

OFFICE OF THE ADJUTANT GENERAL



Nikki Haley, Governor
Robert E. Livingston Jr., The Adjutant General

TABLE OF CONTENTS

TRANSMITTAL FORM	1
EXECUTIVE SUMMARY	2
ORGANIZATIONAL PROFILE	8
LEADERSHIP	14
STRATEGIC PLANNING	16
CUSTOMER FOCUS AND SATISFACTION	19
MEASUREMENT, ANALYSIS AND KNOWLEDGE	22
HUMAN RESOURCES FOCUS	24
PROCESS MANAGEMENT	27
KEY BUSINESS RESULTS	30
Office of The Adjutant General	30
Armory Operations and Buildings and Grounds	44
SCEMD – Part One – Plans, Training and Operations	48
SCEMD – Part Two - Plans, Training and Operations	53
SCEMD – Part Three - Plans, Training and Operations	55
SCEMD – State Warning Point Operations	57
SCEMD – Citizen Education and Public Information	58
SCEMD – Managed Ongoing HMGP Disaster Accounts	60
SCEMD – Administer the Pre-Disaster Mitigation Program (PDM)	62
SCEMD – Public Assistance Program	64
South Carolina State Guard	66
Youth ChalleNGe Academy	68
STARBASE Swamp Fox	73

TRANSMITTAL FORM

Agency Name.....South Carolina Military Department

Date of Submission.....September 15, 2011

Agency Director.....Robert E Livingston Jr., Major General
SCARNG, The Adjutant General

Agency Contact Person.....Mr. Danny Stewart

Agency Contact's Telephone Number.....803-806-4445

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.

Army

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

Air

Integrity
Service Before Self
Excellence

State Operations

Communications
Honesty
Integrity
Competence
Teamwork
Fairness
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 or 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 10-11:

At the close of the fiscal year, 1,065 members of the Army Guard were deployed in Operation Enduring Freedom and Noble Eagle as well as Bosnia. About 75% of the Army and Air Guard have been deployed since 9/11.

The 218th MEB has assumed a national consequence response mission created by the Department of Defense. The new force is called Chemical, Biological, Nuclear, Radiological and High Explosive (CBRNE) Consequence Management Response Force, or CCMRF for short. The 218th controls more than a dozen Reserve and National Guard units throughout the country and Puerto Rico to help local authorities in the event of an emergency – specifically a man-made disaster. This initiative impacts 11 Readiness Centers in the state as 25% of the force is housed in these facilities. The CCMRF mission has 417 Army Guard personnel on active duty.

The 263d AAMDC provided command and control support for the 1st US Army during exercise Task Force Phoenix creating a viable process for certifying ADA crews for United States Defense. The 263d also successfully conducted the first-ever proof of the operational concept for the Deployable Integrated Air Defense System working with the Navy, the Air Force and over 30 agencies from coast to coast.

The South Carolina Army National Guard is close to completion of its transition from a strategic reserve force to an operational force – the biggest transformation since WWII!

July 2010 - Two Swamp Foxes from McEntire's Chaplain's office recently returned from Guam after deploying for six months. Chaplain (Lt.Col.) David Sturgeon and Chaplain Assistant Staff Sgt. Ben "Rudy" Skelton were TDY at Andersen AFB from January to July where they served the spiritual needs of thousands of Airmen, plus Sailors and Soldiers.

July 2010 - General Dynamics Information Technology, in Grovetown, Georgia, was selected as the 2009 SCANG Employer of the Year. The company was nominated by MSgt. Douglas Striff of the 169th Communications Flight.

1 July 2010 - Sixty-six members from the 169th Fighter Wing's deployment to Iraq arrived home.

1-4 July 2010 - An Airman deployed to Balad Air Base from McEntire has been named the 332nd Air Expeditionary Wing's Tuskegee Airman of the Week for June 27-July 4. SrA William Davenport, 169th AMXS, is deployed to the 332nd Expeditionary Maintenance Squadron as a crew chief in the squadron's Crash Recovery, Wheel and Tire Section.

Mid-July 2010 - In mid-July, 17 F-16s were flown to the Combat Readiness Training Center at the Savannah/Hilton Head International Airport to clear the 169th Fighter Wing's ramp space for improvements. The anticipated date for the first jet to land on the new surface is Sept. 15.

5 & 9 August 2010 - 169th CES firefighters train Iraqi forces. Advisors from the Iraq Training and Advisory mission-Air Force and firefighters from the 447th Expeditionary Civil Engineer Squadron at Sather AB conducted compliance training on Aug. 5 and 9 with members of the Iraqi air force firefighters.

29 August 2010 - Nearly 200 Airmen from the SCANG returned home Aug. 29, after completing their deployment to Joint Base Balad in support of Operation Iraqi Freedom.

11 September 2010 - Lt. Col. Ben Lovejoy accepts the 169th Comptroller Flight guidon from Brig. Gen. Scott Williams during the activation and assumption of command ceremony held in the Wing auditorium during drill, Sept. 11. Lovejoy, who has been a member of the SCANG since September 2001, became the first commander for the newly designated 169th Comptroller Flight.

27 September - 1 October 2010 - The SCANG hosted members of the Moroccan Air Force during a week-long tour of McEntire Sept. 27 through Oct. 1. The two officers came for a first-hand look at the F-16, which Morocco soon will fly.

February 2011 - The SCANG's Unit Compliance Inspection (UCI) is in the books and as usual the Wing pulled off another exceptional performance adding to its already Air Force wide reputation for excellence. Again the Swamp Fox family came through and left the IG inspectors astounded.

March 2011 - The 169th Medical Group went through an intense Health Services Inspection during March UTA, impressing the Air Force Inspection Agency evaluators with teamwork and overall performance and earning an "Excellent" overall rating.

April 2011 - The SCANG again hosted members of the Moroccan Air Force during a week-long April visit. In July, the Moroccan Air Force is scheduled to receive Block 52 F-16s similar to the ones flown by the SCANG, so the visiting officers benefited from a closer look at associated maintenance, operations and safety programs.

6 May 2011 - The 169th Fighter Wing christened its newly-renovated alert facilities May 6, officially assuming responsibility for the Air Sovereignty Alert mission previously assigned to the 20th Fighter Wing at nearby Shaw Air Force Base. The ribbon-cutting ceremony at McEntire Joint National Guard Base marked the opening of the Air Force's newest alert site and the SCANG's assumption of a vital homeland defense mission.

7 May 2011 - In a change of command ceremony called 'historic' by 169th Fighter Wing commander Brig. Gen. Scott Williams, five guidons were exchanged as leaders moved onward and upward.

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) 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 South Carolina Military Department ranked first among state agencies with the lowest energy cost per square foot during this period. However, during FY 2009-2010 the agency's energy consumption

decreased 6.3% over the previous year, while utility costs decreased 4.2%. This increase in costs reflects an increase in utility rates and the increased OPTEMPO for supporting the Overseas Contingency Operations and CCMRF missions, along with the addition of the Charleston and Anderson Readiness Centers.

The CFMO has construction projects underway at McEntire Joint National Guard Base, in Greenville for facilities to house Chinook contingents, Florence FMS, Anderson FMS and JFHQ RC. All projects are in excess of \$77,000,000 and 100% federally funded.

The CFMO employs multiple automated systems and software applications to manage and analyze information as part of the strategic development process. The agency has been recognized as a national leader in the data collection and management arena.

The Youth ChalleNGe Program, one of the most cost-effective programs of its type, celebrated with a total of 3,264 graduates since inception in 1998. The program is available to South Carolina's at-risk youth at a campus located at McCrady Training Center. The combined success rate – which answers the question “Are we effective?” – stays between 70 and 80 percent.

The Emergency Management Division (EMD) developed and published the state's first-ever Air Rescue Plan. Partnerships were formalized with the US Coast Guard, South Carolina Army and Air National Guard, South Carolina Urban Search and Rescue Task Force #1, Beaufort and Jasper Counties.

In 2010 EMD completed and published the Basic Plan to the Catastrophic Incident Response Plan (SCCIRP) providing the state with a methodology to respond to catastrophic events.

EMD is one of five state emergency management agencies selected to participate in the Task Force Emergency Readiness (TFER) pilot program. This program is an initiative led by FEMA to support and strengthen the catastrophic disaster preparedness of individual states by facilitating more comprehensive integration of planning efforts across all levels of government.

EMD provided continued management and oversight for the retrofit of all reserve shelters from the Midlands to the coast with an alternative power quick connection. This important project is currently on hold because of funding restraints.

The above list highlights only a few of the many achievements of the agency during FY 10-11.

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.**

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 implementation 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 developed contingency contracts with several resource providers; however, to be successful, EMD must be able to get them in place 48 to 72 hours prior to landfall in order to plan and coordinate actions. Currently, there are no funds budgeted that give the division this flexibility.

Establishment of an Emergency Management Trust Fund, already implemented in several other states, is an effective method to help alleviate some of the problems our citizens have when they suffer losses from events not qualified for a Presidential declaration. An example would be those citizens who suffered losses because of the tornadoes that struck Sumter County a couple of years ago. Such a trust fund could give them some assistance in the recovery process. Finally, portions of the trust fund could be used to provide the state or local match during federally declared disasters, and to enhance state, county and local programs that yield dividends in disaster preparedness and response operations.

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: 363 (108 FTEs assigned – combination of state and federal funds)

Federal Employees (Army & Air Guard): 1,102 (100% federally funded)

AGR (Army & Air Guard): 854 (100% federally funded)

Traditional Guard (Army & Air Guard): 11,047 (100% federally funded)

TOTAL: 13,366

Of the combined normal full-time workforce of 2,305 there are only 24 state employees who are 100% funded by the State or less than 1% 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 \$133,835,179. Applying an average 7% state tax on this unadjusted federal payroll accounts for approximately \$9,187,425 that is transferred directly to the State Department of Revenue. This generated revenue is over twice the agency's annual appropriation. This does not take into consideration the CCMRF (Army Guard on active duty) payroll of \$28,000,000 subject to state tax.

Additionally, the payroll of the citizen-soldier, the m-day or traditional soldier, while not subject to state tax, brings into the economy \$68,083,769.

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 69 armories throughout the State valued in excess of \$400,000,000, two Army National Guard training installations and a McEntire Joint National Guard Base in Eastover for both Army and Air operations.

The State Guard is housed in the Olympia Armory on Granby Lane in Columbia in a WPA building that is listed in the National Historic Register. The Youth ChalleNGe program is

quartered at McCrady Training Center in Eastover. The StarBase program is quartered at McEntire Joint National Guard Base also in Eastover, S.C.

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 09-10 Actual Expenditures		FY 10-11 Actual Expenditures		FY 11-12 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$11,614,022	\$2,563,040	\$12,773,305	\$2,232,711	\$12,776,930	\$1,953,378
Other Operating	\$23,364,393	\$1,935,697	\$21,240,028	\$1,418,275	\$35,417,240	\$1,497,087
Special Items	\$1,398,590	\$105,101	\$85,688	\$85,688	\$107,076	\$107,076
Permanent Improvements	\$13,483,599	\$2,025	\$2,601,565	\$0	\$0	\$0
Principle/Load	\$0	\$0	\$0	\$0	\$0	\$0
Distributions to Subdivisions	\$4,606,210	\$44,234	\$4,702,745	\$39,410	\$14,607,275	\$36,410
Fringe Benefits	\$3,674,180	\$790,193	\$3,580,514	\$689,506	\$3,666,933	\$618,019
Non-recurring	\$405,323	\$550,449	\$824,134	\$363,482	\$250,000	\$250,000
Total	\$58,546,315	\$5,990,740	\$45,807,979	\$4,829,073	\$66,825,454	\$4,461,970

Other Expenditures

Sources of Funds	FY 08-09 Actual Expenditures	FY 09-10 Actual Expenditures
Supplemental Bill: State Active Duty (Non-recurring):	\$311,564	\$90,110

Major Program Areas

Program Number	Major Program Area Purpose (Brief)	FY 09-10 Budget Expenditures	FY 10-11 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: 1,006,471 Federal: Other: 2,050,777 Total: 3,052,248 % of Total Budget: 5%	State: 575,970 Federal: 133,934 Other: 1,043,564 Total: 1,753,469 % of Total Budget: 4%	Graph 7.4-9 thru 7.4-13 Figure 7.5-5
VII. Army Contract Support	Operate, maintain, and secure Army National Guard facilities to ensure recruitment, training, and operational readiness.	State: 53,903 Federal: 14,074,367 Other: 0 Total: 14,128,270 % of Total Budget: 24%	State: 157,883 Federal: 17,768,365 Other: 76,482 Total: 18,002,731 % of Total Budget: 39%	Graph 7.4-4 Chart 7.6-1 thru 7.6-4 Graph 7.4-9 Graph 7.4-11
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: 1,634,578 Federal: 7,608,763 Other: 946,410 Total: 10,189,751 % of Total Budget: 17%	State: 1,510,207 Federal: 8,010,902 Other: 1,168,192 Total: 10,989,301 % of Total Budget: 24%	Graph 7.4-14 thru 7.4-24 Chart 7.6-8
VI. Youth Challenge programs	The Youth Challenge Program is one of the most effective programs of its type. The program is now available to SC at-risk youth in Aiken County with a combined success rate of 80%.	State: 0 Federal: 2,300,816 Other: 312,900 Total: 2,613,716 % of Total Budget: 4%	State: 0 Federal: 2,203,302 Other: 160,340 Total: 2,363,642 % of Total Budget: 5%	Graph 7.4-28 Graph 7.4-29 Chart 7.6-9 Chart 7.6-10
VIII. McEntire ANG Base	Operate, maintain, and secure the State's only Air National Guard base.	State: 371,045 Federal: 3,352,867 Other: 5,396 Total: 3,729,308 % of Total Budget: 6%	State: 479,694 Federal: 4,503,306 Other: 0 Total: 4,983,001 % of Total Budget: 11%	Graph 7.4-4 Graph 7.4-11 Chart 7.6-1 thru 7.6-4

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

Administration--State, Federal and Other

State Guard--State, Federal, and Other

Military Personnel--State

Operations and Training--State

Buildings and Grounds—State

Employer Contributions--State, Federal, and Other

Enterprise Operations—Other

Non Recurring Expenditure (Emerg, Construction)

Remainder of Expenditures:	State:	2,924,716	State:	1,815,733
	Federal:	18,668,781	Federal:	2,572,134
	Other:	3,234,524	Other:	3,327,967
	Total:	24,828,021	Total:	7,715,835
	% of Total Budget:	42%	% of Total Budget:	17%

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.

