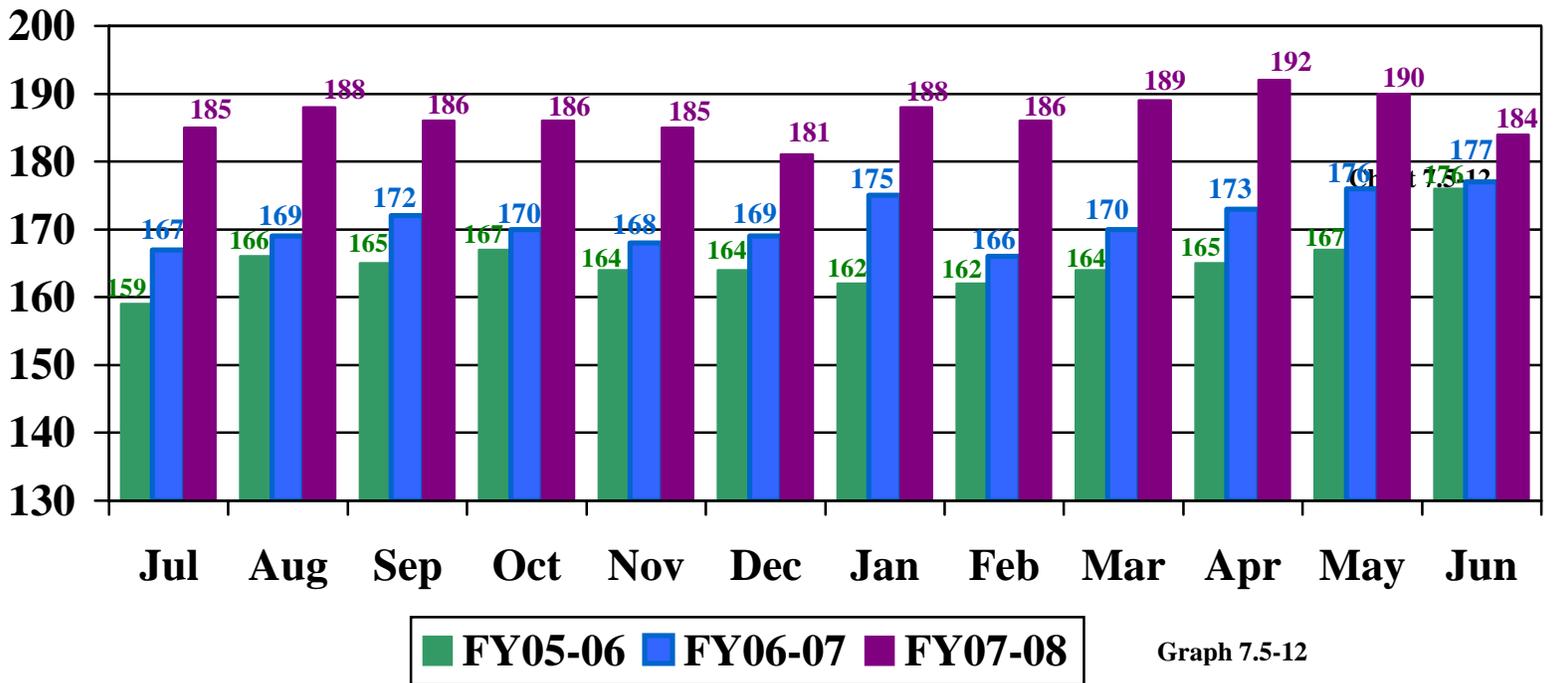
### State FTE Allocation



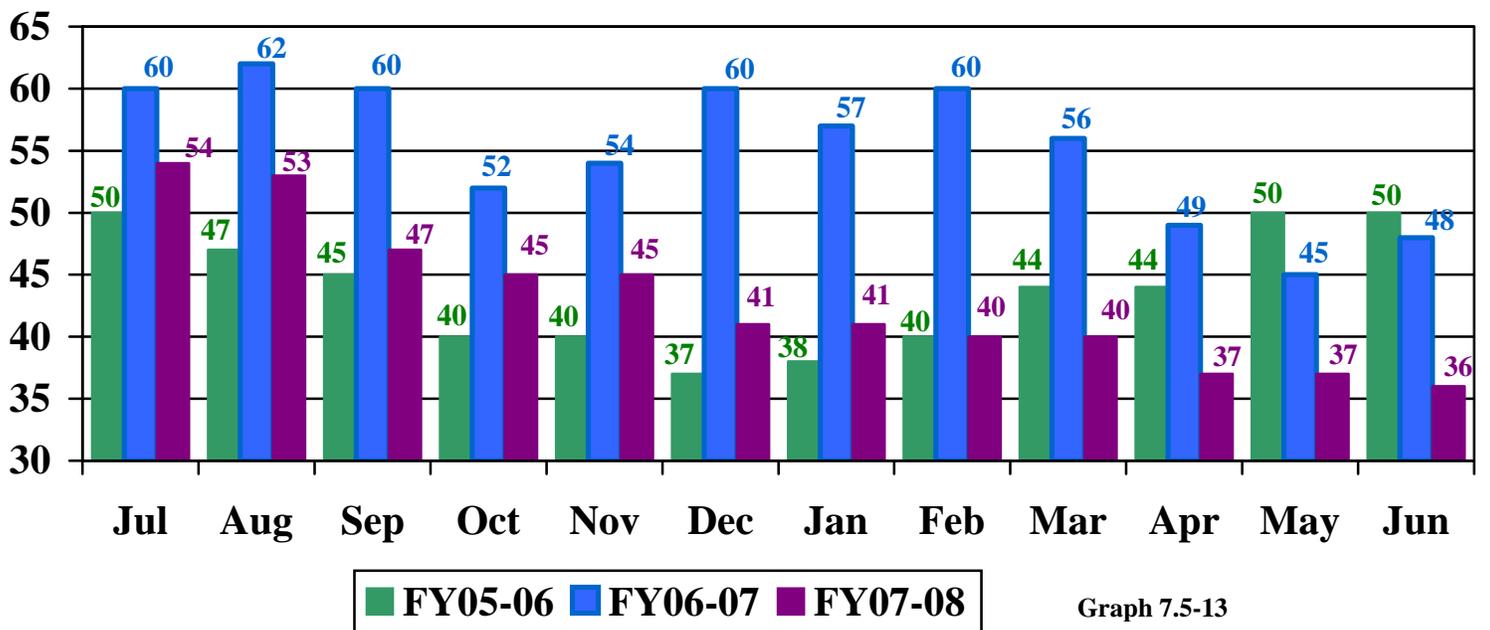
### State FTE Vacancies



### Agreement Positions



### Temporary Workforce



Name: **Armory Operations and Buildings & Grounds**

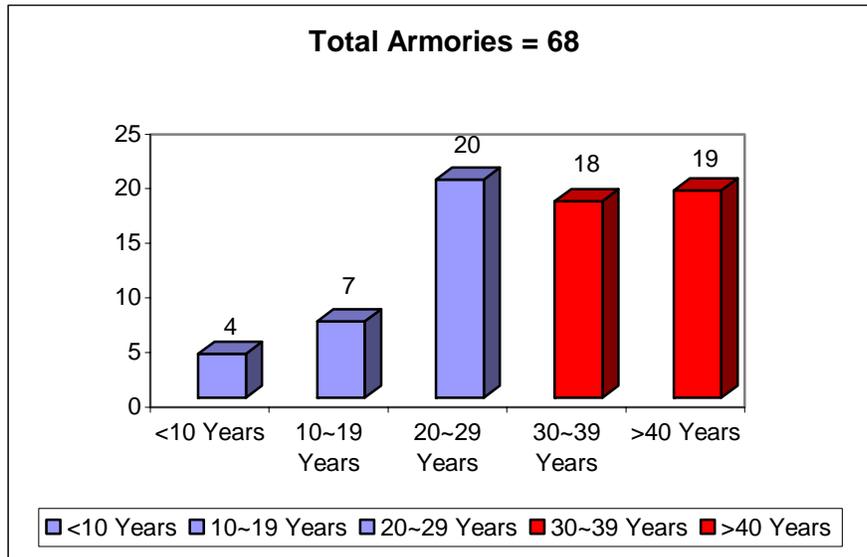
Cost:	\$2,428,174	State
	\$348,288	Earmarked
	7,259,252	Federal
	<hr/>	
	\$10,036,014	Total

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. The result is decreased community relevance, missed recruiting opportunities and loss of local support systems and organizations.

### 30 Year Life Cycle



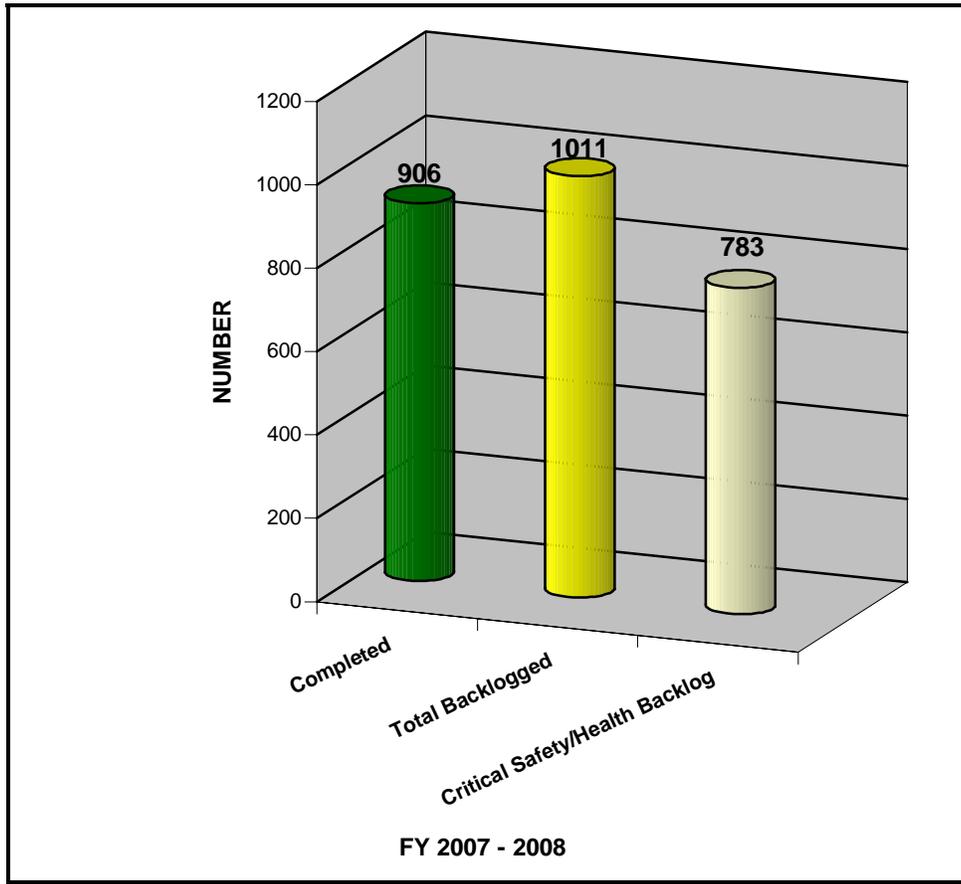
Graph 7.1-14

The CFMO identifies its customers as those persons or organizations who occupy and utilize our facilities, whether short-term or long terms. The condition and stability of National Guard facilities impacts upon the agency’s ability to meet state and federal mission requirements and also impacts customer satisfaction. A decreased level of customer satisfaction typically reflects deteriorating physical conditions or lack of suitability of a given facility for a particular purpose or mission.

