

OFFICE OF THE ADJUTANT GENERAL



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

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TRANSMITTAL FORM

Agency Name.....South Carolina Military Department

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

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EXECUTIVE SUMMARY

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

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

Mission Statement

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

Vision Statement

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

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

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

Values

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

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

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.

SC Army Guard

Here are a few examples of Army Guard (SCARNG) achievements during Fiscal Year 10-11:

At the close of the fiscal year, 1,381 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.

Since May 1670, when the first colonists founded the S.C. National Guard upon landing at Albemarle Point in Charles Towne, we've been "Always Ready – Always There" to protect our communities, state and nation.

Our S.C. forbears passed on to us a very "True and Tried" martial tradition. We're very proud of all these fine Soldiers, who fought for freedom, established this great Republic and passed the torch of liberty to their sons and daughters, and now on to us.

The day for this generation – the "Next Greatest Generation" of heroes – to fight for and protect our nation's freedom came on Sept. 11, 2001.

As then President George W. Bush said: "In every generation the world has produced enemies of freedom. They have attacked us because we are freedom's home and defender, and the commitment of our father's is now the calling of our time."

Since that infamous day, nearly 13,500 South Carolina Army Guard men and women have answered our nation's call. In fact, over 1,500 are currently deployed throughout the world.

State	Currently Alerted w/Mob Order	Currently Deployed to Afghanistan	Currently Deployed to Kuwait	Currently Deployed to ROW (Rest of World)	Total Currently Deployed	De-Mobilizing	Total Currently Mobilized	Mob'd to Afghanistan since 9/11	Mob'd to Iraq since 9/11	Mob'd to Kuwait since 9/11	Mob'd to ROW (Rest of World) since 9/11	Total Mobilized since 9/11
SC	632	220	793	510	1,523	251	1,774	3,562	3,101	3,311	3,469	13,443

Over 2,000 of these South Carolina heroes have served in Operation Noble Eagle securing key military and national infrastructure assets including the National Capital Region. In Operation Enduring Freedom, over 3,500 of our Guardsmen have helped take the fight to Al-Qaeda and the Taliban in Afghanistan since 9-11. During Operation Iraqi Freedom, the former "second front" in our nation's Global War on Terrorism, more than 3,100 S.C. Army Guardsmen helped liberate and bring peace to the people of Iraq.

Units from South Carolina have earned four Joint Meritorious Unit Awards, three Army Valorous Unit Awards, 14 Army Meritorious Unit Commendations and three Army Superior Unit Awards.

And just this year ... a number of SCARNG units such as the 1221st Engineer Company, 228th Signal Brigade Headquarters Company, 1st of the 151st Aviation Battalion, 742nd Maintenance Support Company, 133rd Military Police Company and 151st Expeditionary Signal Battalion have deployed to or returned from Afghanistan and Iraq. As those who came before us knew all too well, freedom comes at a cost. Unfortunately, 16 of our heroes have paid the ultimate price during the Global War on Terrorism but their sacrifices -- and those of their family members -- shall never be forgotten. We lost three of these heroes in the past year including:

1st Lt. Ryan Davis Rawl, 30, of Lexington, 133rd Military Police (MP) Company;
Sgt 1st Class Matthew Bradford Thomas, 30, of Easley, 133rd MP Company; and

Spc. John David Meador II, 36, of Columbia, 133rd MP Company.

As we continue to support our nation's efforts to destroy terrorist strongholds around the globe, S.C. Citizen-Soldiers are also engaged in numerous homeland defense missions. While supporting U.S. Army North, the North American Aerospace Defense Command and the National Capitol Region mission, we also stand ready to quickly respond to natural disasters in support of the Federal Emergency Management Agency.

South Carolina's next greatest generation of heroes have been faithful to their "True and Tried" heritage protecting and defending freedom both here at home and around the globe. To help ensure the heroes of our nation's wars receive the post-deployment care they and their families so richly deserve, The Adjutant General of S.C. developed a J1.1 Service Member and Family Care Directorate soon after being sworn into office in 2010. Over the past year, tremendous gains have been made in leading the nation in lowering the unemployment rate of S.C. veterans to nearly 3-percent. South Carolina's suicide rate for veterans has also been reduced drastically as The Adjutant General has brought "buddy-care" to the forefront of his Soldier-care initiatives.

Like our forbears, S.C. veterans too shall proudly hand the torch of liberty onto the next generation. One of the new ways our veterans can now do so is through The Adjutant General's innovative "Patriotism-An American Tradition" (PAAT) project. By teaming up with educators throughout the Midlands on Memorial Day, over 22,000 students learned about patriotism and the importance of community volunteerism as a way to give back in honor of those who have sacrificed so much for our communities, state and nation. SC ETV has since distributed the Memorial Day and 9-11 (PAAT) videos developed for the program to every high school in S.C. SC ETV plans to do likewise for the Veterans Day PAAT video which will be showcased to the Midlands School Superintendents for review on 26 Oct. Over the next two years, The Adjutant General plans to link up hundreds of veterans from throughout the state with schools who request a speaker on the PAAT website: <http://www.scguard.army.mil/patriotism.php>. Utilizing S.C. Educational Standards, PAAT will provide a "Value-Ad" to teachers, who desire men and women who have worn the uniform to share their experiences while teaching the importance of remembering the sacrifices of those who have paid the ultimate price for our nation's freedom.