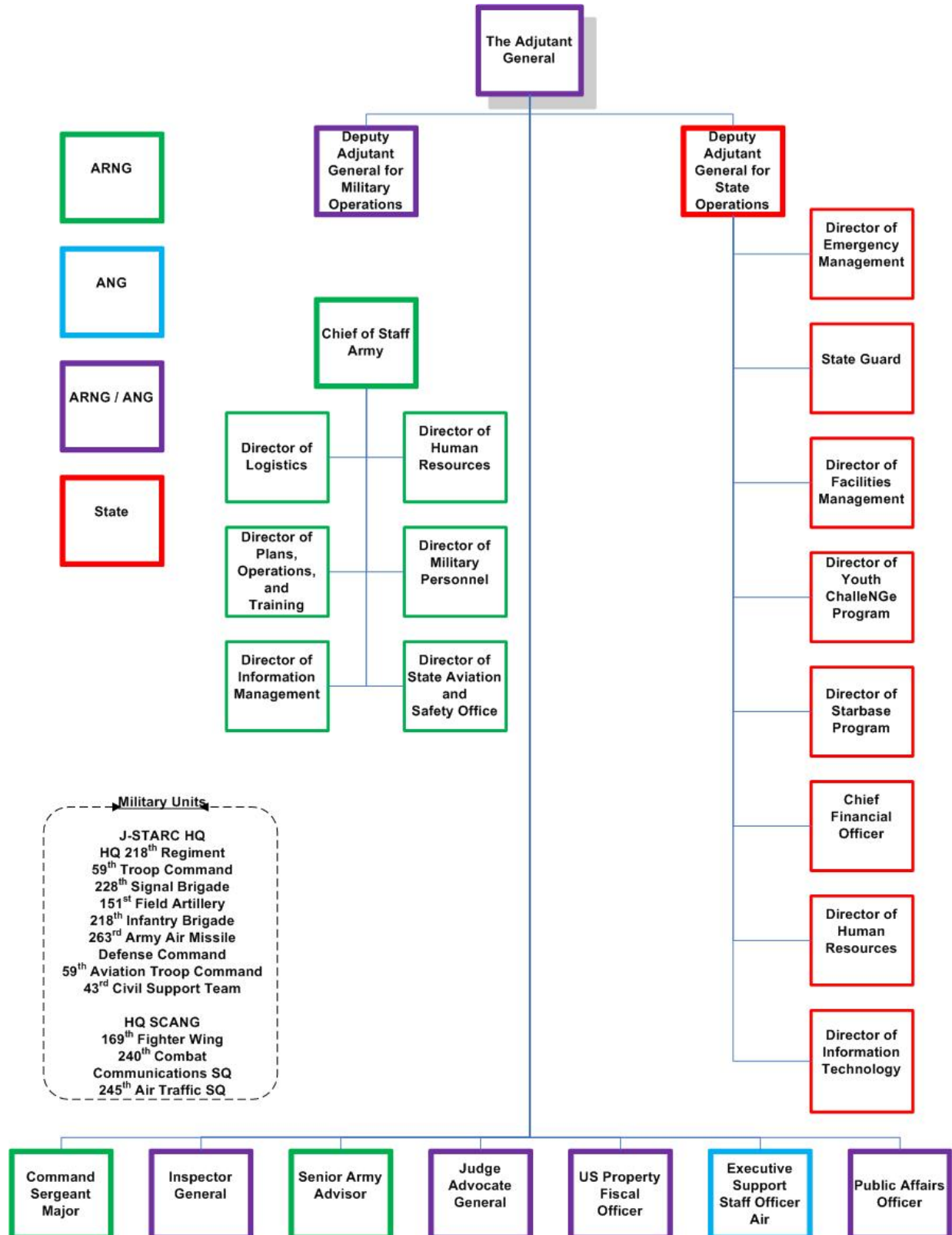
Key Suppliers. Among the key suppliers to the South Carolina Military Department are: U.S. Army and Air Force; the National Guard Bureau; the South Carolina General Assembly and the Governor's Office; the Universities of South Carolina and Clemson; the Department of Vocational Rehabilitation; the South 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 Robert E. Livingston, Jr, 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 Livingston 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. The director of the Emergency Management Division is a member of the NEMA National Emergency Association, the National Homeland Security Committee, the National Preparedness Committee and sits on the Board of Trustees for Leadership South Carolina.

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.**

The agency demonstrates its public responsibilities and practices in many ways. For the twelfth consecutive year, the Emergency Management Division compiled, designed, published and distributed 265,000 copies of the "Official S.C. Hurricane Guide," which advises the public regarding actions to take before, during and after hurricanes. This guide also includes information for special needs populations.

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 reflects a success rate in post-residential placement of between 70% and 80%. 3,264 of South Carolina's young men and women have been graduated and are now leading productive lives as citizens and taxpayers. **Since relocating to McEntire Joint National Guard Base in Eastover, the StarBase program, now in its tenth year, exceeded its goal of 700 hours per year instructing primary school graders in science and math by 255 hours!**

The Joint Army/Air Guard's, Governor's Counterdrug Task Force (**100% federally funded at \$2,214,203.00**) addressed young people throughout the state on the dangers of drug abuse and provided training and information on drug demand reduction resources. Additionally, this same Task Force provided trained Counter Narcotics Soldiers to the Drug Enforcement Administration (DEA); the Federal Bureau of Investigation (FBI), the 15th Circuit Drug Enforcement Unit in the Myrtle Beach/Horry County areas; the Organized Crime Drug Enforcement Task Force (OCDETF); SLED Narcotics, SLED Fusion Center and Sea Hawk in Charleston; the Sheriffs' Offices of Greenville, Spartanburg, Charleston, Richland, York, Lexington, Greenwood and Anderson Counties. It participated in the seizure of drugs, currency, weapons and vehicles in excess of \$48,917,944.00, assisted with the arrests of 2,420 persons and provided Helicopter surveillance and Marijuana Eradication support of 829 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. **This agency is proof of that citizenship with 11,047 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 16th 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 took a bold next step in the evolution of the strategic planning process.

The objective was 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 10-11 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II Armory Operations	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Request additional funding to support contractual agreement between State and Federal government / Initiate and implement self help and community support locally / Pursue proactive armory rental program	Graph 7.4-4 Graph 7.4-9 thru 7.4-11
VI. Army Contract Support	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Support Army Guard initiatives in armory support, environmental, security, recruitment, training, telecommunications and youth programs	Graphs 7.4-25 Graph 7.4-26 Chart 7.6-9 Chart 7.6-10
IX. Emergency Management Division	Impacts five agency goals: Safety, Personnel Readiness, Training Readiness, Support of State and Federal Missions and Quality of Life	Streamline operations and increase interaction with other state and federal during times of emergencies. Ensure funding to provide State match to enhance the "Emergency Management Program"	Graph 7.4-12 thru 7.4-22 Chart 7.6-8
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 7.4-27

*** 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.
- EMD 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.
- EMD's Public Information Phone System (PIPS) continues its automation upgrade with software enhancements. This year the program has added the SC State Guard to its list of trained operators as well as partnering with SC United Way and its 211 program to act as system back-up.
- 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.

- Nine 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 by EMD 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.
- EMD coordinates the disaster planning process with key emergency-related state agencies and volunteer organization to ensure a successful response to disasters. The planning process continues with the update and publishing of the State Emergency Operations Plan that sets the guidelines for disaster response and recovery for state and local officials. As part of the strategy development, EMD conducts annual procedural reviews and SOP certifications.
- In 2010 EMD completed and published the Basic Plan to the Catastrophic Incident Response Plan (SCCIRP). This plan provides the state planning guidance for Operational Areas; Catastrophic Resources needed during a disaster; Evacuation Assistance Centers; Mass Transportation Evacuation; Air Branch Operations; and the fifteen National Incident Planning Scenarios that can affect South Carolina.

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 1,956 federal technicians and Army and Air Guard Reserve (AGR) personnel (**100% federally funded with annual payroll of more than \$133,835,179** and **363** 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, 69 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 \$68,000,000 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 eight 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 internal network speed upgrade from a 100MB/sec to a 1GB/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.

Most recently, the State Human Resources Office researched and implemented a cellular phone policy establishing the guidelines for the issuance and usage of agency cell phones along with monitoring an individual's usage. This policy enhanced employee safety, limited agency liability and helped manage telecommunication costs.

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, and 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 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:

EMD 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, EMD 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

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

Other EMD 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 EMD 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 09-10, the agency's information technology section upgraded the McCrady Training Center's network sharing file and printing availability during times of internet loss by installing a surplus Dell server obtained at no cost. This was completed without downtime during normal duty hours. In addition, the virtual network was improved between Clarks Hill Training Site and the Marchant Complex by upgrading to a hardware VPN solution using surplus equipment.

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: **Office of the Adjutant General**

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

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

#1 - Safety

#5 - Quality of Life

#2 – Personnel Readiness

#6 - Strengthen Support for
State and Federal Missions

#3 - Training Readiness

#4 - Equipment Readiness

Key Results:

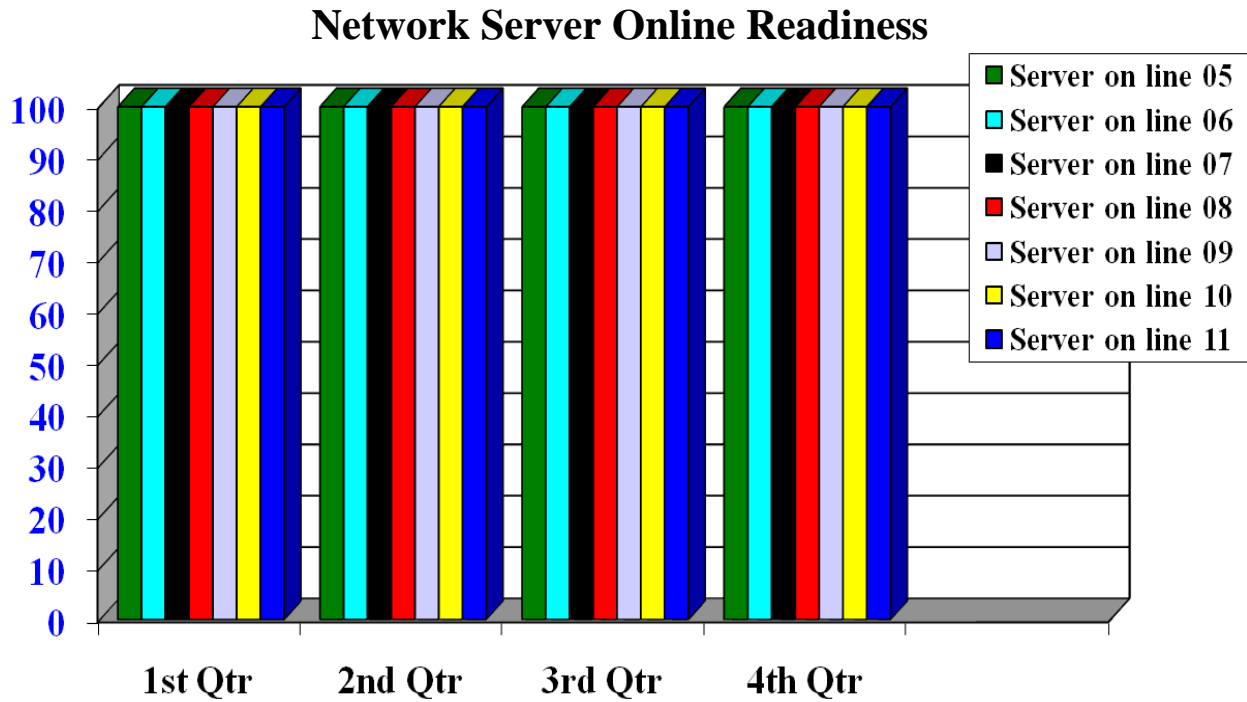
In promoting the goals of “Quality of Life” and “Strengthen Support for State and Federal Missions”, the agency has developed a website to provide customers with information concerning the South Carolina Army and Air Guard, the Youth ChalleNGe Academies, the South Carolina State Guard, the Emergency Management Division, StarBase and State Operations. The website also supplies valuable information on Family Readiness matters relating to the spouses of deployed military personnel. **Additionally, the agency has implemented a more secure, reliable and significantly faster server access for our remote SABAR accounting system customers utilizing Citrix. This has proven invaluable to ensure accurate data access and reporting as the agency continues to experience significant issues with the state-wide implementation of SCEIS software.**

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. The current average age of both the state servers and workstations is over a year above the goal of three years. 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**

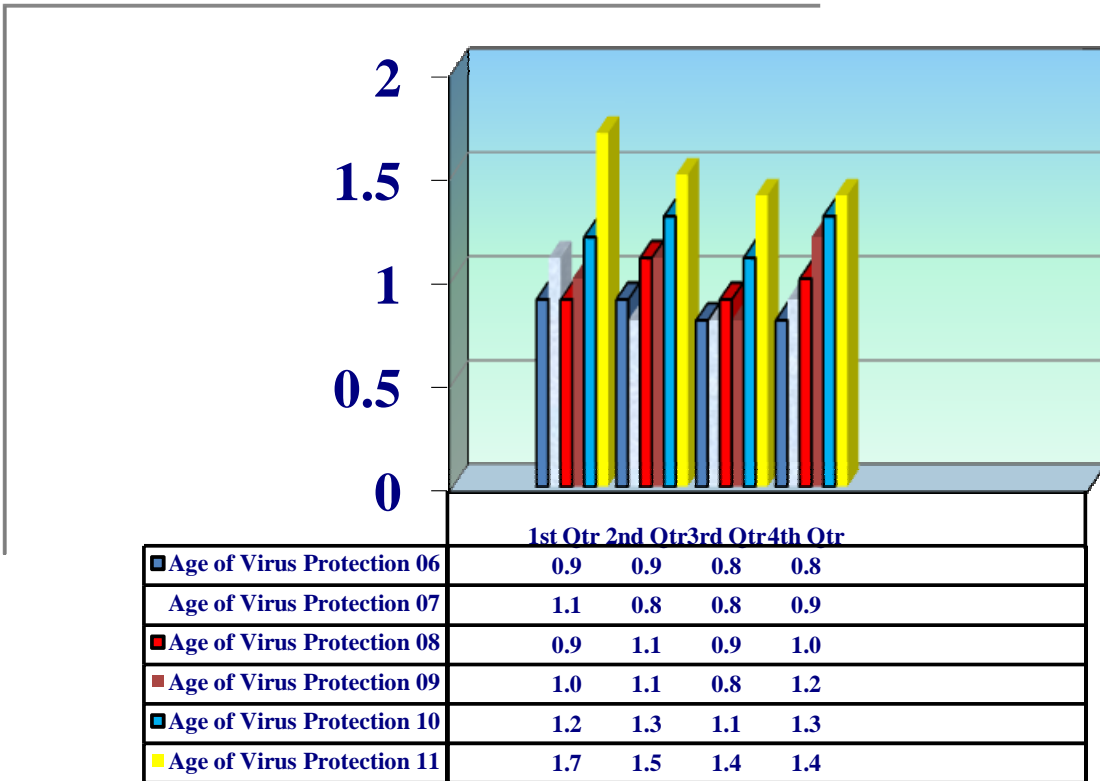
information that allows the agency to determine if it is successful in providing exceptional service to its customers.



Graph 7.4-1

In the above graph, the goal of server on-line readiness for FY 09-10 was 98%. The result achieved was nearly 100%.

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

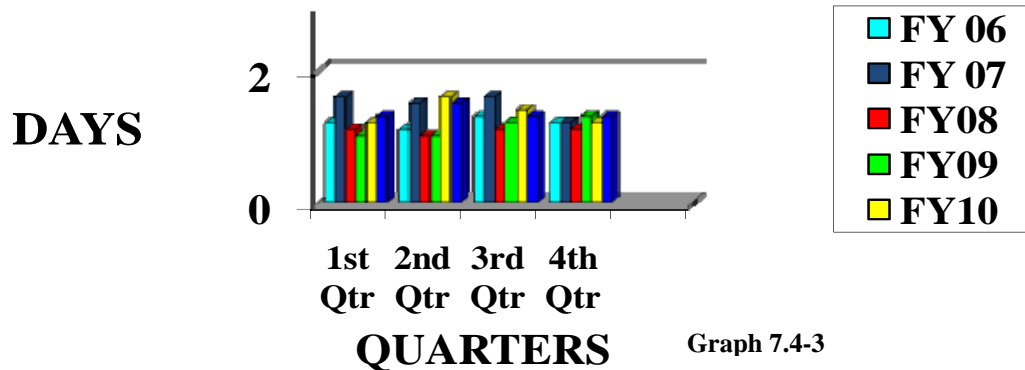


Graph 7.4-2

In the above graph, the goal of virus protection updates was no more than one-and-a-half days for the fiscal year. The result achieved was a one and one half day virus update age.

Server Backups Current and Usable

Server backups no more than an average of 1.5 days “old”



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 one and a third day average.

The facilities management office continues to manage energy consumption and work towards overall reductions in this area. Be that as it may, this agency’s energy consumption decreased 6.3% over FY 2008-2009 while utility cost decreased approximately 4.2%. This increase in cost reflects an increase in utility rates over the past year and the increased OPTEMP for supporting the Overseas Contingency Operations and CCMRF missions, along with the addition of the Charleston and Anderson Readiness Centers. See Energy Trends, Graph 7-8.

The budget and finance division of State Operations charts and trends several key performance indicators.

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: The charts begin at the start of the new SCEIS accounting system.