Although the CFMO strives to improve customer and employee satisfaction, current funding levels make it difficult to address customer concerns, much less assure their satisfaction. **An ongoing problem is an inability to address roof systems that exceeded their lifecycle.**

**Since CFMO does not have the resources to address major deficiencies, the strategy is to address minor and moderate deficiencies to the greatest extent possible. This obviously leaves the agency with a growing backlog of major deferred maintenance.**

### Status of Work Orders

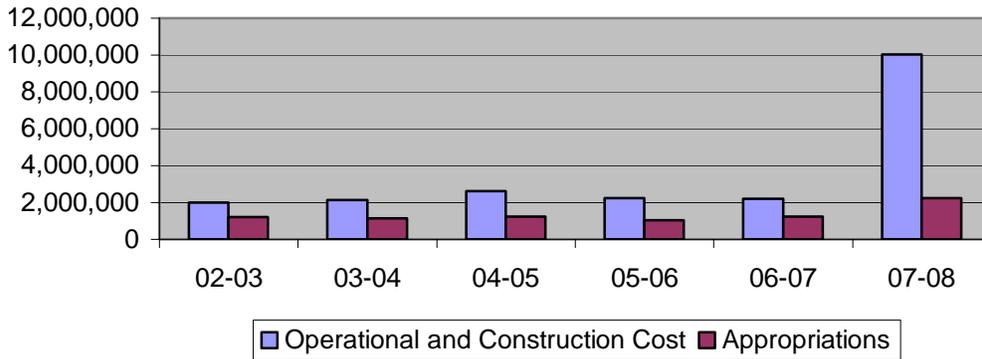


Graph 7.6-15

- The CFMO completed numerous and significant maintenance and repair projects and over 20 minor construction projects during this fiscal year with a combined budget of over \$6,650,000. The top 10 minor construction projects were:

Hartsville FMS 11 Expansion  
 EST 2000 Simulations Building  
 McCrady Bldg 3800 Roof Replacement  
 Bennettsville Storage Building  
 Laurens Storage Building  
 Jefferson Storage Building  
 Fort Mill Storage Building  
 POW Training Area  
 Telecom Building  
 McCrady Warehouse Infrastructure

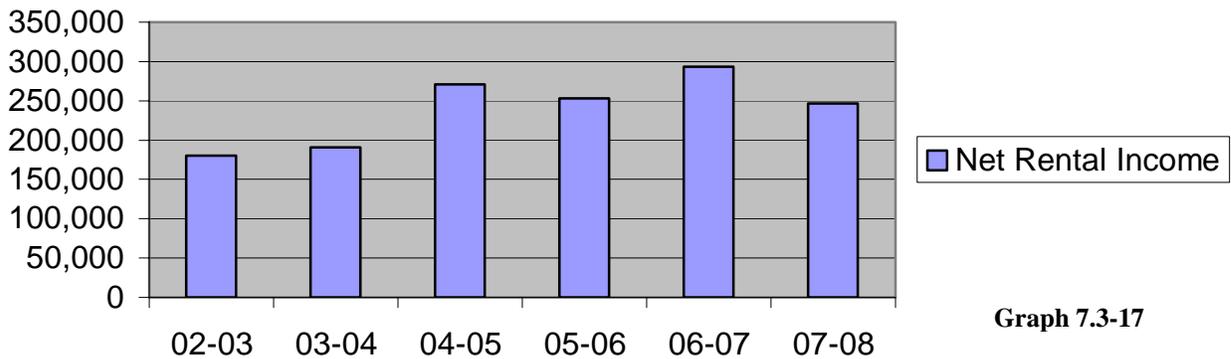
**Armory Operations and Construction Cost**



**Graph 7.4-16**

- State Appropriations for 2007-2008 Armory Operations totaled \$2,253,068. Rental revenue, transfers from dining enterprise and federal dollars provided the funds for the remaining \$7,782,946 of cost. The total annual operating and construction cost for the year was \$10,036,014.

**Net Rental Income**



**Graph 7.3-17**

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 \$246,813 net of expenses.

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

**Cost:**

	<u>SCEMD</u>	<u>Pass Through</u>
State:	\$2,777,328	\$ 56,580
Supplemental One Time Appropriation	\$1,409,707	\$ 68,859
State Disaster:	\$ 85,627	\$ 2,977,131
Earmarked:	\$1,298,800	\$ 3,979,583
Federal:	<u>\$3,722,293</u>	<u>\$ 3,288,496</u>
Total:	<u>\$9,293,755</u>	<u>\$10,370,649</u>

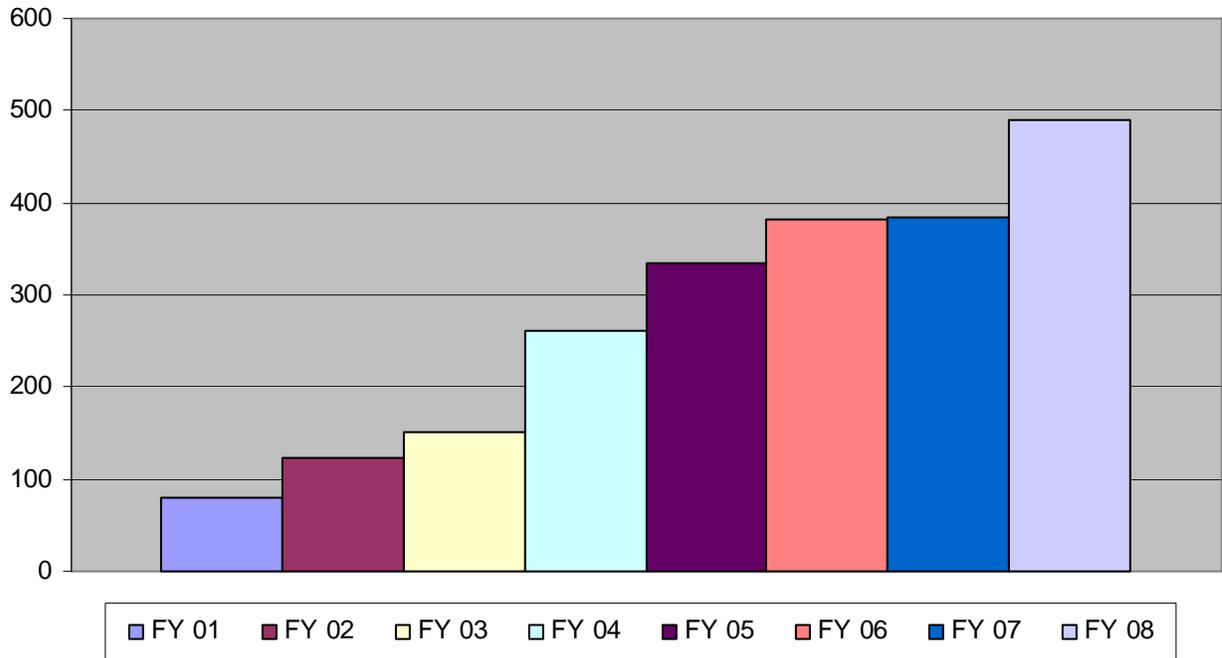
**Goal:** Reduce human suffering and enhance the State’s capability to recover from a disaster.

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

**Key Results:**

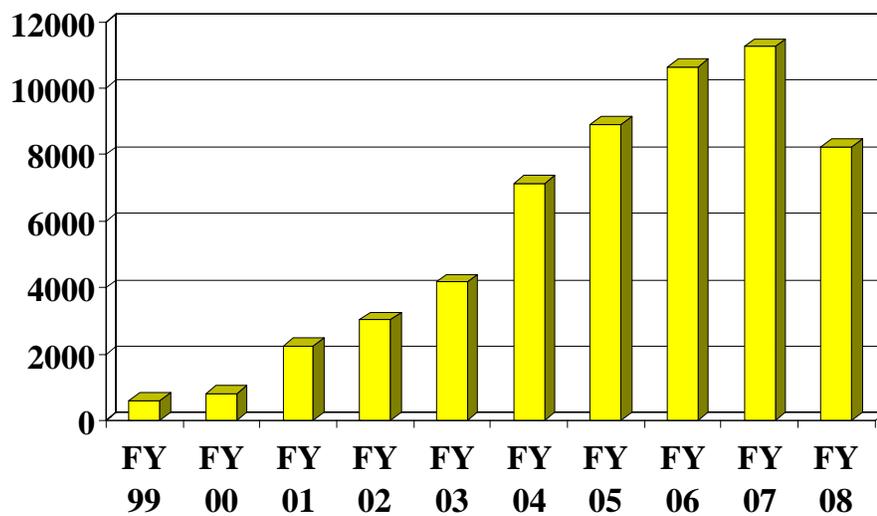
- SCEMD provides numerous emergency management training programs and conducts exercises to validate plans and to test the state’s capability to respond to emergencies. Although we had several emergencies this past year, they did not impact the training program and we continued to expand the curriculum.
- For FY08, the goal was again to maintain the number of courses presented and the personnel trained at or above the baseline of FY01. Four hundred eighty-nine (489) training events were offered and attended by 8,247 participants. Courses offered were 611% of the baseline, an increase of 27%. Personnel trained were 367%, a decrease of 27% of the baseline. Further, 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 FY 07-08, the average course rating was 4.52. Although exercises also provide an excellent opportunity for training, the 2,073 participants in the 86 exercises conducted this year are not included in the above figures.