MAJOR CONSTRUCTION (MILCON) PROJECTS:

The CFMO has recently completed several MILCON projects to meet the needs of the South Carolina Army National Guard. With the additional facilities and square footage the National Guard has been able to add to its inventory in FY11 we continue to experience a shortage of authorized work/storage space. A comparison of authorized infrastructure based on force

structure with what is presently available to the South Carolina Army National Guard a short fall of 1.5 million square feet of usable office/storage space is realized.

As a support facility to the Charleston Readiness Center, a shared facility located at The Citadel's Haygood Football Stadium, we saw the completion of the unit vehicle storage and maintenance facility during the reporting period. This vehicle maintenance storage and organizational maintenance facility provides a secure storage site for the SCARNG units stationed in the newly constructed Citadel Readiness Center.

The Beaufort Readiness Center Addition/Alteration, shown in Figure 7-1, a MILCON project that began construction in 2009 with the major portion of the effort being completed in May of 2010 providing a like new facility for a "Growth of the Army unit". The construction coincided with an Army transformation action which changed the Troop B, 202 Cavalry unit previously assigned to the facility into the 133 Military Police Company. The improved facility provided additional storage and operational space for the larger military police company.

This facility represents a Federal investment of over \$2.5 million and the addition of over 6,470 square feet.



Figure 7.5-1

Currently, the Joint Force Headquarters Readiness Center MILCON project, shown in Figure 7-2, is under construction at the McEntire Joint National Guard Base (JNGB). The CFMO has four additional MILCON projects currently in the construction process; the Army Aviation Support Facility Addition/Alteration project, shown in Figure 7-3, at McEntire JNGB, the Army Aviation Support Facility #2 at Donaldson Field project near Greenville recently broke ground, the Anderson Readiness Center upgrade for the 263rd AAMDC and the Florence Field Maintenance Site (FMS) Phase I shown in Figures 7-4, near Florence-Darlington Tech.



Figure 7.5-2



Figure 7.5-3

The four MILCON projects currently under design include the Sumter Readiness Center Addition/Alteration, the Allendale Readiness Center Addition/Alteration, Florence Field Maintenance Site Phase II and the Greenville Field Maintenance Site.

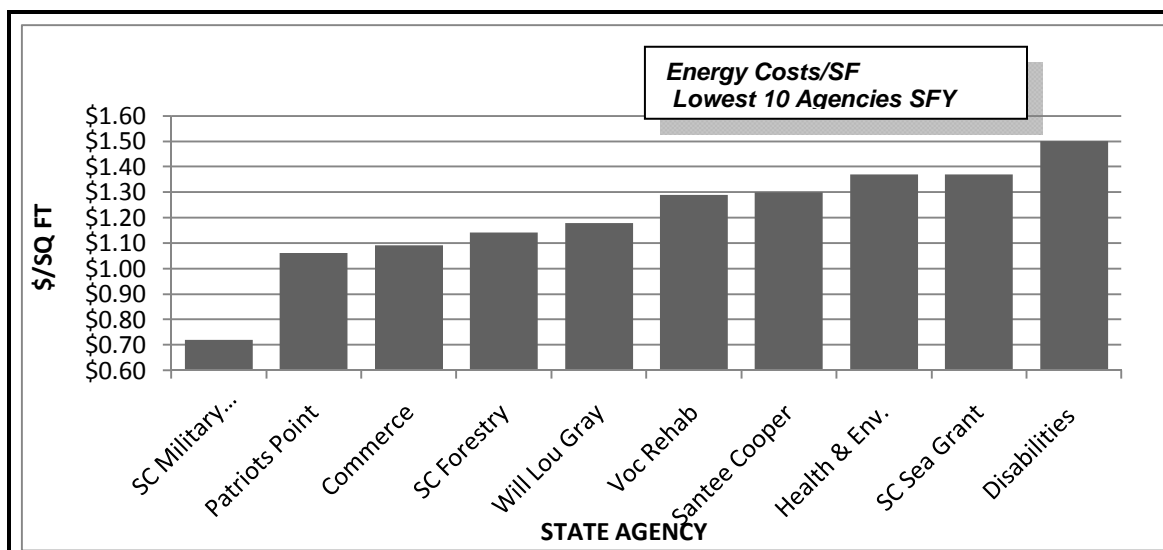


Figure 7.5-4

MINOR CONSTRUCTION PROJECTS: The CFMO completed numerous significant Maintenance, Repair and Minor Construction projects during this fiscal year, with a combined budget total of over \$7,500,000. The delay in the approval of the FY11 budget and the restriction of the continuing resolution resulted in a reduction in the number of minor construction projects the CFMO could initiate during the FY. In addition, many minor construction projects that are needed to improve the operations and function of the Military Department of South Carolina have been delayed and/or deferred due to fiscal constraints the state and federal experienced in 2011.

OTHER BUSINESS RESULTS

The CFMO continues to manage energy consumption and work towards overall reductions in this area. During fiscal year 2008 (last reported year by SC Energy Office), the South Carolina Military Department ranked first among State agencies with the lowest energy use per square foot. Additionally, the Department ranked first among State agencies with the lowest energy cost per square foot during this period. See Energy Cost/SF, figure 7-7. Please note that at the time this report was created, the State's Energy Office had not released data past State Fiscal Year 2008, therefore, only the SCMD's figures are new.



Graph 7.4-4

This agency's energy consumption decreased six and three-tenths percent (6.3%) over FY 2010, while utility cost decreased approximately four and two-tenths percent (4.2%). This decrease in cost is realized even with continuation of increases in utility rates over the past several years, along with the additions in 2009 of the Charleston and Anderson Readiness Centers. See Energy Trends, figure 7-8.

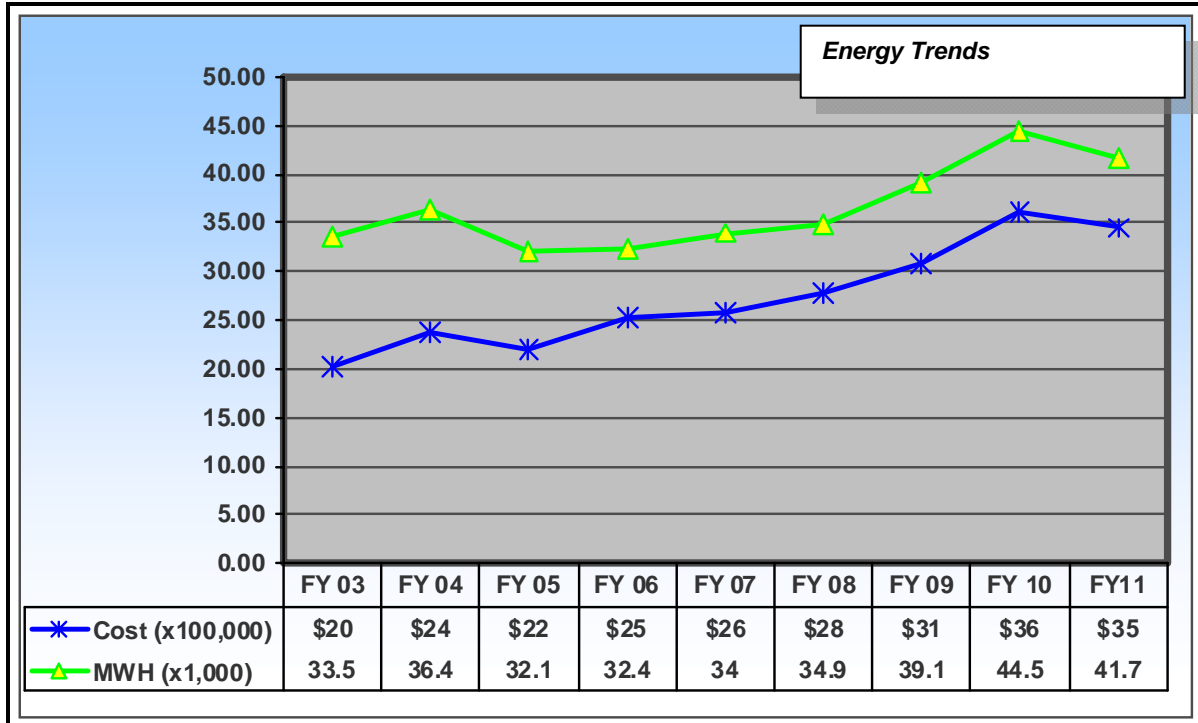


Chart 7.6-1

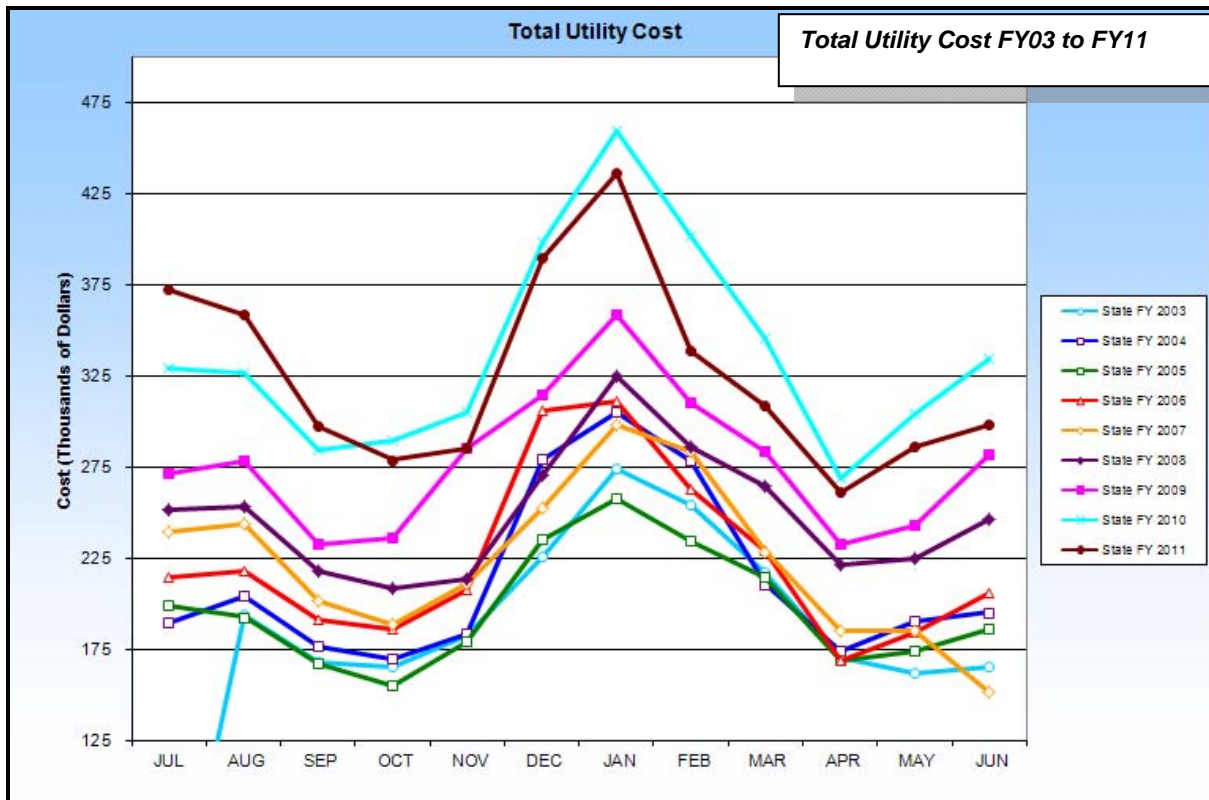


Chart 7.6-2

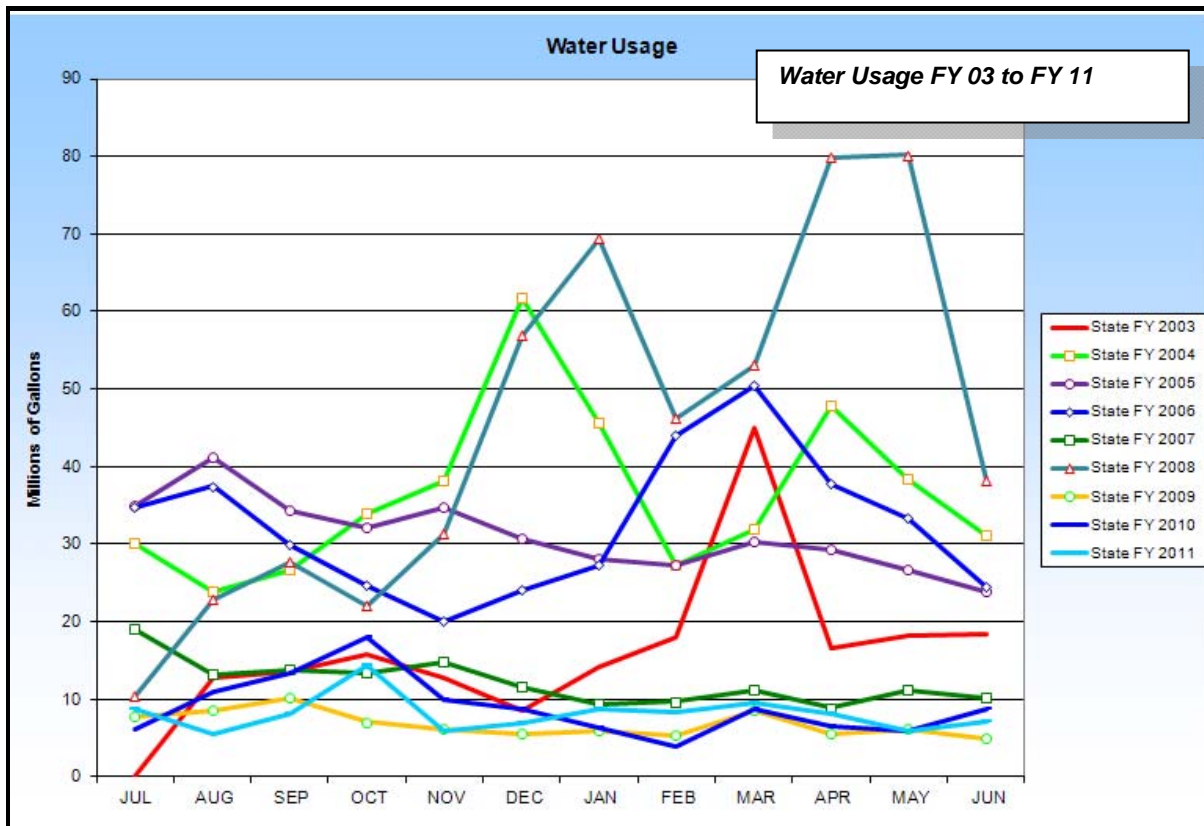


Chart 7.6-3

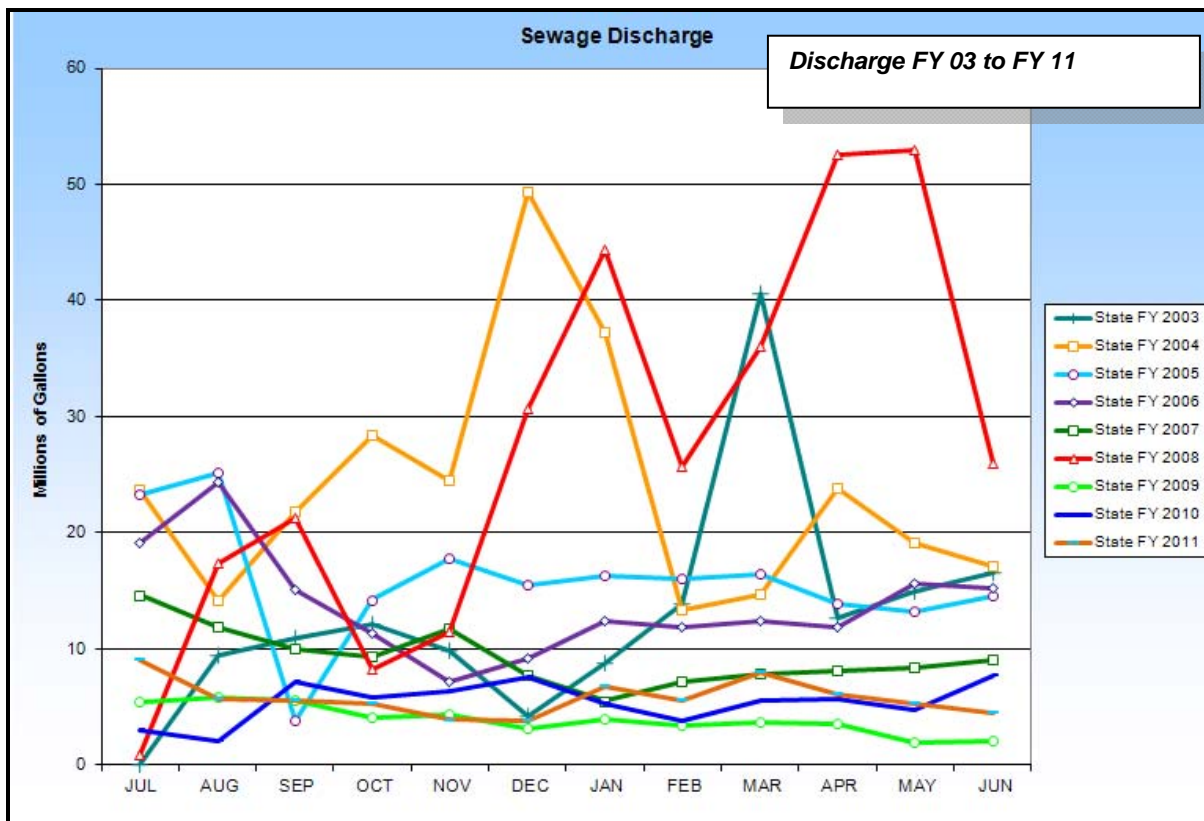


Chart 7.6-4

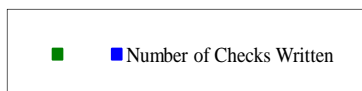
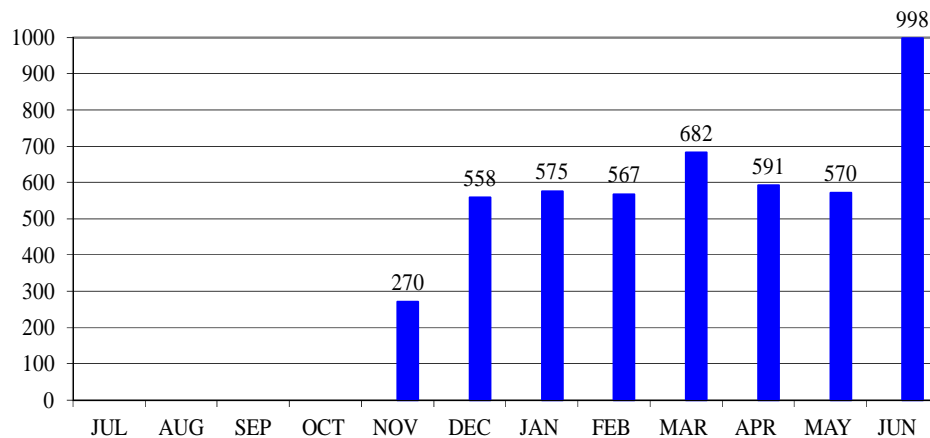
Facility Replacement

The CFMO's goal is to replace armories outside the 30-year Life Cycle with new facilities constructed via MILCON funds. The CFMO intends to consolidate units where possible to gain greater efficiencies in construction and long-term maintenance and operational costs. The older facilities are typically energy inefficient and costly to maintain. Most of these facilities 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. Though closings and consolidations have a positive fiscal impact, these activities reduce the presence of the National Guard in our communities. The results are decreased community relevance, missed recruiting opportunities, and loss of local support systems and organizations. See graph 7.4-11.

The budget and finance division of State Operations charts and trends several key performance indicators. These include the number of invoices 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: The charts begin at the start of the new SCEIS accounting system.

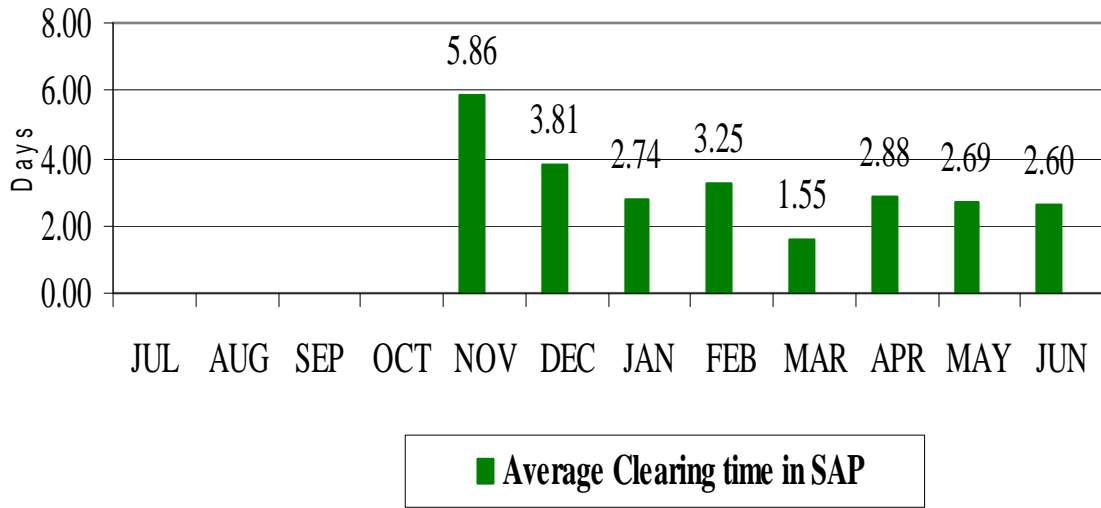
Number of Checks Written



Graph 7.4-5

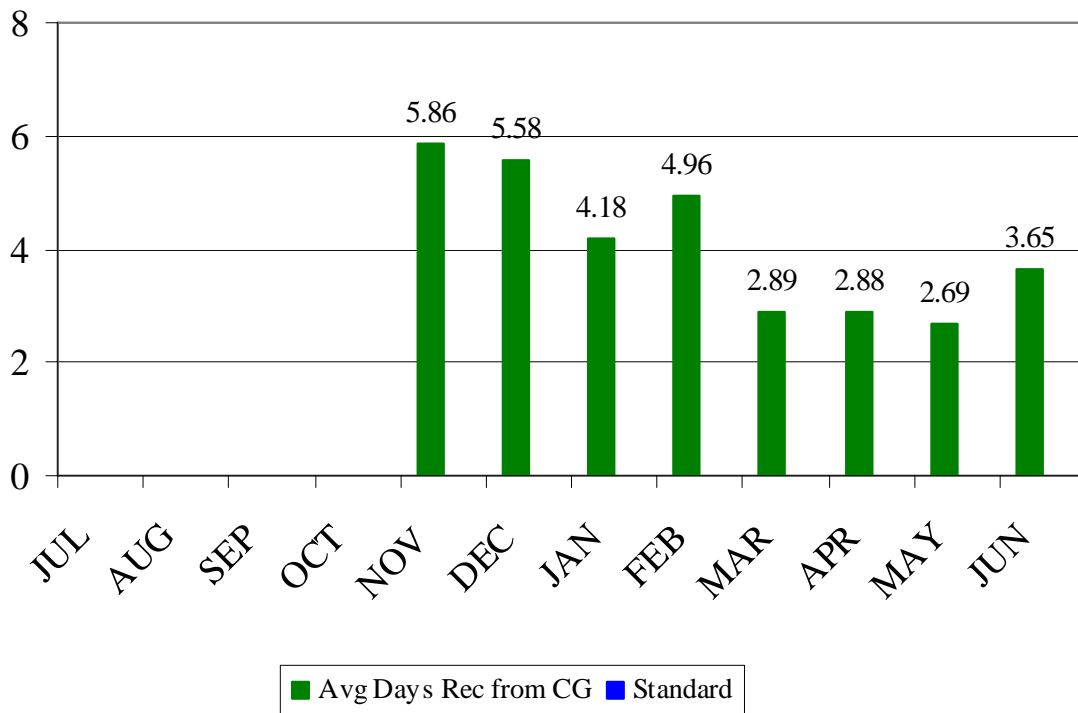
AS OF JUN SFY 11

Average Clearing time from Invoices entered to submission to Treasurer's office



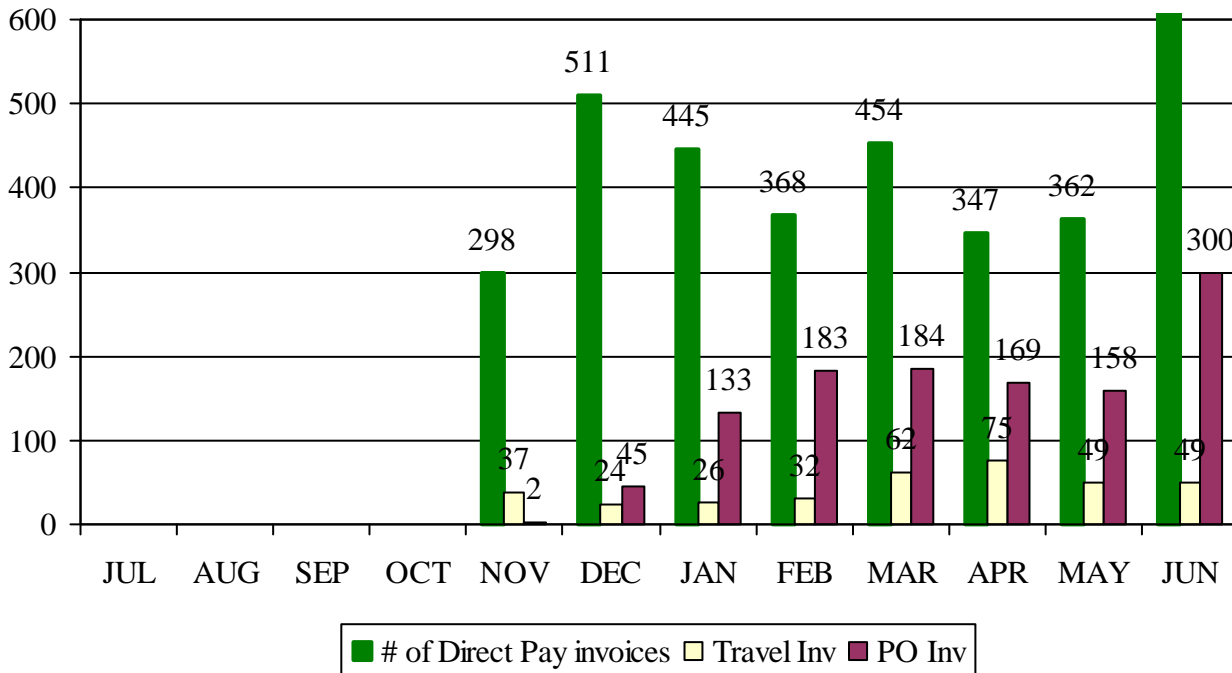
Graph 7.4-6

Average Process Time to Print checks from entering



Graph 7.4-7

Various types of invoices processed



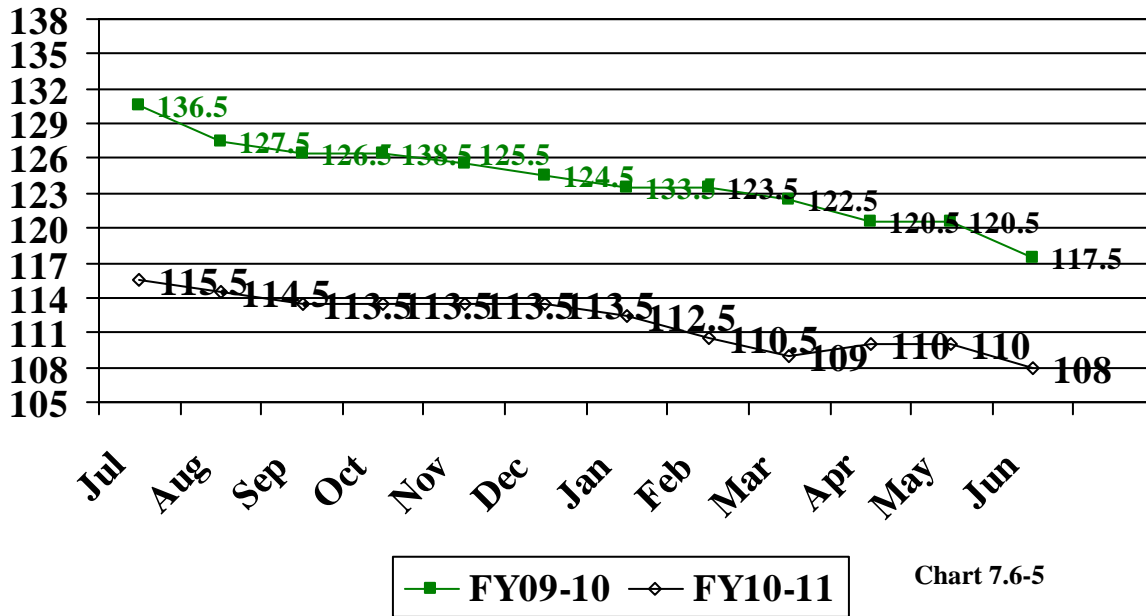
Graph 7.4-8

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

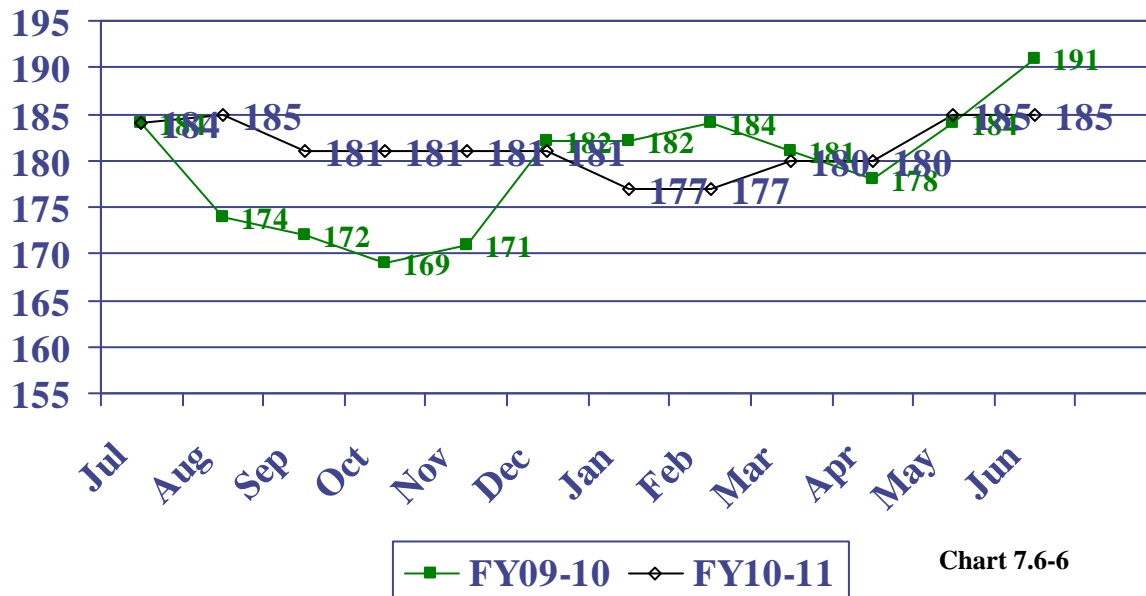
Just as information management, energy conservation and the processing of vouchers are important, so, too, is the management of the agency's workforce.