### Courses Conducted



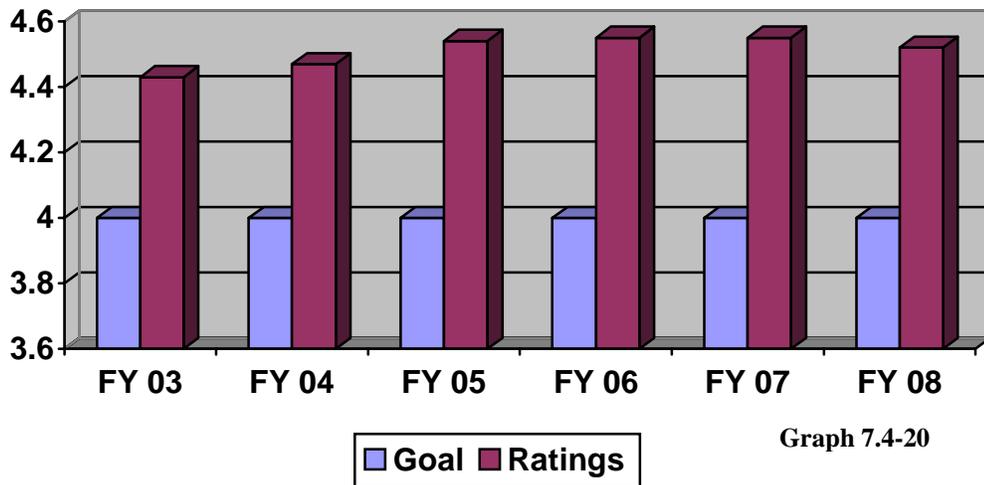
Graph 7.5-18

### Personnel Trained



Graph 7.5-19

### Course Rating



Weapons of Mass Destruction training for more than four hundred eighty-five (485) 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. The decrease of 39% from the previous year is based on first responders having completed mandatory training in previous years. Six hundred thirty-eight (638) responders attended twenty-one (21) Department of Homeland Security mobile courses conducted within the state. Four hundred forty-five (445) responders attended planning conferences where WMD training took place. Therefore, one thousand five hundred sixty-eight (1,568) responders received WMD training. Although not included in these figures, four hundred-twelve (412) responders participated in thirteen (13) WMD exercises.

### Weapons of Mass Destruction Training

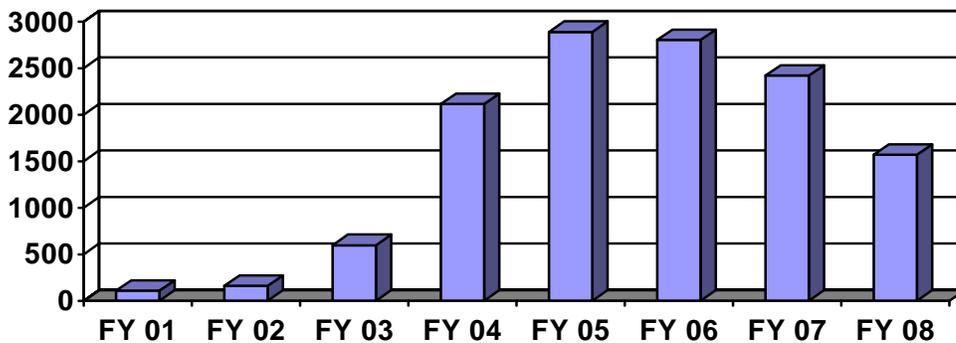
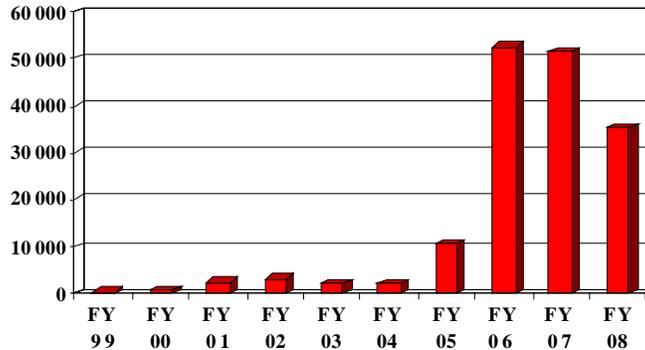


Chart 7.5-21

- Personnel from South Carolina successfully completed 35,226 independent study courses offered by FEMA’s Emergency Management Institute during FY 07-08. This compares with the total of 29,157 completions for all of FY 82 through FY 05.

## Independent Study Course Completions

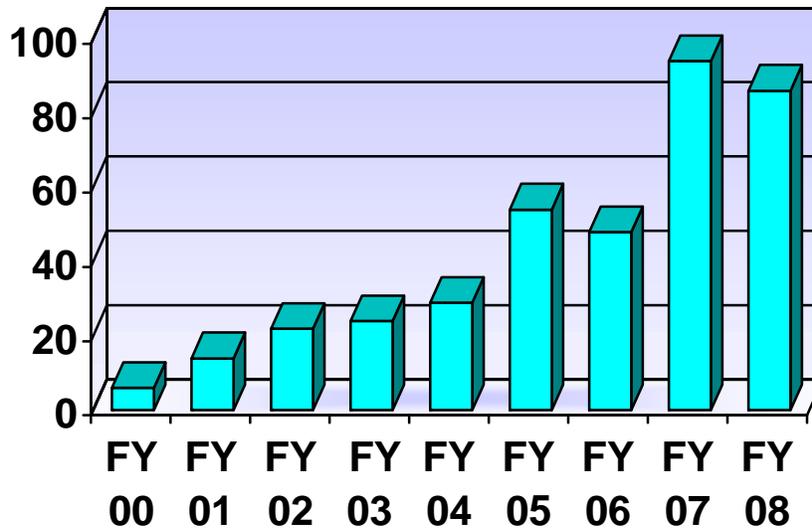


Graph 7.5-22

- SCEMD developed, coordinated, and participated in 86 exercises involving 4,073 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.
- One tabletop exercise was conducted for the entire SERT to test procedures when responding to a hurricane.
- A two-day full-scale exercise was conducted by SCEMD to validate the state hurricane plan. Over 250 state agency and volunteer organization personnel participated in the exercise each day. A hurricane similar in size and track to Hurricane Hugo was used in the scenario.
- Four federally-evaluated fixed nuclear facility exercises were conducted with no deficiencies noted.
- Three federally-evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident were successfully completed.

- Nine federally (and one state) evaluated exercises involving Federal Energy Regulatory Commission dams were successfully completed with no deficiencies noted.
- By the end of 2008, eleven Weapons of Mass Destruction exercises will have been conducted. These will include two seminars, three workshops, two tabletop exercises, three functional exercises, and one full-scale exercise and will involve about 2,500 responders.
- 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 which was held in conjunction with SCEMD's two-day hurricane exercise.
- SCEMD personnel assisted with and participated in forty-eight (48) other exercises conducted by counties or other state agencies.

### Exercises Conducted



Graph 7.2-23

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

**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 with Exxon, Hess, Shell, and Hot Spot companies who have agreed to maintain fuel inventories at each of 21 selected filling stations during an evacuation. The state assists with route planning, route assistance, and/or escort of bulk transport vehicles as required. This plan was incorporated in the 2008 Hurricane Plan.
- **Post Impact Refueling Plan:** In FY 08, SCEMD led the effort with the Department of Transportation and the Department of Education to establish designated refueling points in each county using partner facilities to provide fuel support. This agreement relieves much of the burden for fuel availability from the local communities. The assessment led to the development of the Post Impact Refueling Plan that will be published with the Catastrophic Incident Response Annex.
- **Disaster Commodities Warehouse:** In FY08, SCEMD purchased and completed some renovations to the warehouse used to store disaster relief supplies. The warehouse contains enough food and bottled water to feed 50,000 people for three days after a disaster.
- **Generator Transfer Switches:** SCEMD requested and received funds, and began the second 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 counties from the midlands to the coast.
- **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. These SCEMD personnel 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.
- **Continuity of Operations Plan (COOP):** SCEMD has taken the lead for state agencies in the development of a COOP plan. This plan covers the Emergency Management

Division and elements of state agencies that support the State Emergency Response Team (SERT). This plan establishes the guidelines, policies, protocols and procedures to continue emergency relief operations in the event that the State Emergency Operations Center is damaged or destroyed.

- **Increased shelter capacity:** State shelter capacity continues to be a focus in hurricane preparedness. As the population along SC's coast continues to increase, shelter availability is a concern. The Division coordinated with the 46 counties, DSS, American Red Cross and DHEC to insure the capacity is available for the planning requirement.

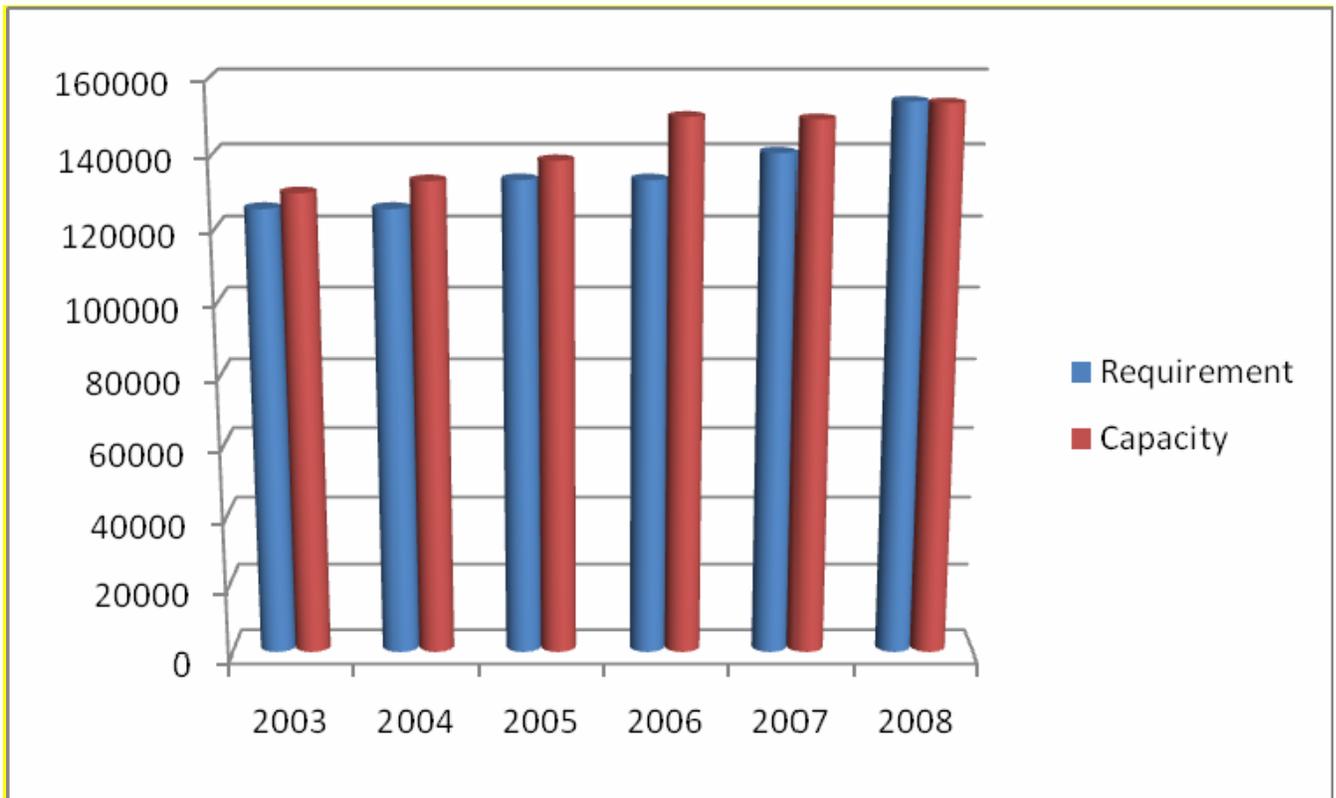


Chart 7.3-24

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

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:

- 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 eighteen 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, the Division has increased its capability to provide technical assistance to the counties in all areas of emergency management. Therefore, a new baseline for this program was established beginning in 2007.
- 

**FY 2007 and 2008 Joint Assessment Evaluation**

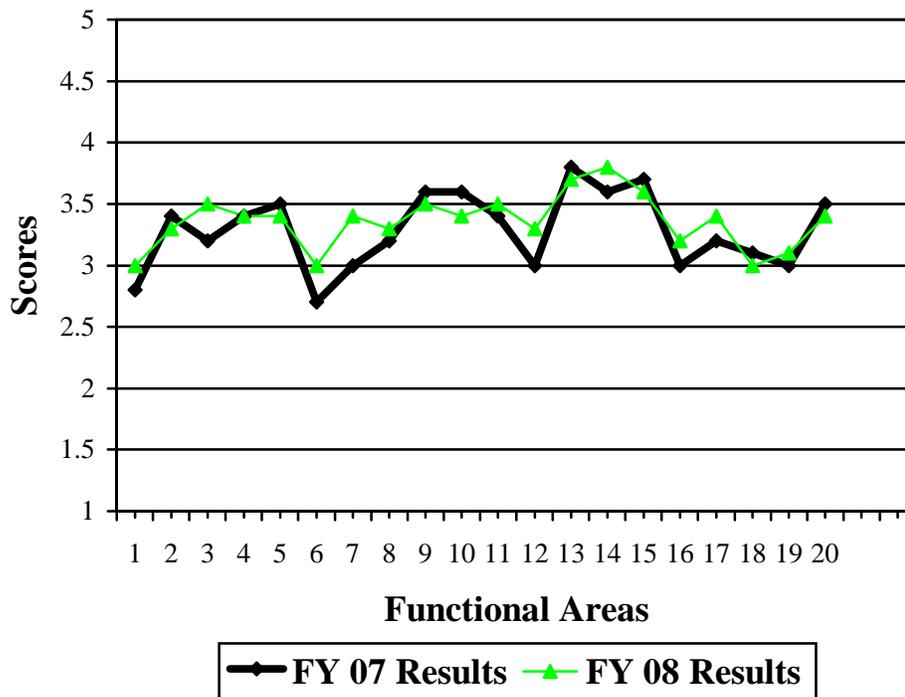
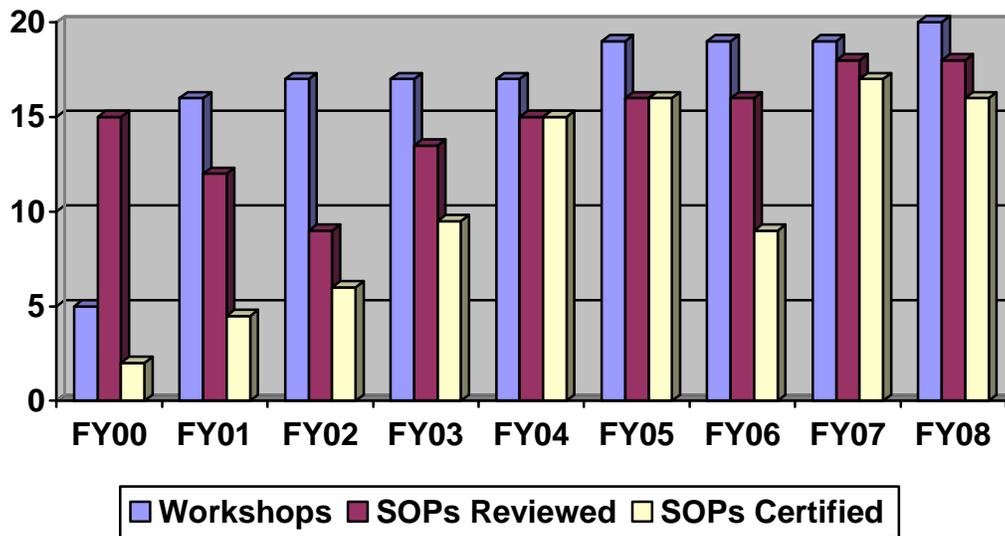


Chart 7.4-25

- |                                    |                                      |
|------------------------------------|--------------------------------------|
| 1 - Hazard analysis                | 11 - Warning                         |
| 2 - Mitigation                     | 12 - Emergency Operations Center     |
| 3 - Planning                       | 13 - Direction and Control           |
| 4 - Resource Identification        | 14 - Disaster Declaration            |
| 5 - Training and Education         | 15 - Disaster Records and Documents  |
| 6 - Tests and Exercises            | 16 - Evacuation Strategies           |
| 7 - External Coordination          | 17 - Shelter Strategies              |
| 8 - Public Education and Awareness | 18 - On-Site Management of Incidents |
| 9 - Public Information             | 19 - Recovery                        |
| 10 - Communications                | 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.
- Twenty workshops were conducted to enhance the quality of inputs from state agencies and volunteer organizations. This year, the Emergency Management Assistance Compact, National Response Framework, and hazard mitigation activities were included in each annex.
- Eighteen of the 20 emergency support functions (ESFs) operating procedures were reviewed. Sixteen were certified during this reporting period.



Graph 7.4-26

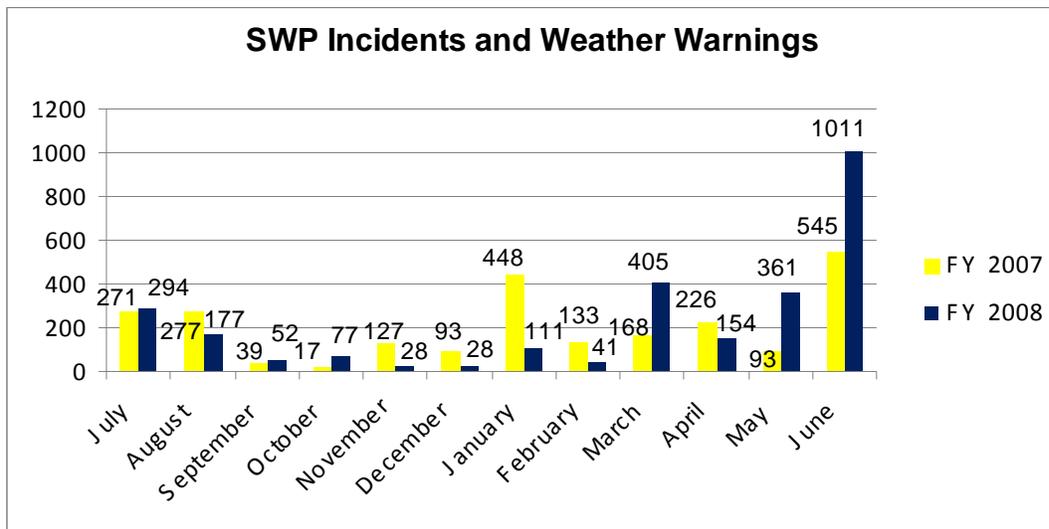
Name: **South Carolina Emergency Management Division - State Warning Point Operations**

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.

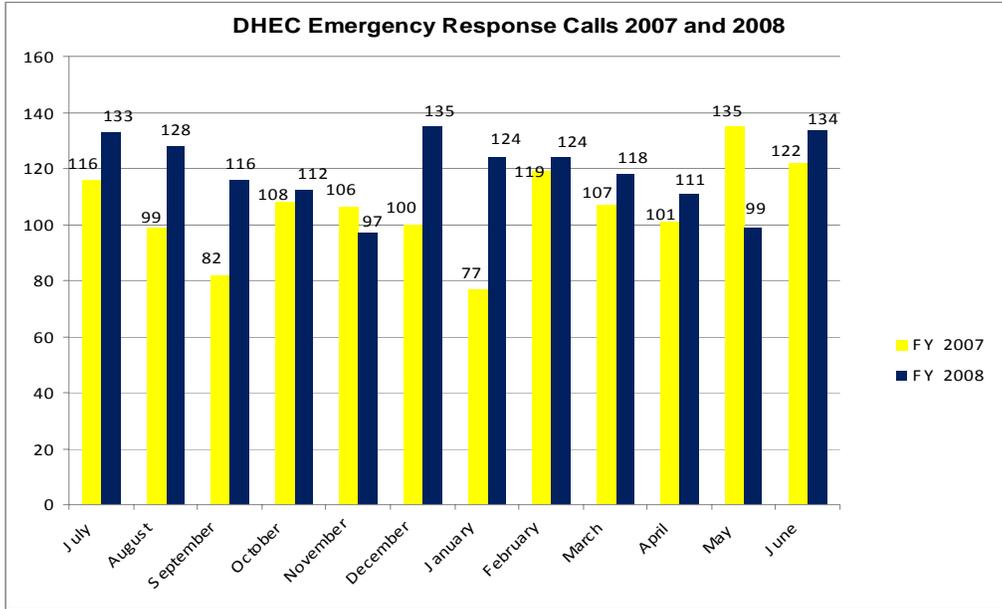
Key Results:

- The State Warning Point receives and disseminates incident/disaster/weather reports to ensure 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 (FY07), compared to 2,739 actions for the period of July 1, 2007 through June 30, 2008 (FY08).