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, 2010, a total of 117.5 FTEs were assigned.**

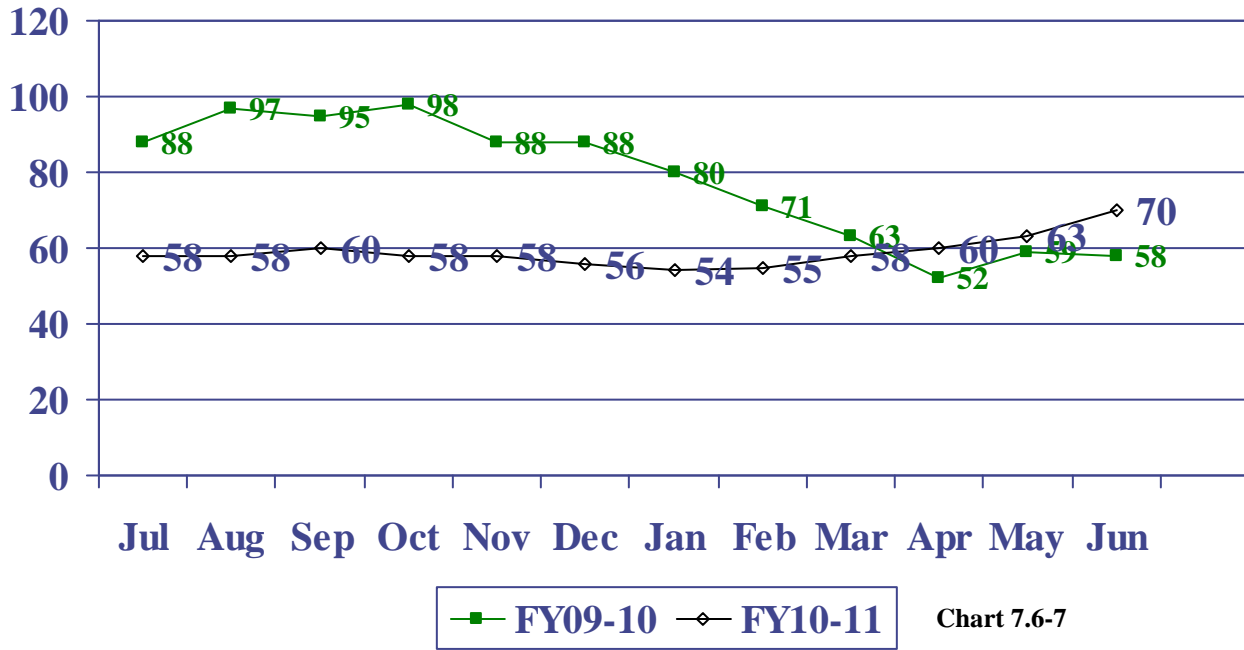
Filled FTEs



Filled Agreement Employees



Filled Temporary Employees



Name: Armory Operations and Buildings & Grounds

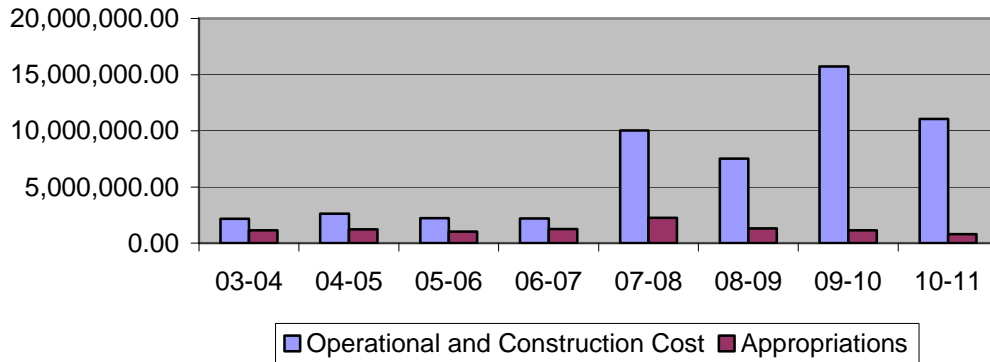
Cost:	\$647,907	State
	\$1,100,439	Earmarked
	\$9,310,579	Federal
	<hr/>	
	\$11,058,925	Total

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.

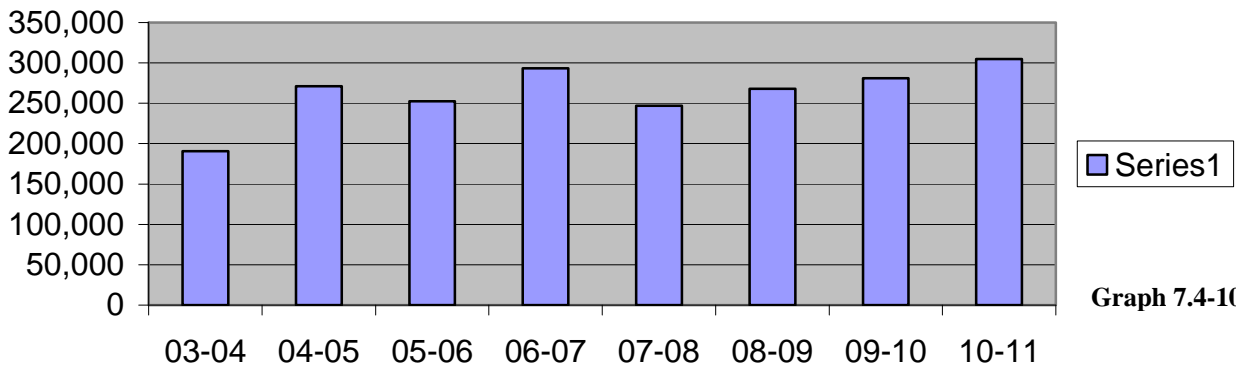
Armory Operations and Construction Cost



Graph 7.4-9

- State Appropriations for 2010-2011 Armory Operations were continued to be reduced \$783,717 due to budget cuts. Rental revenue, transfers from dining enterprise and federal dollars provided the funds for the remaining \$10,411,010 of cost. The total annual operating and construction cost for the year was \$11,058,925.

Net Rental Income

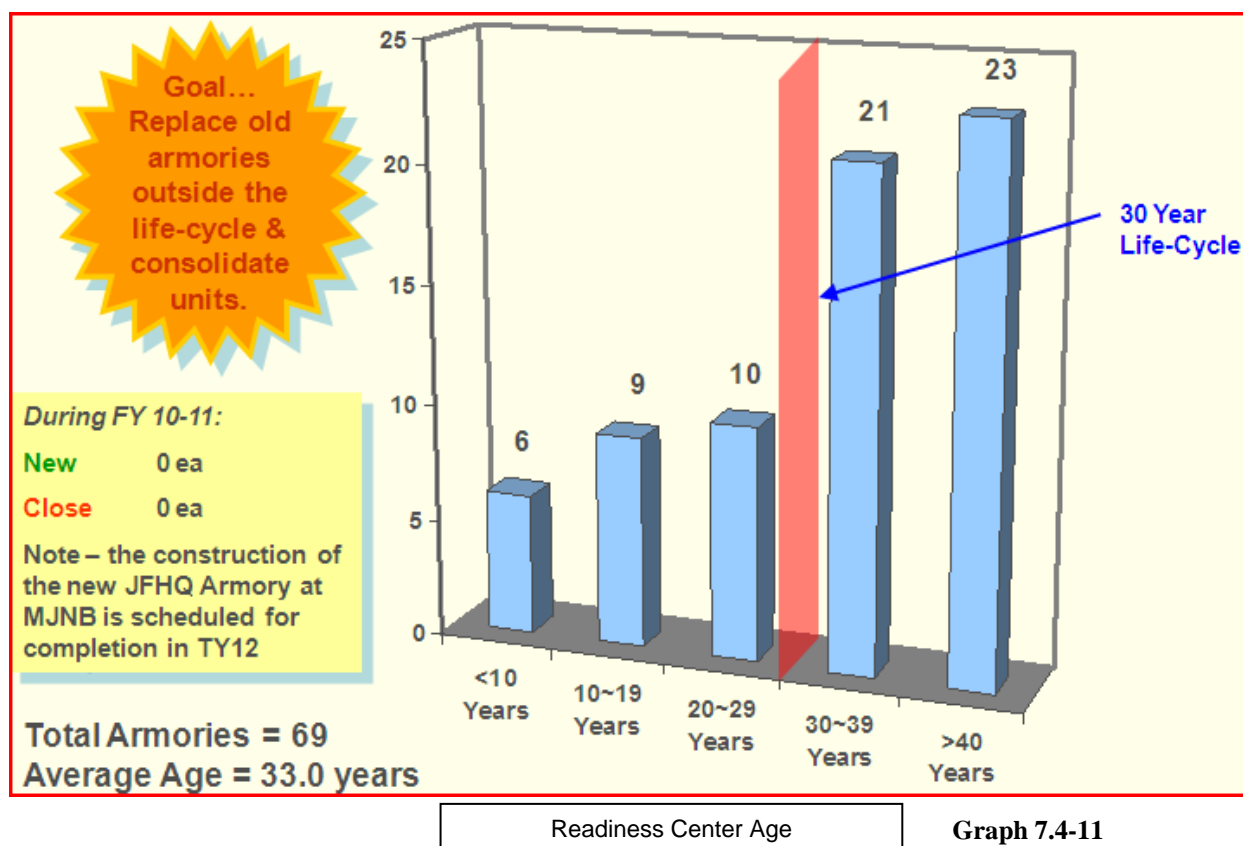


Graph 7.4-10

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 and properties, authorized through the annual Appropriations Act, totaled \$304,976 net of expenses.

The CFMO's goal is to replace old armories outside the 30-year Life Cycle with new facilities constructed via MILCON funds. The CFMO intends to consolidate units where possible

to gain greater efficiencies in construction and long-term maintenance and operational costs. The older facilities are typically energy inefficient, costly to maintain, and most 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, these activities reduce 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. See Graph 7.4-11.



Facilities Operations and Maintenance

The condition and suitability of National Guard facilities impacts both our ability to meet state and federal mission requirements and 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.

Because we do not have the resources to address major deficiencies (including those relating to roofing, HVAC, lighting, and plumbing systems), our strategy must be to address minor and moderate deficiencies to the greatest extent possible. This obviously leaves us with a growing backlog of major deferred maintenance, making it very difficult to even address customer concerns, much less assure customer satisfaction. Figure 7.5-5 presents several operations and maintenance projects the CFMO was able to coordinate and complete during FY11.

The SCARNG currently has a deferred maintenance backlog of 39 million dollars. During state fiscal year 2011, we received 1.2 million dollars from the state to be applied towards the utility and maintenance costs of our facilities. Unfortunately, the utility costs consumed \$800,000 of the total amount, leaving only \$400,000 available to be applied to our growing maintenance backlog. This lack of state matching funds prevented us from obtaining 4 million dollars in critically needed maintenance funds from the federal government. In all, the lack of state matching funds prevented us from addressing 8 million dollars worth of our maintenance backlog (nearly 20 percent), which continues to grow as our facilities age.

Nevertheless, as grants and loans become available, the CFMO executes prioritized work and improves our facilities' energy efficiency without compromising user comfort levels. This initiative includes replacing older, inefficient, and maintenance intensive HVAC equipment with newer, more efficient equipment; replacing outmoded, inefficient lighting fixtures with more efficient fixtures that have lower recurring costs; and reducing water consumption by updating inefficient plumbing fixtures.

Pressure continues to be placed upon the federal government to fund a greater share of the operational and maintenance costs of National Guard facilities due to the increasing reliance on the National Guard for global contingencies. However, as described above, this increased funding can only be utilized if the state provides adequate matching funds.

O&M Repairs

Andrews Readiness Center Lighting Improvements	\$13,000
Buildings and Grounds Lighting and HVAC	\$12,000
Dillon Readiness Center Lighting	\$17,000
Fort Mill Readiness Center Lighting and HVAC	\$35,000
Olympia Armory Lighting	\$9,000
Rock Hill readiness Center	\$32,000
Timmons ville Readiness Center Lighting	\$14,000
Wellford Readiness Center Lighting and HVAC	\$60,000
Laurens Readiness Center Lighting	\$18,000
Columbia Readiness Center Male/Female Restroom (PH1)	\$35,000
Hartsville Readiness Center HVAC	\$60,000
Camden Readiness Center HVAC	\$75,000
Sumter Readiness Center Roof (PH1)	\$150,000
Florence Readiness Center HVAC	\$50,000

Figure 7.5-5

Name: South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part 1

Cost:

	<u>SCEMD</u>	<u>Pass Through</u>
State:	\$1,452,164.17	\$ 154,709.00
State Disaster:	\$ 10,161.90	\$ 153,669.12
Earmarked:	\$ 920,054.04	\$ 248,026.24
Federal:	<u>\$3,120,337.98</u>	<u>\$ 4,890,512.40</u>
Total:	\$5,502,718.09	\$ 5,446,916.76

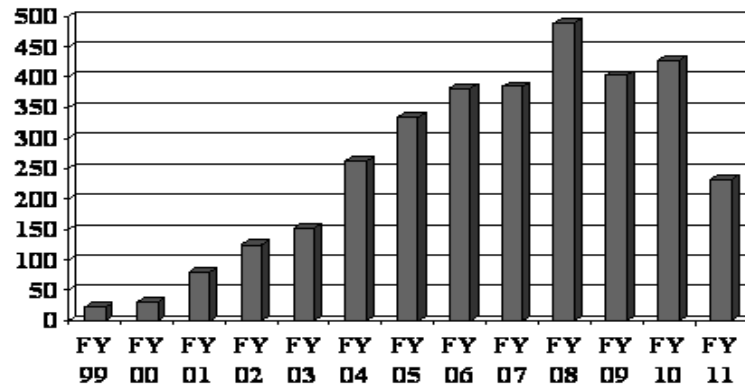
Goal: Reduce human suffering and enhance the State's capability to recover from a disaster.

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

Key Results:

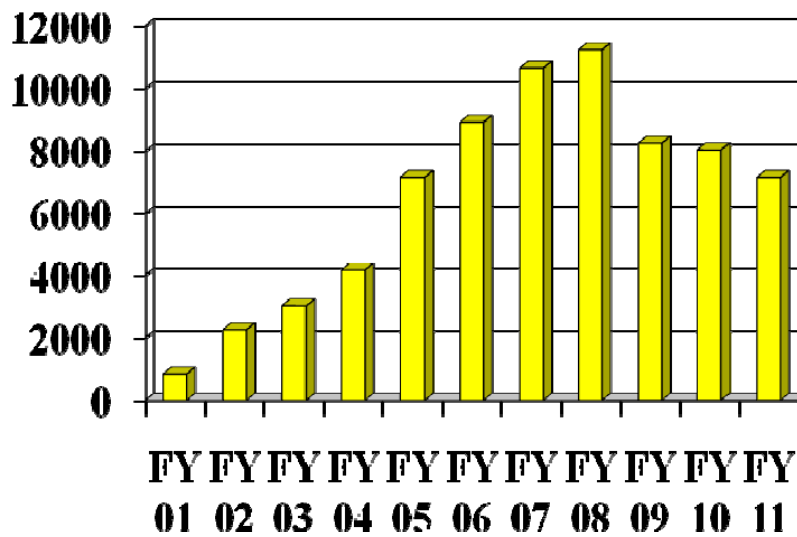
- SCEMD provides numerous emergency management training programs and conducts exercises to validate plans and to test the State's capability to respond to emergencies. Although SC had several emergencies this past year, they did not impact the training program and we continued to expand the curriculum.
- For FY11, the goal was again to maintain the number of courses presented and the personnel trained at or above the baseline of FY01. Two hundred thirty-two (232) training events were offered and attended by 5,430 participants. Courses offered were 535% of the baseline, and a decrease of 46% from last year. Personnel trained were 241% of the baseline and a decrease of 24% over last year. 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 FY10, the average course rating was 4.61. Although exercises also provide an excellent opportunity for training, the 1,277 participants in the 84 exercises conducted this year are not included in the above figures.