Graph 7.3-27

- The State Warning Point provides support to the DHEC Emergency Response section by answering all after business hours calls (evenings, weekends, and holidays) which pertain to fish kills, hazardous material releases, and West Nile Virus concerns. 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 (FY07), compared with 1,431 calls for the period of July 1, 2007 through June 30, 2008 (FY08).



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. The numbers documented for the period of July 1, 2007 through June 30, 2008 are 9,365 radio and communication checks, and 326 communications checks for all nuclear facilities.

**FISCAL YEAR 2007 - 2008 RADIO CHECK PERCENTAGES**

<b>COUNTY</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>
Abbeville	73	75	100	100	100	100	100	100	100	100	100	100
Aiken	100	100	100	100	92	93	100	100	100	100	100	100
Allendale	40	58	58	73	50	60	42	33	13	42	33	87
Anderson	80	67	50	80	92	100	83	100	87	83	75	73
Bamberg	100	100	100	93	100	100	100	100	100	100	100	100
Barnwell	100	100	100	93	100	100	92	100	100	92	92	87
Beaufort	60	92	100	100	75	93	92	100	87	100	75	100
Berkeley	80	75	75	73	75	87	83	92	73	75	83	67
Calhoun	93	83	83	100	92	93	100	83	87	92	92	87
Charleston	100	100	100	100	75	100	100	100	100	100	100	100
Cherokee	100	100	100	100	100	100	100	100	100	100	100	100
Chester	100	100	100	100	100	100	100	100	100	100	100	100
Chesterfield	33	25	33	27	8	20	25	8	27	25	25	27
Clarendon	47	58	75	73	83	67	67	83	73	83	83	93
Colleton	67	58	58	67	58	67	58	67	67	67	58	53
Darlington	100	75	100	93	75	67	83	100	100	100	100	93
Dillon	100	92	100	100	92	100	100	100	93	100	92	93
Dorchester	93	100	100	67	57	47	67	75	92	92	92	100
Edgefield	60	100	75	93	100	93	92	100	93	100	100	100
Fairfield	87	92	92	100	100	93	100	100	93	67	83	93
Florence	87	83	92	100	100	100	83	100	87	100	100	100
Georgetown	93	83	67	100	100	93	100	100	93	100	100	80
Greenville	67	67	58	53	58	27	17	25	40	25	0	20
Greenwood	67	67	67	67	67	53	50	42	67	67	67	67
Hampton	47	25	25	27	8	33	50	50	53	67	50	80
Horry	67	92	100	100	100	100	100	92	87	100	100	87
Jasper	67	42	42	47	25	33	58	42	60	25	33	53
Kershaw	100	100	100	100	92	93	100	100	100	100	100	100
Lancaster	100	100	100	100	100	100	100	100	100	100	100	100
Laurens	87	92	83	80	92	100	83	100	93	92	92	60
Lee	100	100	100	100	100	100	100	100	100	100	100	100
Lexington	87	75	100	100	100	93	100	100	100	92	100	93
Marion	33	83	100	100	100	73	33	75	100	100	100	93
Marlboro	67	67	67	73	67	53	83	83	67	58	50	100
McCormick	27	25	33	33	42	27	33	33	27	33	25	33
Newberry	67	67	67	67	58	67	67	67	60	67	75	100
Oconee	60	58	67	67	67	60	67	67	67	58	50	60
Orangeburg	93	83	100	100	100	100	100	100	100	100	100	100
Pickens	87	83	100	93	100	100	100	92	100	100	100	93
Richland	100	100	100	100	100	100	100	100	100	100	100	100
Saluda	100	92	100	100	100	100	100	100	100	100	83	100
Spartanburg	93	92	92	100	83	67	83	100	100	100	92	93
Sumter	100	92	100	100	92	93	83	100	100	92	100	93
Union	53	58	25	67	58	40	75	100	100	92	92	73
Williamsburg	87	92	100	100	83	80	100	92	93	100	100	80
York	93	83	83	93	100	93	83	92	93	100	100	100

Table 7.4-29

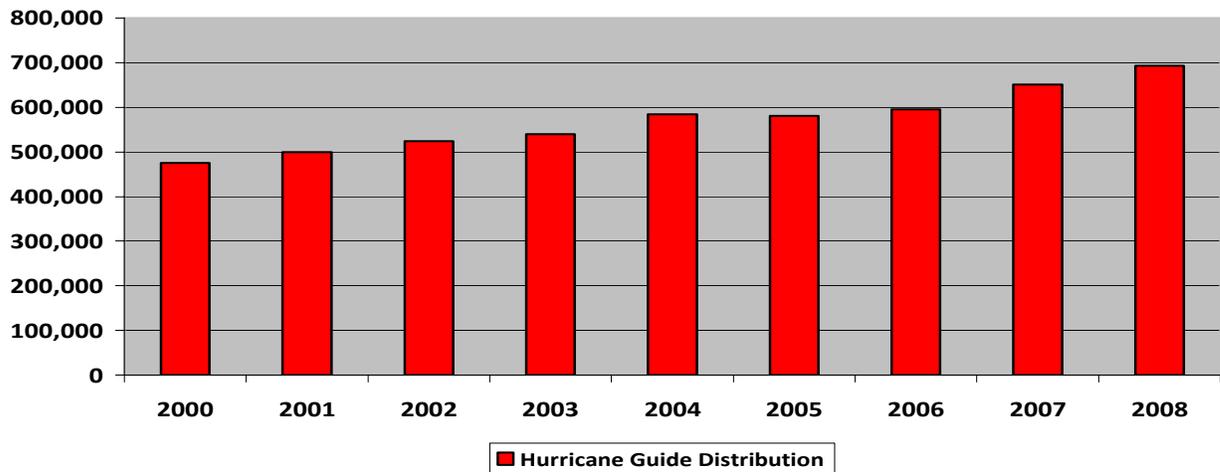
Name: **Citizen Education and Public Information**

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:

- Compiled, published and distributed the ninth consecutive 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 693,000 this year. It is distributed in both English and Spanish, and includes special needs information.



Graph 7.3-30

- To increase public awareness, SCEMD public information staff presented an estimated 64 briefings and educational sessions to youth groups (12), adult citizen groups (40), and government groups (12).

Name: **South Carolina Domestic Preparedness Program**

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:

- SCEMD provided for statewide implementation of National Incident Management System (NIMS) implementation, resource management database, tracking of first responder NIMS training, a WMD equipment maintenance program, technical assistance personnel, state WMD first responder teams, advanced chemical and radiological agent detection equipment for first responders, the revision and publication of the state terrorism operations plan, terrorism incident training for personnel, state WMD exercise program, state citizen preparedness program, and catastrophic planning improvements.
- SCEMD received DHS 2007 funding that will provide for enhancement to the state emergency alert system, the construction of CBRNE annexes to the state terrorism operations plan, site specific preparedness program, terrorism incident training for personnel, technical assistance personnel, state WMD first responder teams, state WMD exercise program, state implementation of NIMS implementation, state citizen preparedness program, and catastrophic planning improvements.
- SCEMD updated advanced chemical and radiological agent detection and field respirator fit testing equipment for first responders.
- SCEMD has sought and gained approval for new cyanide and nerve agent antidote procedures from the state Emergency Medical Service advisory committee.
- SCEMD co-sponsored with North Carolina the first Joint North and South Carolina Terrorism planning conference.
- SCEMD has conducted state assessments for the DHS, FEMA, DOD, NEMA, HHS, FBI, and CDC. SCEMD has conducted multiple field on-site visits to private industry, hospitals, and county emergency managements on the progress of terrorism preparedness initiatives. SCEMD has conducted state capability gap assessments for statewide first responder response. SCEMD has conducted on-site assessments of potential targets, WMD response critical infrastructure facilities and strategic national stockpile facilities. SCEMD conducted a DHS critical infrastructure assessment of the state emergency operations center.

- SCEMD has participated in terrorism preparedness planning conferences and workshops, to include National Governor's Association Pandemic Flu Planning, Agroterrorism and Food Safety, U.S. Department of Homeland Security Grants, and U.S. Department of Homeland Security Improvised Explosive Device. SCEMD organized the homeland security training and planning track at the annual State Emergency Management Workshop for local and state emergency management personnel that provided preparedness training on National Infrastructure Protection Program, special events planning, mass casualty, and school violence.
- SCEMD is represented on many terrorism preparedness committees, to include the state or federal committees for counterterrorism coordination, Strategic National Stockpile, ESAR-VP medical volunteers, EMS state advisory council, Metropolitan Medical Response System, Cities Readiness Initiative, fire mobilization committee, FBI's Joint Terrorism Taskforce WMD working group, bioterrorism advisory, mass casualty, regional homeland security, pandemic flu, agro-terrorism, bio-security and food safety, and the state COBRA team oversight.
- SCEMD has assisted the Department of Homeland Security in the development of the state preparedness report, investment justifications, and updated local and state terrorism annexes according to the revisions of national plans.
- SCEMD provided training on Department of Homeland Security funded equipment to include WMD modeling software, first responder radio and satellite phones, chemical agent detection, radiological detection, and field respirator fit testing equipment.
- SCEMD trained EMD staff personnel through military, university, and federal, state, and local private training institutions in terrorist incident management training to include the advanced radiological incident operations, WMD hands-on training and incident command course, WMD sampling, WMD hazardous materials technician, WMD tactical operations, information security, first responder clandestine laboratories and improvised explosive devices, FBI's improvised nuclear weapon response team, chemical agent detection, bird flu, homeland security information secure portal, and communications.
- SCEMD participated and evaluated other state and federal terrorism exercises to include regional food security, anti-viral stockpile deployment, bioterrorism, agroterrorism, HHS mass casualty and fatality, fixed nuclear facility, pandemic and bird flu exercises, plant and crop terrorism, hospital preparedness, and mass vaccination clinics.
- SCEMD continued to coordinate the Chemical, Ordinance, Biological, Radiological (COBRA) program, that includes over 217 government agencies composed of over 900 first responders specifically trained WMD hazardous materials technicians, paramedics, fire, and law enforcement personnel. The program has participated in over 100 exercises, utilized their assets in over 150 responses, to include numerous hazmat/WMD suspected incidents, meth lab raids, IEDs, and alerts.

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 Funds Disbursed for 2002-2008 (100% federal)

	<u>Citizen Corps/CERT</u>
FY02	\$45,324.84
FY03	\$271,971.92
FY04	\$147,259.33
FY05	\$214,863.00
FY06	\$307,104.00
FY07	\$243,596.00
FY08	<u>\$20,802.00</u>
Total:	\$1,250,921.09

Key Results:

- Local Citizen Corps Councils have been established in the following thirty-four counties:

Aiken	Beaufort	Colleton	Greenwood	Lexington	Saluda
Allendale	Charleston	Dillon	Hampton	Marlboro	Spartanburg
Anderson	Cherokee	Dorchester	Horry	Oconee	Sumter
Bamberg	Chester	Edgefield	Jasper	Orangeburg	Williamsburg
Barnwell	Chesterfield	Georgetown	Lancaster	Pickens	
Berkeley	Clarendon	Greenville	Lee	Richland	

- Local Citizen Corps Councils are bringing first responders together with the local volunteer community in order to promote the CERT program. The volunteers are initiated through a 3-day 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 hazards until trained responders arrive on the scene.
- Two hundred thirty-one (231) instructors have been trained for the CERT program and sixteen (16) instructors have been trained in the Teen CERT program.
- Two thousand six hundred and sixty-eight (2,668) CERT members have been trained and five hundred one (501) have been trained in Teen CERT.
- Train-the-Trainer classes were given on March 15-16, 2008 (25 trained), June 21-22, 2008 (22 trained), and June 27-28, 2008 (9 trained).

- 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.

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.

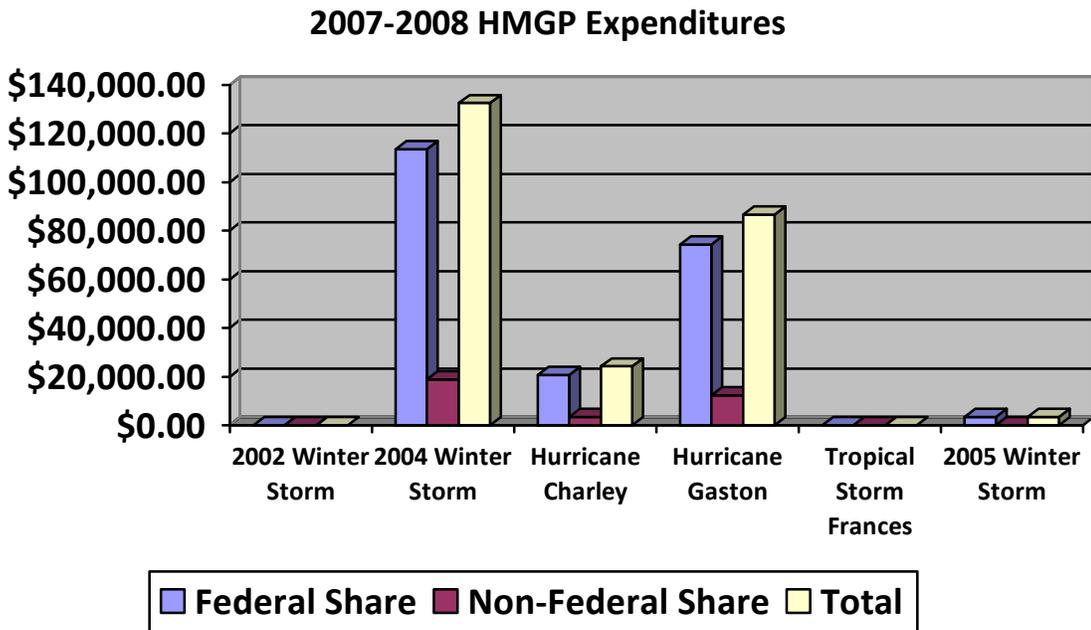
Cost: Program Funds Disbursed for 2007-2008

	2002 Winter Storm	2004 Winter Storm	Hurricane Charley	Hurricane Gaston	Tropical Storm Frances	2005 Winter Storm
Federal Share	\$955.95	\$154,302.50	\$26,772.05	\$85,735.16	\$5,702.93	\$70,762.79
Non Federal Share	\$57.17	\$30,670.96	\$5,300.21	\$16,040.68	\$1,886.97	\$22,338.00
Total	\$1,013.1 2	\$184,973.46	\$32,072.26	\$101,775.8 4	\$7,589.90	\$93,100.79

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 is provided in planning, identifying potential projects and completing project applications.
- 2002 Winter Storm: Nine applications were forwarded to FEMA; seven applications were approved totaling \$264,138. One project was withdrawn. No funds were expended for this disaster during this reporting period.
- 2004 Winter Storm: Eighteen applications totaling \$4,354,754 were submitted to FEMA for approval, eight applications were approved totaling \$1,360,380, three were denied or withdrawn and seven are pending review.
- Hurricane Charley: Five applications totaling \$225,482 were submitted to FEMA for approval. Five applications were approved.
- Hurricane Gaston: Eight applications totaling \$859,761 were submitted to FEMA for approval, six applications were approved for a total of \$952,496. Two are pending review.

- Tropical Storm Frances: Five applications totaling \$910,509 were submitted to FEMA for approval. Three applications were approved. Two are pending FEMA review. No funds were expended under this disaster during this reporting period.
- 2005 Winter Storm: The state reviewed thirty-two (32) applications requesting HMGP funding and submitted six (6) full projects, three (3) planning projects and four (4) initiative projects to the Federal Emergency Management Agency for review and funding. Eight projects have been approved by FEMA.
- 



Graph 7.4-31

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 Funds Disbursed for 2007-2008

	FY 2005 Grant	FY 2006 Grant	FY 2007 Grant
Federal Share	\$43,735.21	\$0.00	\$89,081.55
Non Federal Share	\$12,858.68	\$0.00	\$0.00
Total	\$56,593.89	\$0.00	\$89,081.55

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 were provided to aid in completing applications.
- In FY 2005, twelve (12) applications were received totaling \$8,526,128. Three (3) applications totaling \$6,848,581.75 were selected by FEMA and funded. This funding was provided to Councils of Government to update regional hazard mitigation plans and to retrofit historical buildings.
- 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 by FEMA for \$260,000. Funding will be used for structural flood control.
- In FY 2007, there was no limit on the number of applications that could be submitted for national review. The state received and submitted eleven (11) applications for consideration in the amount of \$13,629,000 and eight (8) applications were selected by FEMA totaling \$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.

- In FY 2008, seventeen (17) applications were received and submitted for consideration in the amount of \$17,226,235 and one (1) application was selected by FEMA for \$1, 238,186

Name: **Public Assistance Program - 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 2007-2008, six previously declared disasters with Public Assistance were managed.**

Goals: Improve the survivability of government infrastructure and privately owned businesses and homes.  
  
Improve capability to coordinate the delivery of federal, interstate, and intrastate assistance in an efficient and effective manner.

Objectives: 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 2008

	<b>1509</b> Winter Storm 2004	<b>1543</b> Hurricane Charley	<b>1547</b> Hurricane Gaston	<b>3233*</b> Hurricane Katrina	<b>1625**</b> Winter Storm 2005	<b>TOTALS</b>
Federal	\$428,014.25	\$59,288.51	\$374,072.14	\$61,875.00	\$491,774.00	\$1,415,023.90
State	\$139,837.33	\$38,974.32	\$103,227.31	\$0.00	\$2,704,425.02	\$2,986,463.98
<b>TOTAL</b>	<b>\$567,851.58</b>	<b>\$98,262.83</b>	<b>\$477,299.45</b>	<b>\$61,875.00</b>	<b>\$3,196,199.02</b>	<b>\$4,401,487.88</b>

NOTE: \*100% federally funded, no state funds were required.  
\*\*The Legislature provided state funds to cover the entire non-federal share.

Key Results:

Winter Storm 2002

- One hundred percent (64 of 64) sub-grantees paid and in closeout process.
- Ninety-nine percent of eligible applicants for federal and/or state reimbursements paid.
- One hundred percent (64 of 64) of final inspections complete.

Winter Storm 2004

- Ninety-nine percent (134 of 138) sub-grantees paid in full and in the closeout process.
- Eighty-four percent of eligible applicants for federal and/or state reimbursements paid.

- One hundred percent (138 of 138) of final inspections completed.

Hurricane Charley

- Ninety-seven percent (30 of 31) sub-grantees paid in full and in the closeout process.
- Seventy-seven percent of eligible applicants for federal/state reimbursements paid.
- One hundred percent (16 of 16) of final inspections completed.

Hurricane Gaston

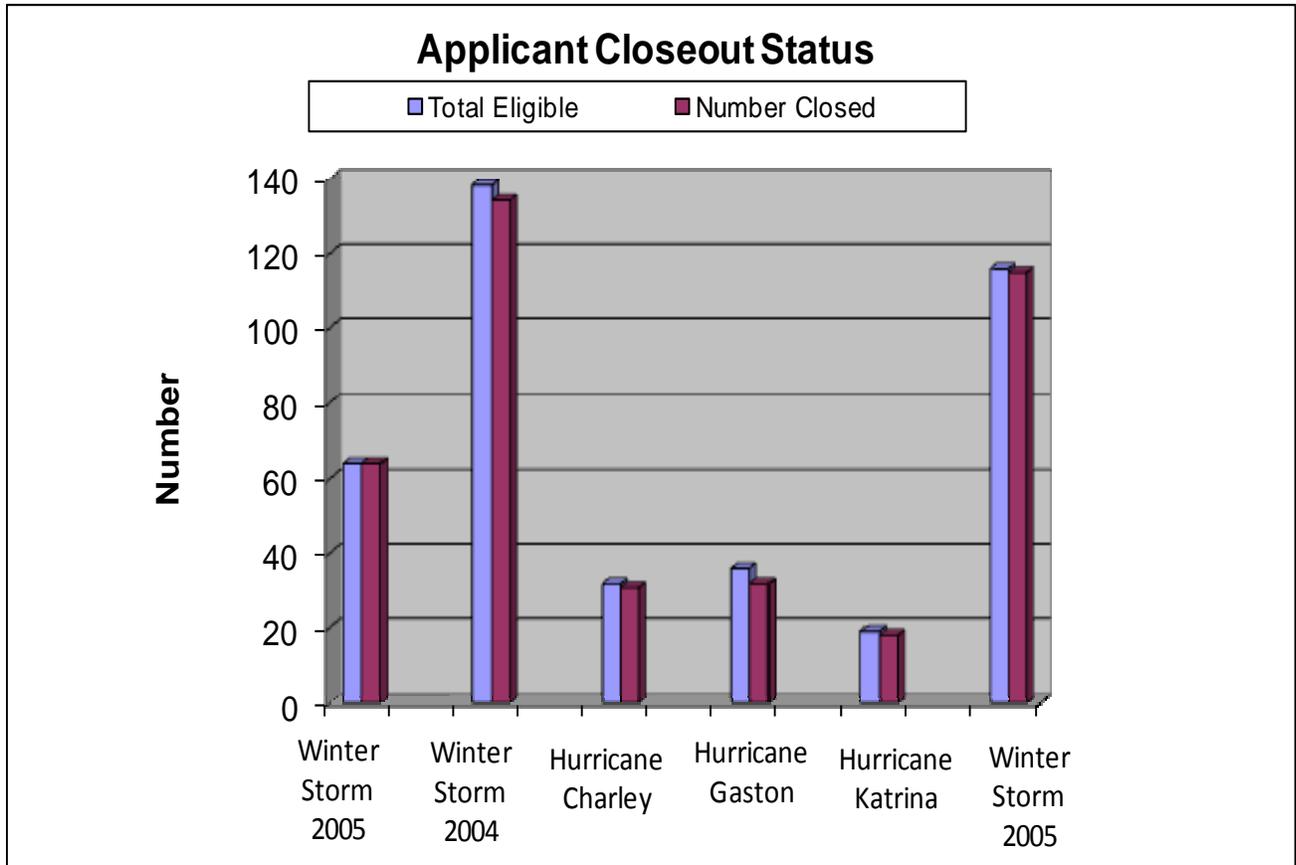
- Eighty-nine percent (30 of 35) sub-grantees paid in full and in the closeout process.
- Fifty-nine percent of eligible applicants for federal and/or state reimbursements paid.
- Ninety-three percent (35 of 38) of final inspections completed.