Courses Conducted



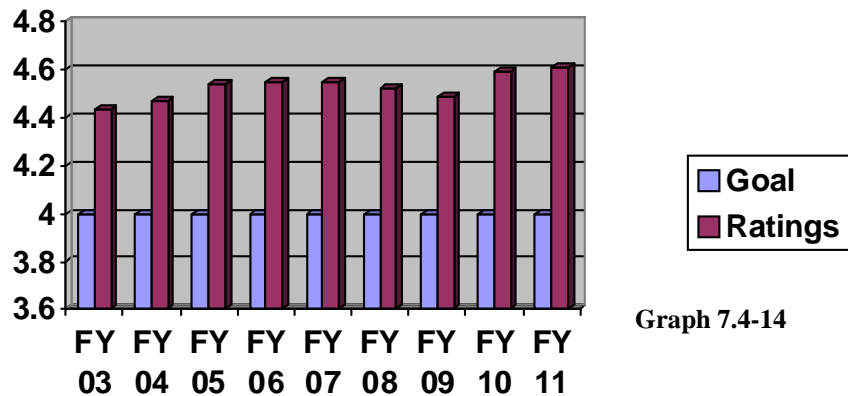
Graph 7.4-12

Personnel Trained



Graph 7.4-13

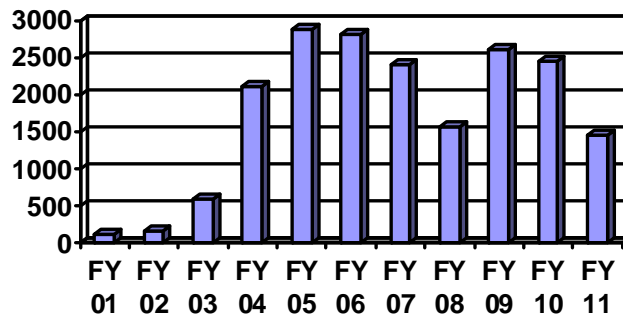
Course Ratings



Graph 7.4-14

- Weapons of Mass Destruction training for three hundred seven (307) 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. One thousand four hundred sixty three (1,463) responders attended forty eight (48) Department of Homeland Security mobile courses conducted within the State.

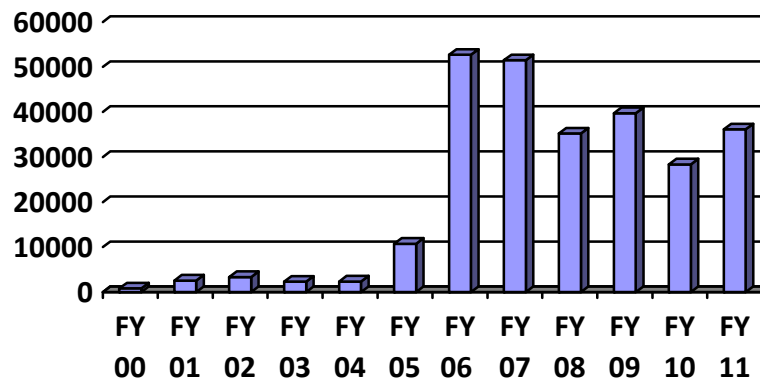
Weapons of Mass Destruction Training



Graph 7.4-15

- Personnel from South Carolina successfully completed 36,153 independent study courses offered by FEMA's Emergency Management Institute during FY10. This compares with the total of 29,157 completions for all of FY02 through FY05.

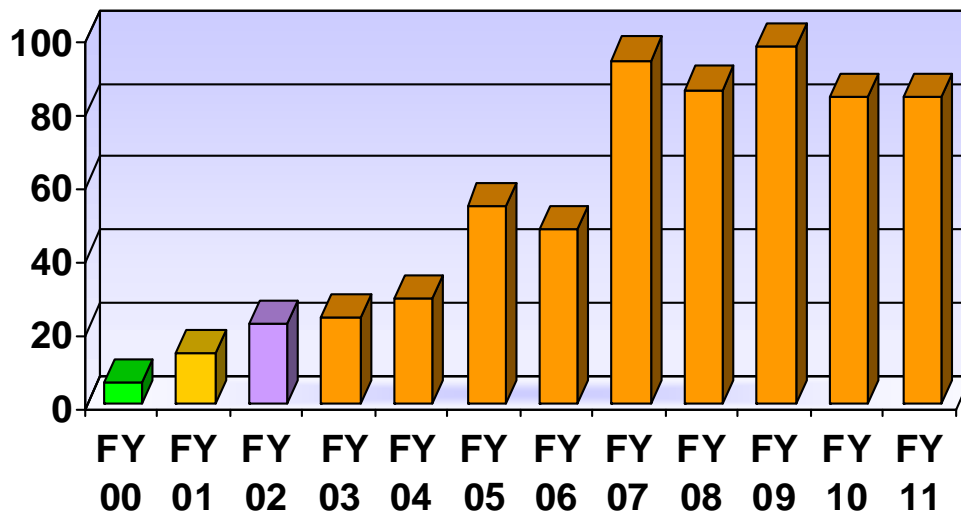
Independent Study Course Completions



Graph 7.4-16

- SCEMD developed, coordinated, and participated in 84 exercises involving 2,542 personnel during the past year.
- A two-day full-scale exercise was conducted by SCEMD to validate the State's Emergency Management Assistance Compact (EMAC) policies and procedures. Over 200 personnel from State, federal, county, and volunteer organizations participated in the exercise.
- One federally-evaluated fixed nuclear facility exercise was conducted with no deficiencies noted.
- Four federally-evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident were successfully completed.
- Twelve federally-evaluated exercises involving Federal Energy Regulatory Commission dams were successfully completed with no deficiencies noted.
- There were no WMD exercises conducted by SCEMD during FY 2011. The WMD program responsibilities were assumed by SLED during FY 2011.

Exercises Conducted



Graph 7.4-17

Name: South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part 2

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

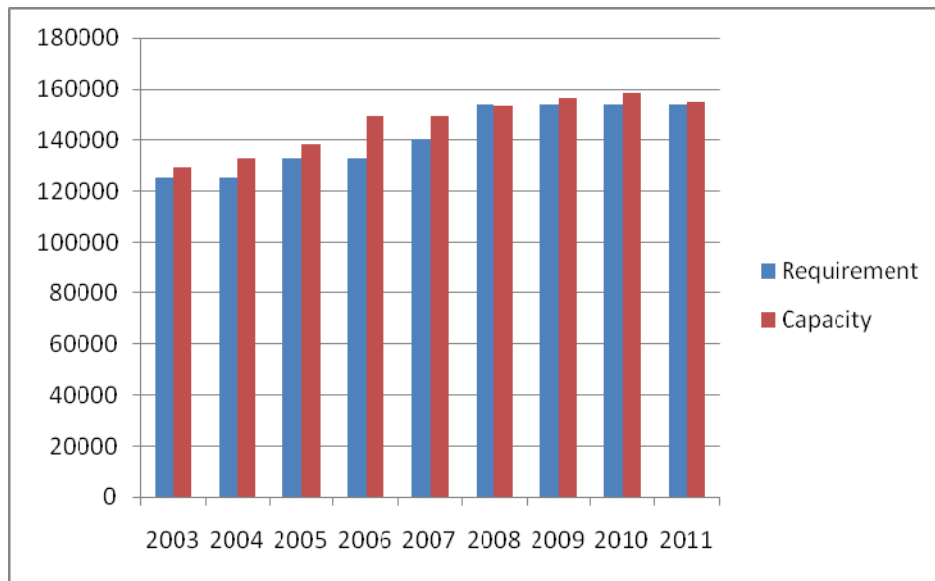
Objective: Improve the State's capability to respond to hurricanes.

Key Results:

- The most current version of the South Carolina Hurricane Plan was posted to the world-wide web on June 15, 2011. Improvements to the traffic intersection diagrams in the Evacuation Traffic section of all Conglomerates Annexes as well as the annual update of the shelter listings by county, by conglomerate, highlight this year's plan. Once again, the plan was not provided in hard copy to the holders due to funding constraints. A late season issue of CDs may be feasible depending on the availability of funding and the acquisition of hardware.
- SCEMD remains the lead for State agencies in the development of a Continuity of Operations Plan (COOP). This plan covers the Emergency Management Division and elements of State agencies that support the State Emergency Response Team (SERT). The 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. SCEMD will begin updating the plan to reflect new plans, policies, and procedures along with additional guidance from the Federal Government as funds become available.
- SCEMD continues to maintain a Task Force for Emergency Readiness (TFER) planner. The TFER program is an initiative led by the Federal Emergency Management Agency (FEMA) to support and strengthen the catastrophic disaster preparedness of states by facilitating more comprehensive integration of planning efforts across all levels of government. The TFER planner is responsible for drafting and updating fifteen planning scenarios that are set forth in a National Planning Scenario playbook. The TFER planner has drafted scenario plans covering Cyber Attacks and Aerosol Anthrax Dispersal. These scenario plans, along with Biological Attack through a Foreign Animal Disease (FAD) and several others, are awaiting review from the Emergency Support Functions (ESFs) so they can be corrected, updated, and submitted for final approval. These scenarios are utilized to outline the State's response to these catastrophic incidents. When all fifteen scenarios are completed, these plans will become Annex 9 to the State's Catastrophic Incident Response Plan. A capabilities assessment matrix was previously created and will be updated to identify current and projected shortfalls identified with the fifteen National Planning scenarios.
- 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 adequate capacity is available for the planning requirement. As we begin the 2011 season, we have 248 Red Cross designated hurricane shelters with the capacity to shelter 155 thousand citizens.

Shelter Capacity



Graph 7.4-18

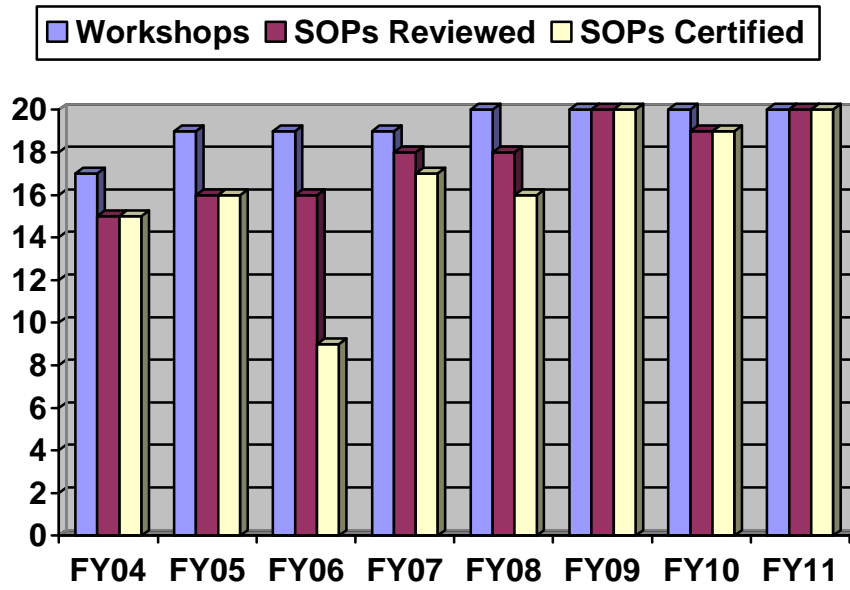
Name: **South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part 3**

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:

- 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 following updates and changes were incorporated into the SCEOP and each annex.
- The Memorandum of Understanding between SC Amateur Radio Emergency Services and State was modified.
- The SC Earthquake Plan continues to be refined and updated to enhance the planning efforts to include adding and referencing the new concepts of the Mass Transportation Plan, Regional Staging Area Plan, and Catastrophic Incident Response Plan. SC also is at the forefront of Earthquake Planning through the incorporation of an Earthquake Sheltering annex reflecting the attempt to identify potential facilities that may survive an earthquake.
- In an effort to produce cost saving in this era of fiscal constraint, the majority of SCEMD's plans are being published directly to the world-wide-web. Limited versions of the Emergency Operations Plan were distributed via CD. The cost of duplication or publishing will prevent hard copy volume being distributed in the future. Additionally, many of the plans are being reviewed on a bi-annual update verses the current annual updates. The desire to provide the most current and updated information to the end-user in a timely fashion dictates the use of electronic formats via the web.
- All twenty Emergency Support Functions (ESF) standard operating procedures were reviewed and certified during this reporting period.



Graph 7.4-20

Name: South Carolina Emergency Management Division, State Warning Point Operations

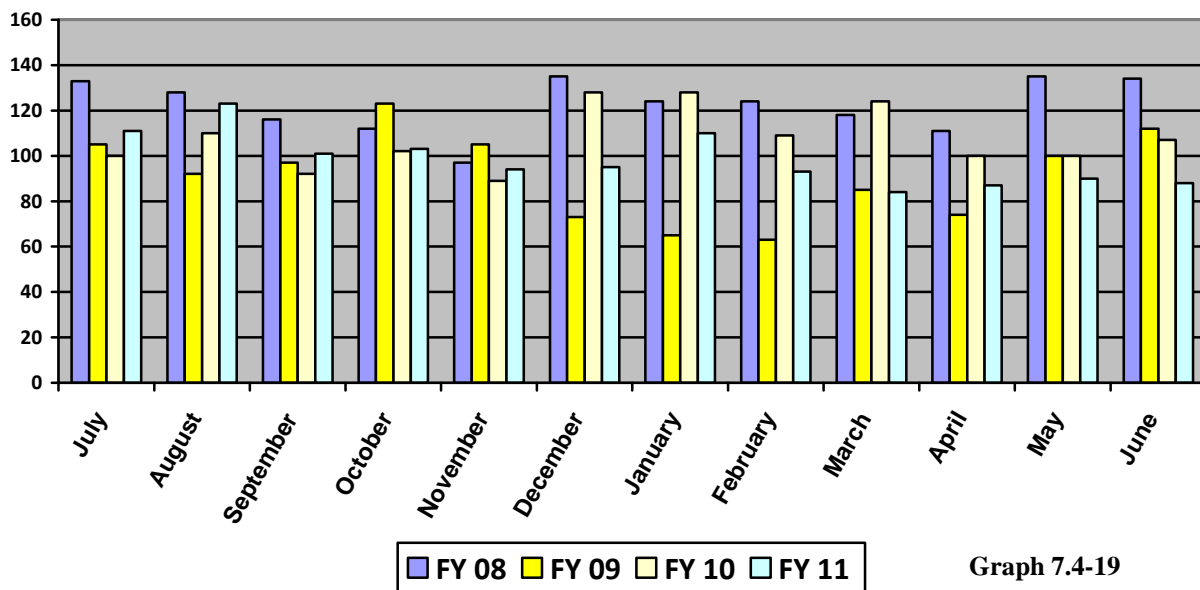
Goal: Minimize the loss of life and property attributed to all natural and technological disasters and acts of terrorism.

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 provides support to the DHEC Emergency Response section by answering all after business hours incoming calls, (evenings, weekends, and holidays) that pertain to fish kills, hazardous material releases, and National Response Center Notifications. These 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 1,161 calls during FY10 compared to 1,179 for FY 11.

**DHEC Emergency Response Section Afterhours Calls
to SWP FY 2008-11**



Graph 7.4-19

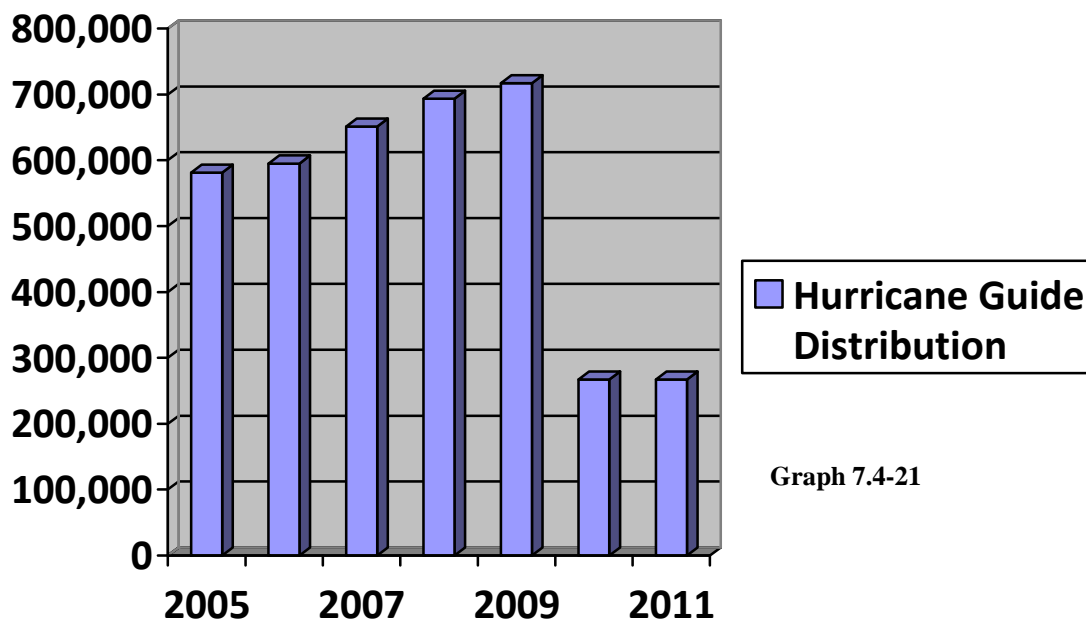
Name: Citizen Education and Public Information

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:

- For the 12th consecutive year, SCEMD published and distributed the official SC Hurricane Guide. The Guide advises the public regarding actions to be taken before, during and after hurricanes. In 2009, the publication was distributed to almost 717,000 households and businesses. However, in FY 10 circulation was reduced to 267,000 due to budget reductions. That circulation was further reduced in 2011 to 265,000 at a cost to government, after private-sector sponsorships, of only \$30,000.
- It is distributed in both English and Spanish on the Division website, and includes special needs information.



- To increase public awareness, SCEMD public information staff presented an estimated 64 briefings and educational sessions to youth groups (15), adult citizen groups (36), and government groups (13).
- The SC Earthquake Guide was published and distributed to a third of the State to provide

information to the public on earthquake preparedness, mitigation, and education. Further publication and distribution will continue on the internet and through social media, but print publication and distribution are contingent upon further funding. As a measure of the success of the Earthquake Guide, other earthquake prone states modeled their earthquake guide from South Carolina's product.

- SCEMD's use of social media continues to progress. In January 2011, the Division saw a surge of participants due to winter weather response activities. In a 48 hour period, there was an averaged 175,000 visits from unique users.

Participant Registration in SCEMD Social Media
(Facebook only)

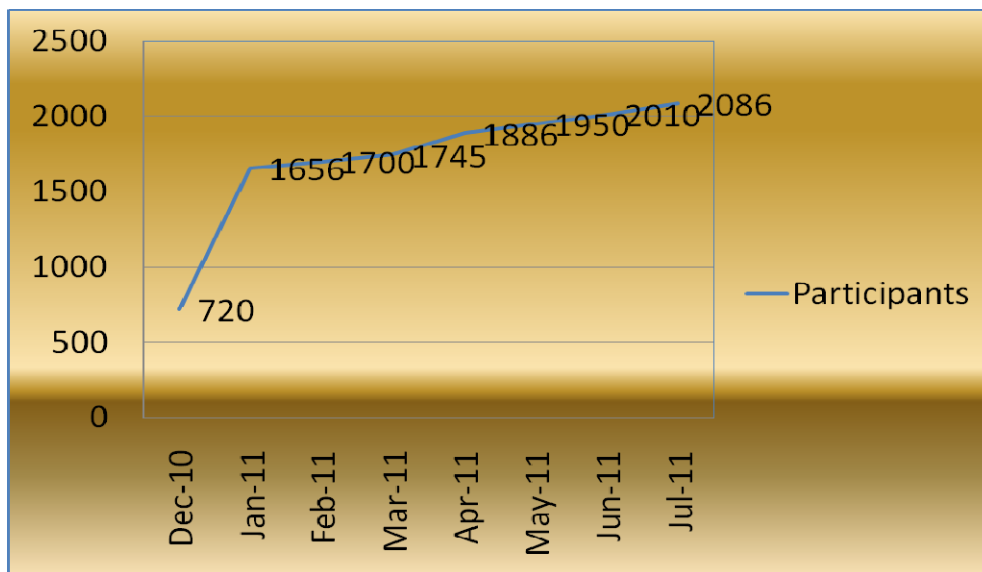


Chart 7.6-8

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 2011:

	2002 Winter Storm	2004 Winter Storm	Hurricane Charley	Hurricane Gaston	Tropical Storm Frances	2005 Winter Storm
Federal Share	\$ 10,881.29	\$ <423.10>	\$ 0.00	\$ 6,222.26	\$ 46.00	\$ 46,845.55
Non Federal Share	\$ 305.54	\$ 423.10	\$ 0.00	\$ 18.09	\$ 26.35	\$ 19,936.36
Total	\$ 11,186.30	\$ 0.00	\$ 0.00	\$ 6,240.35	\$ 72.35	\$ 66,781.91

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: Seven (7) projects were approved in this disaster, totaling \$ 560,845.24 in federal funding. All projects have been completed and the disaster is officially closed with FEMA.
- 2004 Winter Storm: Eight (8) projects were approved totaling \$ 980,172.36 and all projects have been closed. Closeout of the disaster has been initiated with FEMA.
- Hurricane Charley: Five (5) projects were approved totaling \$ 120,369.50 and all projects have been closed. Closeout of the disaster has been initiated with FEMA.
- Hurricane Gaston: Seven (7) projects were approved totaling \$ 630,114.90 and all have been closed. Closeout of the disaster has been initiated with FEMA.

- Tropical Storm Frances: Three (3) projects were approved totaling \$ 213,493.76 all have been closed. Closeout of the disaster has been initiated with FEMA.
- 2005 Winter Storm: Nine (9) projects were approved totaling \$ 765,070.00 of which five (5) have been closed. Closeout is set for 2013.

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

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 2010 2011

	FY 2005 PDM	FY 2006 PDM	FY 2007 PDM	FY 2008 PDM
Federal Share	\$ <35.36>	\$ 0.00	\$ 171,248.92	\$ 73,176.15
Non Federal Share	\$ 2,733.41	\$ 0.00	\$ 2,185.03	\$ 6,880.92
Total	\$ 2,698.05	\$ 0.00	\$ 173,433.95	\$ 80,057.07

	FY 2008 LPDM	FY 2009 PDM	FY 2010 PDM
Federal Share	\$ 459,107.49	\$ 276,795.03	\$ 0.00
Non Federal Share	\$ 926.71	\$ 5,832.43	\$ 0.00
Total	\$ 460,034.20	\$ 282,627.46	\$ 0.00

Key Results:

- PDM is a federal mitigation program authorized under Section 203 of the Stafford Act, as amended. The PDM program 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. A subcategory of the overall program includes Legislative Pre-Disaster Mitigation (LPDM) which is defined as specific mitigation projects that have been earmarked for funding by members of Congress.
- In FY 2005, twelve (12) PDM applications were received totaling \$8,526,128. Three (3) applications totaling \$5,244,047.60 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. This grant was officially closed by FEMA on November 22, 2010.
- In FY 2006, due to the available funding from the US Congress, every state could submit five PDM applications. SCEMD received seventeen (17) applications totaling \$17,761,858.00.

Five applications totaling \$1,970,153 were submitted and one (1) application for \$260,000 was selected by FEMA for possible funding. Funding will be used for structural flood control but at this time remains unfunded.

- In FY 2007, there was no limit on the number of PDM applications that could be submitted for national review. The State received and submitted eleven (11) applications for consideration totaling \$13,629,000 and eight (8) applications were selected by FEMA totaling \$308,623.79. Funding was used to retrofit and upgrade sewer lift stations, improve levees to meet new flood stages, and create new local mitigation plans. All projects are reaching 100% completion and will be closed in the future.
- In FY 2008, seventeen (17) PDM applications were received and submitted for consideration in the amount of \$17,226,235 and one (1) application was selected by FEMA for \$1,084,517.38. LPDM projects approved during this time period totaled \$2,000,000. The 2008 projects are nearing completion.
- In FY 2009, seventeen (17) PDM applications were received and submitted for consideration in the amount of \$23,827,301.94 and seven (7) applications were selected by FEMA for \$3,423,192.60. Six of the applications were Council of Government mitigation plans. These plans are almost complete and will be closed out in the near future. One project was awarded to improve a drainage system in the City of Georgetown with a federal share of \$3,000,000.00.
- In FY 2010, three PDM applications were selected for consideration totaling \$1,614,688.75. Two of these projects are mitigation plans and one is a bridge construction project.
- In FY 2011, seventeen (17) applications were received and submitted for consideration for a total amount of \$44,929,161.32. Four applications were identified for further review. Due to federal budget cuts, PDM 2011 was cut from \$100 million to \$50 million in June 2011. Two of the four projects were also cut. The two remaining are still in the FEMA review process.

Name: The 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 2009-2010, six previously declared Public Assistance disasters 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 2011

	Winter Storm 2005	FMAG Horry Wildfire
Federal Share	\$ 0.00	\$ 429,170.34
Non Federal Share	\$ 64.80	\$ 143,056.78
Total	\$ 64.80	\$ 572,227.12

Key Results:**Winter Storm 2004**

- One hundred percent (138 of 138) sub-grantees paid in full and in the closeout process.
- One hundred percent of eligible applicants for federal and/or State reimbursements paid.
- One hundred percent (138 of 138) of final inspections completed.

Hurricane Gaston

- Ninety-seven percent (34 of 35) sub-grantees paid in full and in the closeout process.
- Ninety-seven percent of eligible applicants for federal and/or State reimbursements paid.
- One hundred percent (38 of 38) of final inspections completed.

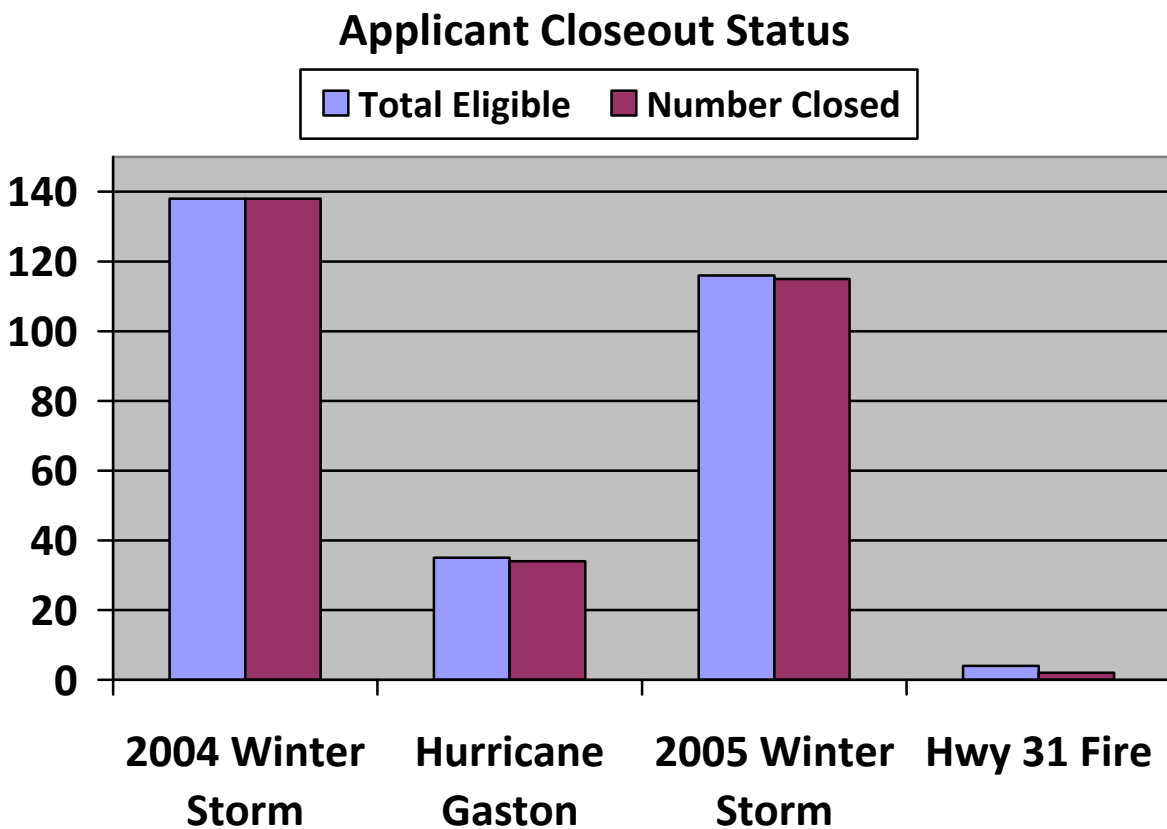
Winter Storm 2005

- Ninety-nine percent (113 of 114) sub-grantees paid in full and in the closeout process.
- Ninety-nine percent of eligible applicants for federal and/or state reimbursements paid.

- One hundred percent (116 of 116) of final inspections completed.
- Office of Inspector General audit pending 2nd appeal

Highway 31 Fires 2009

- Fifty percent (2 of 4) of applicants paid in full.
- Twenty percent (1 of 5) sub-applicants paid in full.
- Thirty-three percent of eligible applicants for federal and/or State reimbursements paid.
- Final inspections are not required.



Graph 7.4-22

Name: The South Carolina State Guard

Cost: \$109,851 State

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

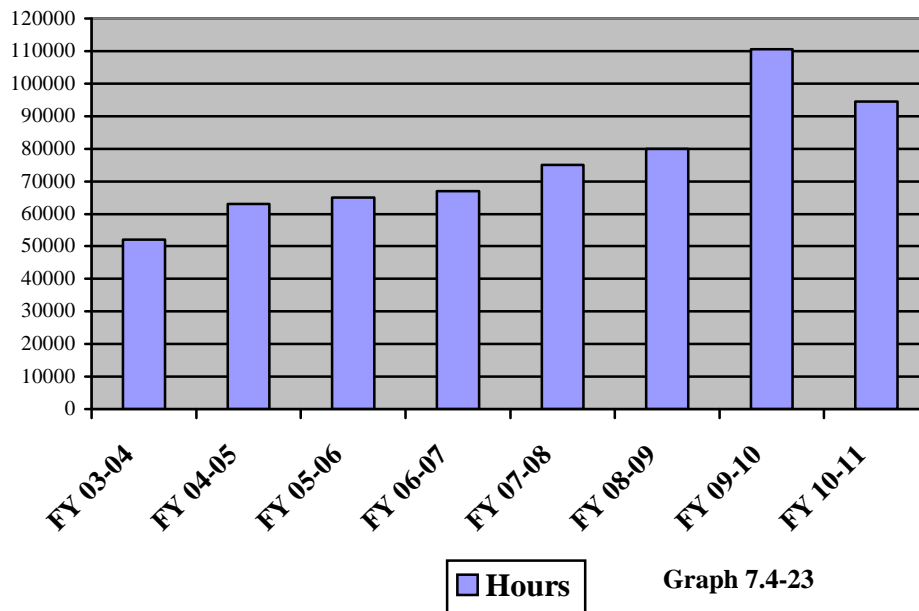
Objectives: Provide continuous support to the Budget and Control Board during contingency operations. Provide support to State/Local Law Enforcement Agencies. Provide chaplain support to the National Guard Youth ChalleNGe programs. Conduct honor guard for military funerals when requested. Conduct annual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

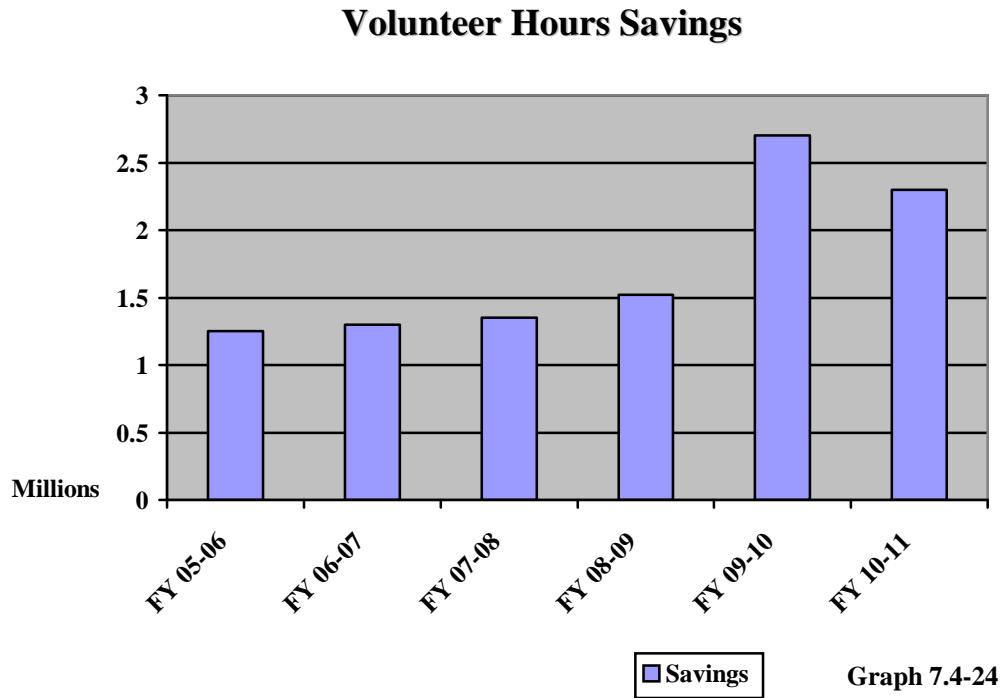
Results:

- During FY10-11, the South Carolina State Guard provided more than 94,372 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 \$2,359,300 in savings to the taxpayers of South Carolina!**

The State Guard has 161 memorandums of understanding with state-wide and local organizations such as Moncrief Army Hospital, Emergency Management Division, the Salvation Army, city and county law enforcement, schools and non-profit entities.