Hurricane Katrina

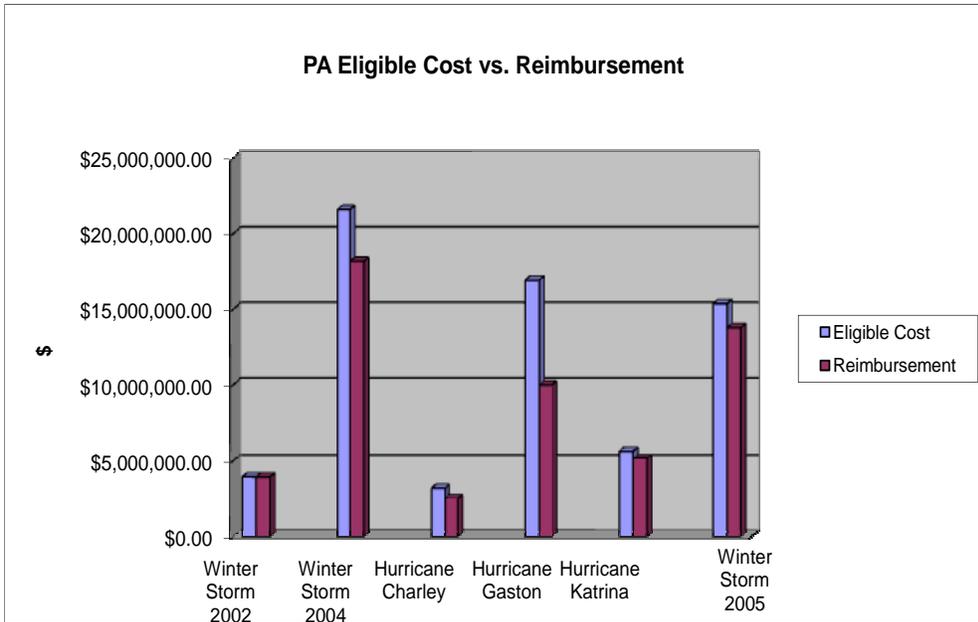
- 30 approved projects for 19 sub-grantees.
- Ninety-five percent (18 of 19) sub-grantees paid in full and in the closeout process.
- Ninety-one percent of eligible applicants for federal reimbursements paid. This disaster was 100% federally funded.

Winter Storm 2005

- 248 approved projects for 114 sub-grantees.
- Ninety percent of eligible applicants for federal and/or state reimbursements paid.
- Ninety-nine percent (115 of 116) of final inspections completed.



Graph 7.3-32



Graph 7.3-33

Name: **The South Carolina State Guard**

Cost: \$260,917. State (Includes supplemental for facilities support)

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.

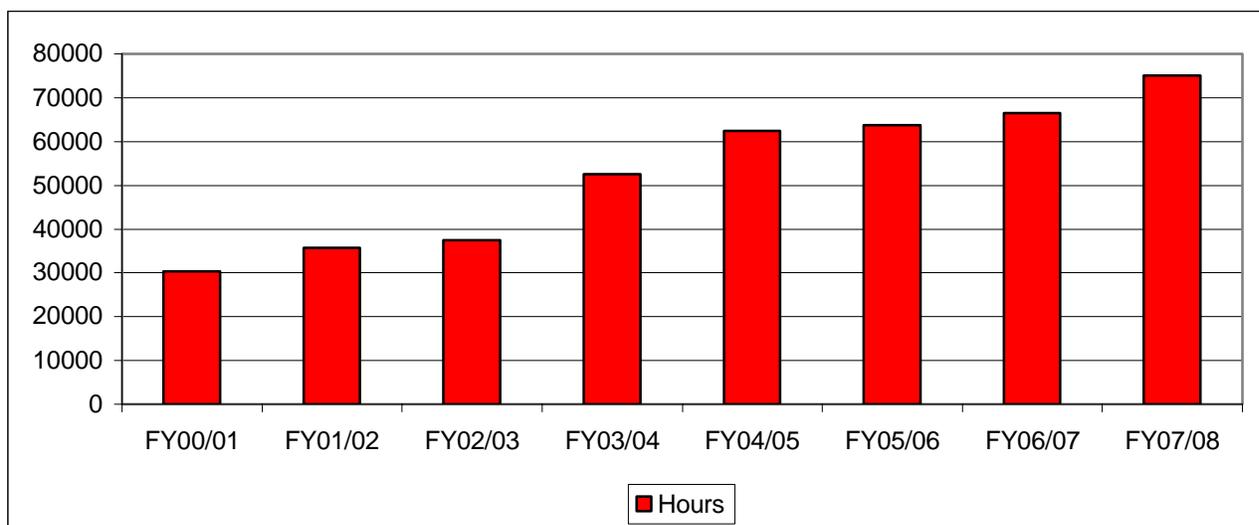
Objectives: Provide continuous support to the Budget and Control Board during contingency operations. Provide support to State/Local Law Enforcement Agencies. Provide chaplain support to the National Guard Youth Challenge programs. Conduct honor guard for military funerals when requested. Conduct annual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

Results:

- During FY07-08, the South Carolina State Guard provided more than 75,125 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 \$1,502,500 in savings to the taxpayers of South Carolina!**

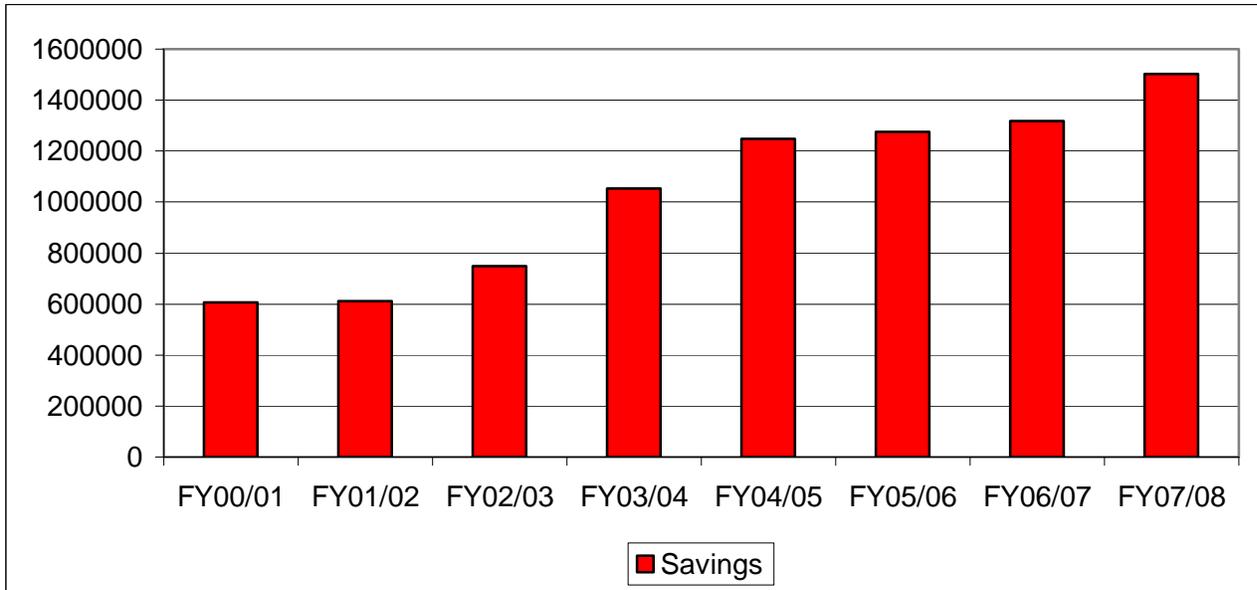
The State Guard has 80 memorandums of understanding with state-wide and local organizations such as Moncrief Army Hospital, the Salvation Army, the Red Cross, city and county law enforcement, schools and non-profit entities.

### Volunteer Service Hours



Graph 7.4-34

### Volunteer Hours Savings



Graph 7.4-35

- The strength of the State Guard has risen from less than 600 members in 1996 to a current total of 1,095 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**

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: \$3,837,000. Annual Federal Authorization

Goal: Reach maximum enrollment in each class at both academies of 100 students each. 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.

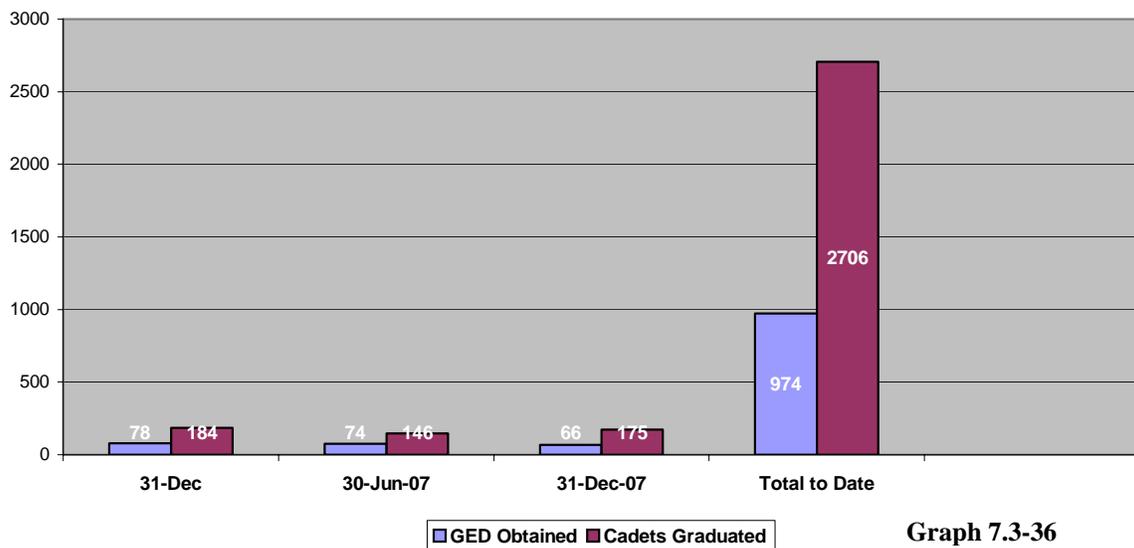
Objectives:

- 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 12<sup>th</sup> month Post-Residential.