Volunteer Service Hours





- The strength of the State Guard has risen from less than 600 members in 1996 to a current total of 993 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 Academy

The South Carolina National Guard Youth ChalleNGe Program is a quasi-military program designed to assist at-risk youth ages 16-18 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 twenty-two weeks in residence with a 12-month follow-up mentoring program using volunteers from their home communities.

Cost: \$1,680,000. Annual Federal Authorization

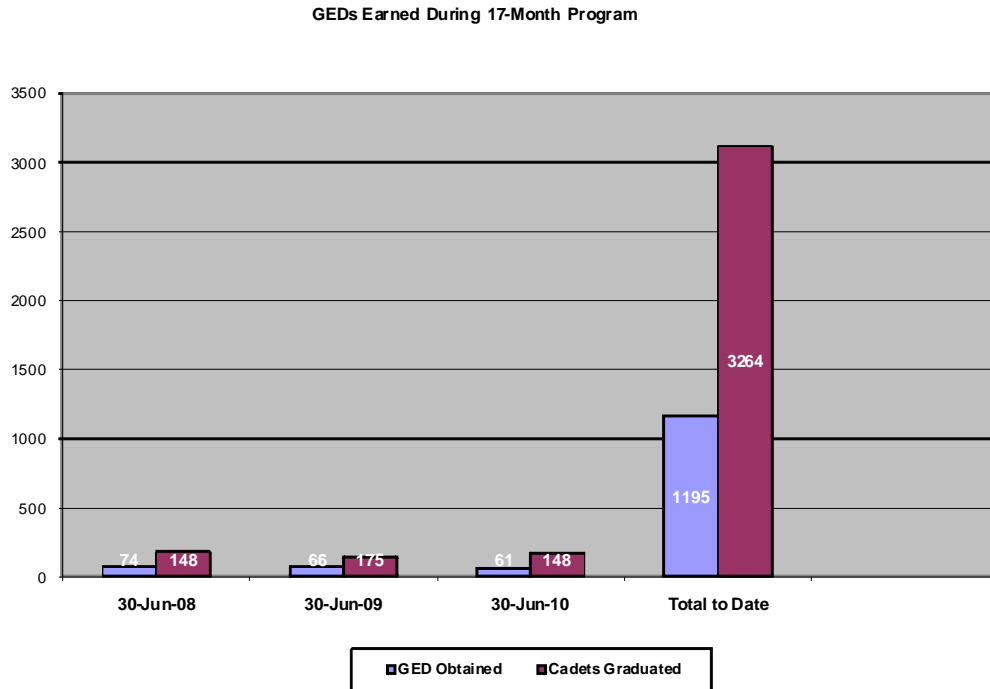
Goal: Reach maximum enrollment in each class of 50 students. Maintain 85% of enrolled students who complete the program and return successfully to the public school system, become gainfully employed, enter military service or pursue higher education.

Objectives:

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

Key Results:

- The South Carolina National Guard Youth ChalleNGe Program was in its 12th year of operation during State Fiscal Year 2010-2011. A class is defined as participation in the full 17-month program.



Graph 7.4-25

- The above graph illustrates the continued growth of successful students and the number of GEDs that were earned at the two campuses during the last year. The enrollment has come from throughout the state, routinely from 25-30 counties are represented with each class.
- The chart below shows which counties are gaining the most benefit from the South Carolina Youth Challenge Program. Additionally it shows where recruiting efforts have to be increased so that all at-risk youth in South Carolina are offered the opportunity for success. Since the program's inception 3,264 at-risk youths in South Carolina are now productive tax-paying citizens, some of whom are serving in our military in harm's way and defending our way of life.

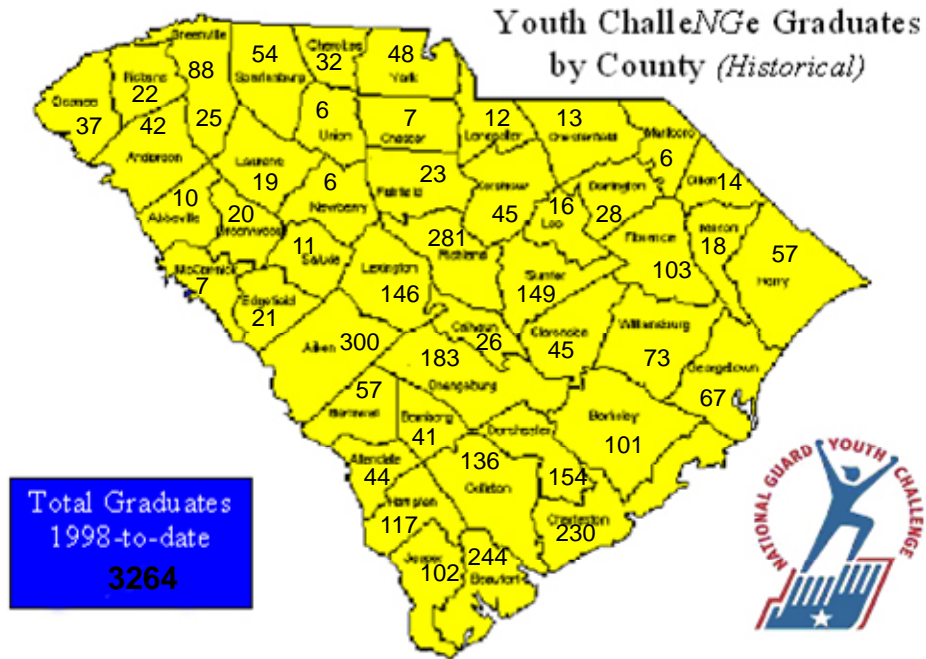
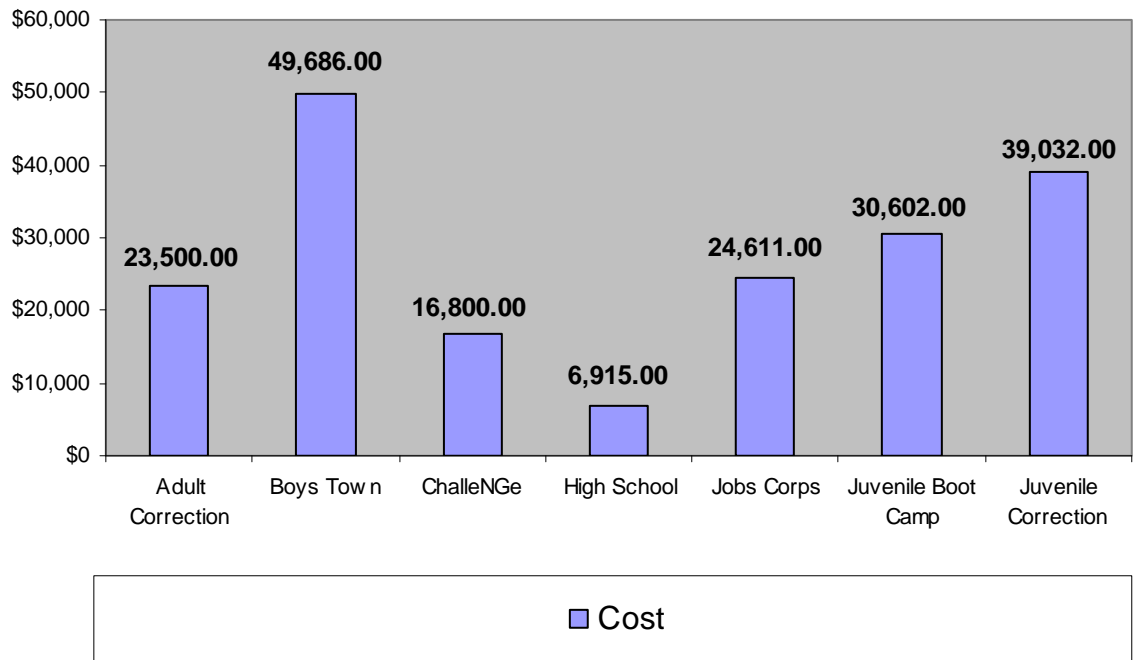


Chart 7.6-9

- 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.

Program Cost Comparisson



Graph 7.4-26

- The graph below answers the question, “Are you effective?” To date, the academy has a success rate that consistently stays between 70 and 80 percent.

SC Youth Challenge Academy Post Residential Status As of Jun 2011

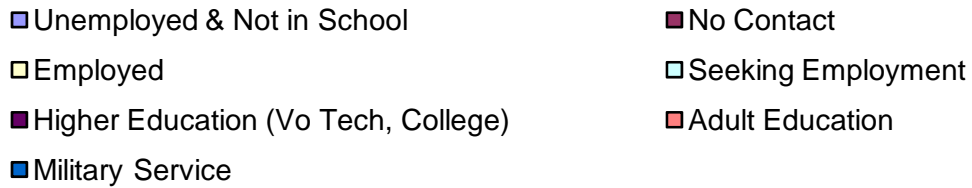
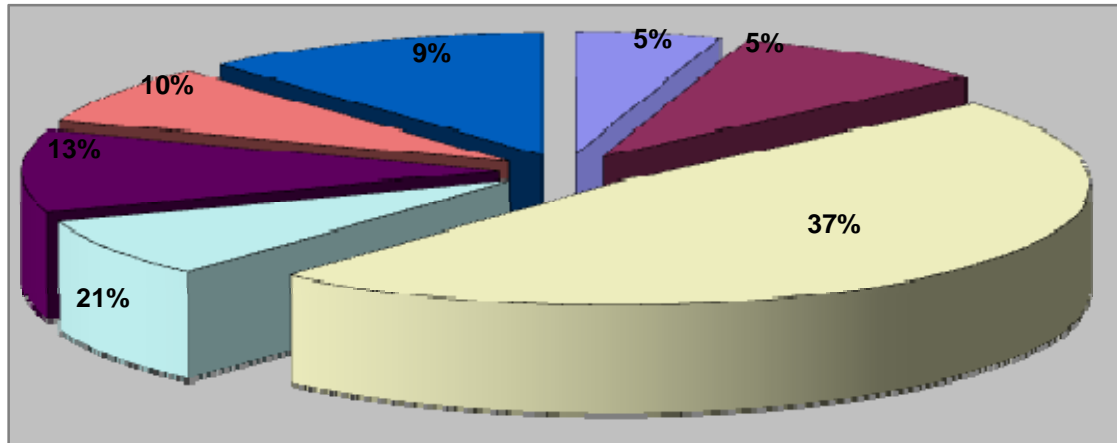


Chart 7.6-10

Name: **STARBASE Swamp Fox**

Cost: \$255,000 Federal

Goal: Conduct at least twenty-eight (28) “academies” during the school year

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 during a school week. The program targets primarily fifth grade students as the national curriculum most closely correlates with the South Carolina academic standards for science and mathematics for fifth graders. This program utilizes the resources of both the South Carolina Air and Army National Guard to teach 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.

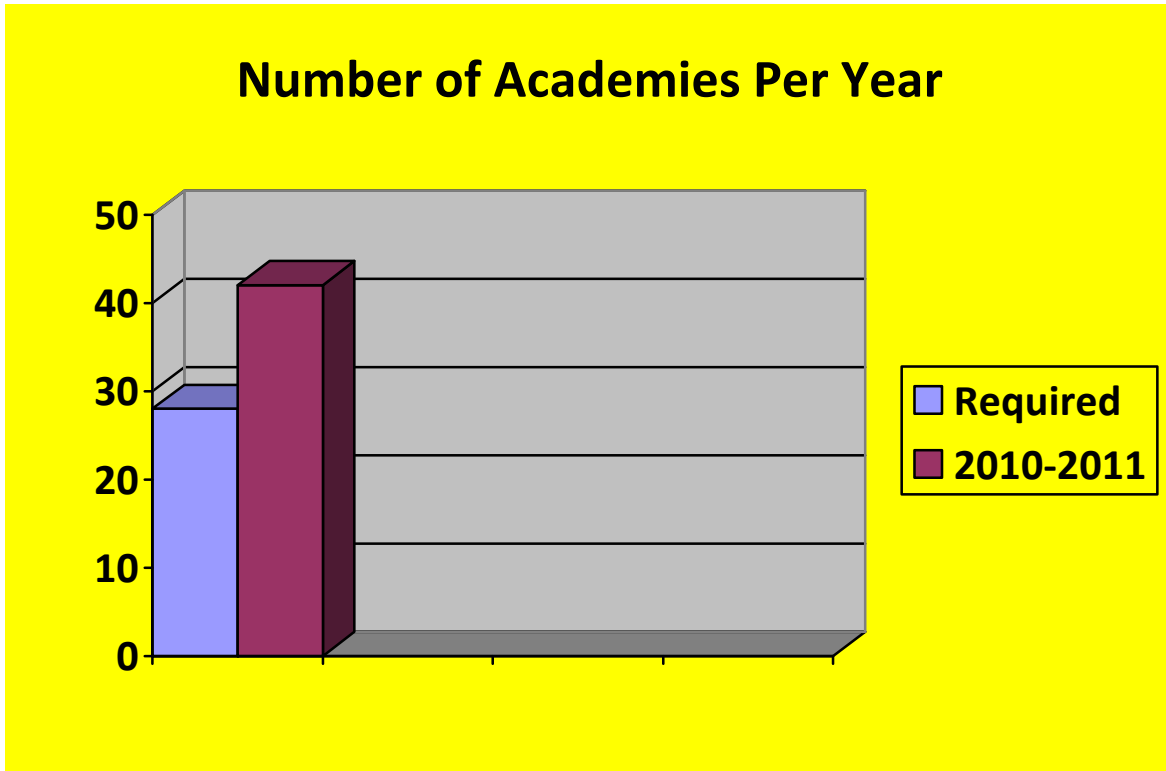
Objectives:

- Conduct a minimum of twenty-eight 25-hour academies during the 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

Key Results:

- A banner year was reached and the annual goal surpassed with a total of 42 Academies being taught in the 2010-2011 school year
- A record number 1,011 students successfully completed the STARBASE Swamp Fox program this past school year
- Additionally, a summer day camp session was conducted at McEntire Joint National Guard Base as a community outreach project for students in grades 5 & 6
- Students showed an average of 27% improvement from pre-test to post-test scores

- 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



Graph 7.4-27