Key Results:

- The South Carolina National Guard Youth ChalleNGe Program was in its 11th year of operation during State Fiscal Year 2007-2008. A class is defined as participation in the full 17-month program. This report will incorporate data from both academies.

**GEDs Earned During 17-Month Program**



**Graph 7.3-36**

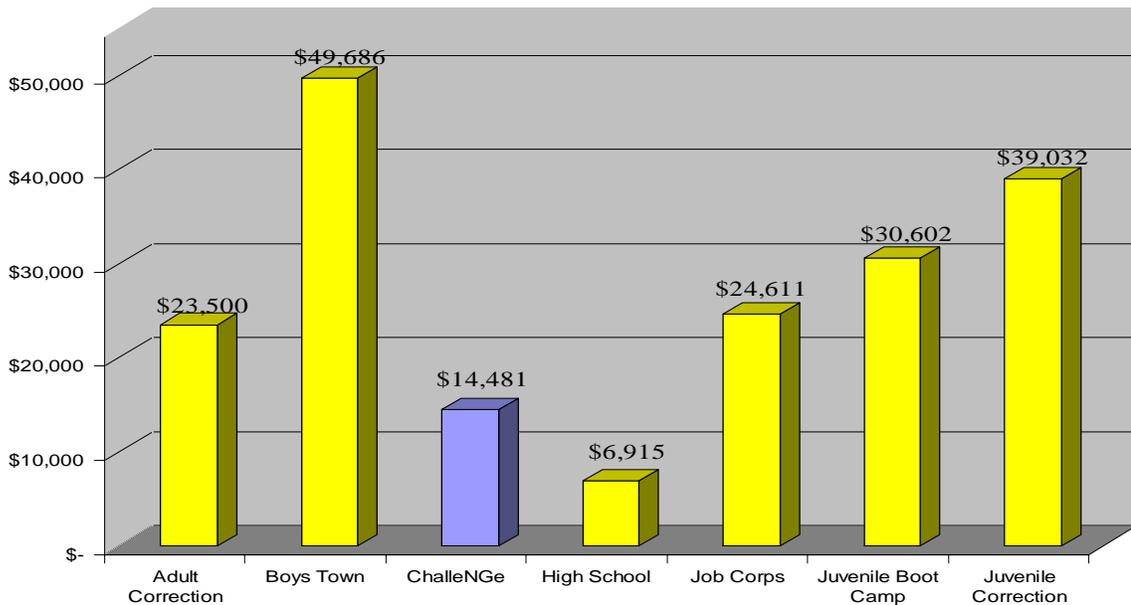


- Youth ChalleNGe is one of the most cost effective programs of its type. It is a cheaper alternative to other programs offered in the state. The chart below shows just how cost effective the program is to the taxpayers of our state and the nation.



## South Carolina Youth ChalleNGe Academy

### PROGRAM COST COMPARISON



*A Program Sponsored By The SC Army National Guard*

Graph 7.4-38

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

**SC Youth Challenge Academy Post Residential Status As of Dec 2007**

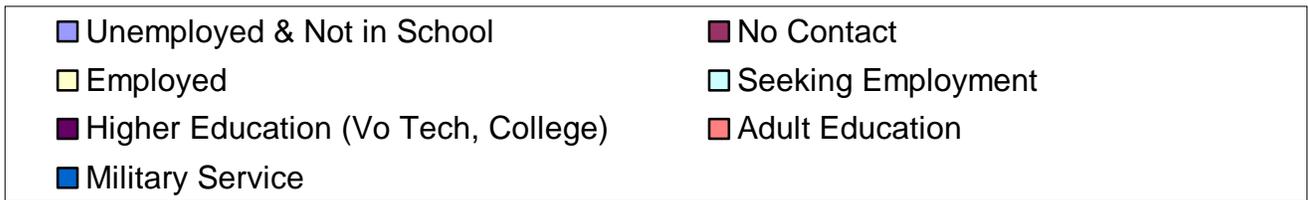
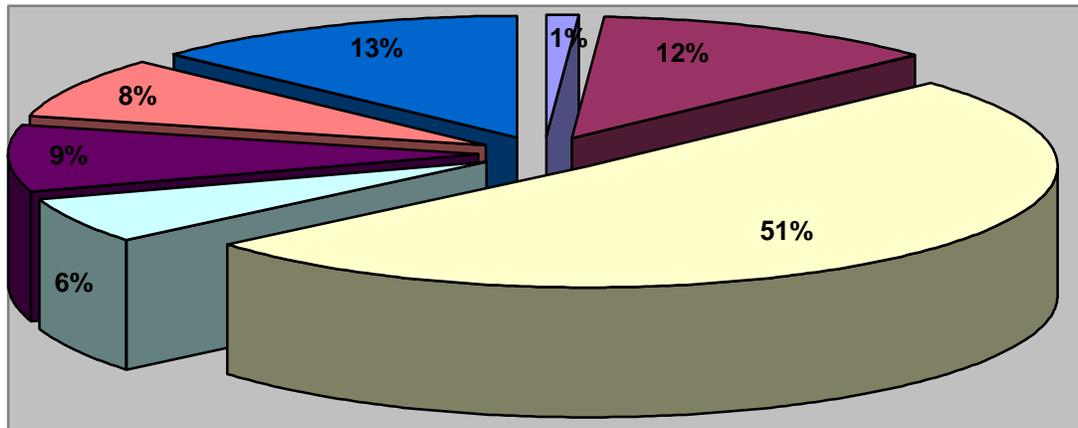


Chart 7.3-39

Name: **STARBASE Swamp Fox**

Cost: \$245,000 Federal

Goal: Conduct at least twenty-eight (28) “academies” during the school year totaling at least 700 hours of instruction

STARBASE Swamp Fox is a National Guard Youth program hosted at McEntire Joint National Guard Base, Eastover, South Carolina. The program is designed to improve the math, science, engineering and technology skills of South Carolina students by their participation in a 25 hour Academy. The program targets primarily fifth grade students as the national curriculum most closely correlates with the South Carolina academic standards for science and mathematics. This program utilizes the resources of both the South Carolina Air and Army National Guard to teach thirteen core competencies through specifically designed hands-on experiments in math and science with emphasis in the areas of technology and engineering. The mission of STARBASE Swamp Fox is to raise the interest and improve the knowledge and skills of program participants (focusing on at-risk youth) in these disciplines by exposing them to an exciting, dynamic, technological environment and the positive role models found in military organizations. Instruction also stresses teamwork, goal setting, and substance abuse avoidance.

Objectives:

- Conduct a minimum of twenty-eight 25-hour academies during the school year
- Ensure a minimum of 700 hours of instruction per school year
- Maintain a fully staffed STARBASE faculty and administration with available resources
- Ensure progress of students continue to meet national norms through pre-test and post-test evaluations
- Continue to upgrade facilities and equipment as additional resources become available

Key Results:

- A banner year was reached this year with a total of 32 Academies being taught in the 2007-2008 school year
- 700 students successfully completed the STARBASE Swamp Fox program this past school year
- Additionally, two summer day camp sessions were conducted as community outreach projects for students in grades 4-9

- A total of 800 hours of instruction was accomplished this past school year
- Staff shortages due to transfers and military duty of employees was negated by the use of part time and contract employees well within the allotted staff budget
- Students showed an average of approximately 30% improvement from pre-test to post-test scores
- New computers were added to the STARBASE classroom to enhance flight simulation and engineering instruction
- Student and teacher feedback received this past year was very positive and complimentary of the STARBASE staff as well as the volunteers who assisted with various aspects of the curriculum

Number of Academies Per Year

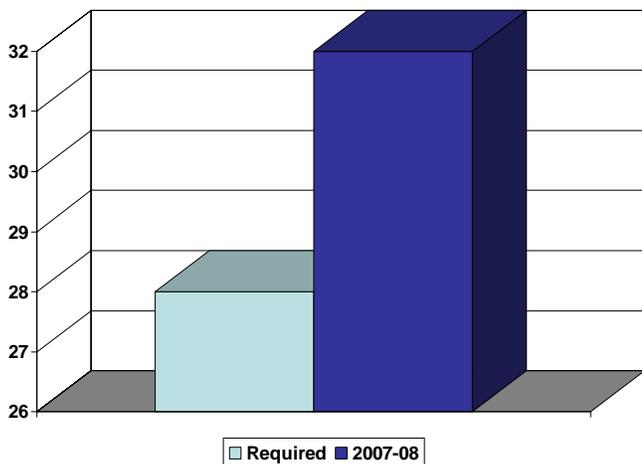


Chart 7.4-40

Instructional Hours

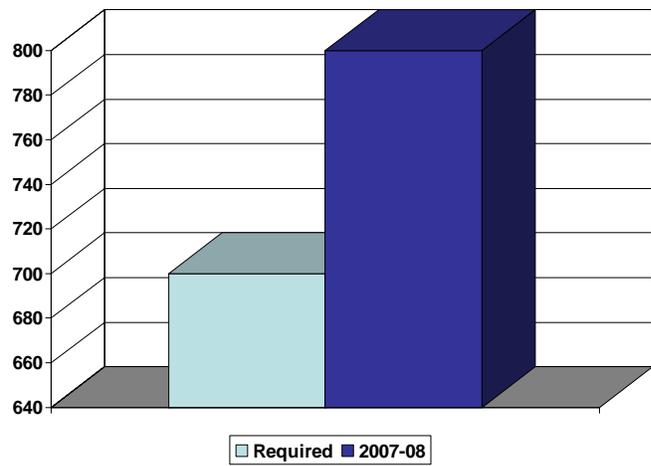


Chart 7.4-41