Although not all-inclusive, the following excerpts from several of our annual unit history reports will serve as a reminder of the tremendous accomplishments of the S.C. Army National Guard during the past year:

I. 59th Aviation Troop Command:

Subordinate Units

1-151st Attack Reconnaissance Battalion (ARB) deployed in support of Operation New Dawn and Operation Enduring Freedom – Kuwait. 1 May 2011 thru 28 April 2012

Noteworthy events and accomplishments:

1. Complete largest retrograde operations in Operation New Dawn – Iraq.
2. First AH-64D BN to complete deck landing qualifications in the U.S. Army.
3. Conducted overwater missions in the North Arabian Gulf as part of Operation Spartan Shield.
4. Completed AH-64D Unit Fielding and Training Plan (UFTP) August 2012.

2-151st Security and Support Aviation Battalion (SSABN) (JTF Liberty) deployed in support of Operation River Watch II/Phalanx supporting Customs Border Protection in south Texas Feb 2012 thru Dec 2012. JTF Liberty, comprised of 15+ states and territories, validated the air-centric concept of operations for border security through the employment of UH-72A and RC-26B aircraft.

Noteworthy events and accomplishments:

1. Participated in Joint, multi-national, multi-component, multi-agency Global Guardian Exercise in Feb 2012 while simultaneously standing-up JTF Liberty.
2. Formed multi-state Aviation Task Force for Hurricane Irene response comprised of both rotary and fixed wing assets.
3. A Co 2-149th (GSAB) conducted fire fighting operations in Horry County in August 2011.
4. Conducted the first 2-151 SSABN C-17 load-out of UH-72A aircraft in Feb 2012 demonstrating the unit's capability to deploy worldwide to support civil support operations, disaster response, and State Partnership Program efforts.

351st Aviation Support Battalion (ASB) – No deployments this FY.

Noteworthy events and accomplishments:

1. Participated in Joint, multi-national, multi-component, multi-agency Global Guardian Exercise in Feb 2012.

State Flight Detachment - 24 OSACOM (Operational Support Airlift Command) deployed in support of Operation Enduring Freedom – April 13, 2011 thru March 28, 2012.

Noteworthy events and accomplishments:

1. First deployment to a combat zone for the C-26 aircraft.
2. Transported dignitaries throughout Afghanistan, Pakistan, Kuwait, and U.A.E.
3. Flew over 1300 hours, more than 300 DVs, and 30,000 lbs of cargo.

II. 263d AAMDC:

Deployments:

263d AAMDC (-) TF Paladin deployed to the National Capital Region to serve as the Command and Control Element for the National Capital Region's Integrated Air Defense. 44 Pax serve on this deployment. COL Rich LaRossa served as the Task Force Commander.

2-263 ADA Battalion mobilized an 80 Pax element to the Anderson Readiness Center in order to serve as a rapidly deployable Air Defense capability to provide support to National Special Security Events and provide POTUS support. During the year, the unit was deployed 22 times across the United States.

Six Members of the 263d AAMDC are currently mobilized at the 263d AAMDC in order to serve on the NCR-IADS and D-IADS Title 10 Training, Readiness Oversight (TRO) Team. This Team plans, coordinates, and executes the FORSCOM NCR-IADS and D-IADS Culminating Training Events for these missions. During this training year, the team supported the 22 Deployable Integrated Air Defense System (D-IADS) deployments as well as the Pre and Post mobilization training for the 164th ADA BDE, OHARNG and the 3-265 ADA Battalion, FLARNG. This team is on order at the HQ 263d AAMDC for the D-IADS mission. This requirement is in conjunction with the Operation Noble Eagle requirements.

Noteworthy Events:

263d AAMDC conducted National Level Exercise Vigilant Shield at Key West Florida where for the first time, Active duty and Reserve Component Air Defense Elements along with Air Force, Marine and Naval Air Defense Elements were incorporated to protect a specific critical asset.

In conjunction with the 94th AAMDC, The 263d AAMDC participated in Exercise Ulchi Freedom Guardian in South Korea in order to assist with Air Defense coordination of the Korean peninsula.

The 263d AAMDC is currently supporting the NORAD/NORTHCOM sponsored Joint Integrated Air and Missile Defense (JDIAMD) test in developing new TTPs and capabilities to provide Army Air Defense of the Continental United States.

Major General Herbert L. Newton relinquished command of the 263d AAMDC to BG (P) Gregory Batts on 8 September 2012.

III. 218th Regimental Training Institute:

1. Soldiers deployed: Since we are a non-deployable TDA, the 218th RTI continues to support the rest state in deployments. However, the RTI is providing four Soldiers to the Agri-Business Development Team 48 and has two deployed with the 218th MEB's mission in Kosovo. The RTI also has eight Soldiers currently forward deployed instructing Warrior Leader Course (WLC) to US Soldiers of all components in Kuwait and the Horn of Africa.

2. Items of Interest:

a. Throughput, the 218th RTI had tremendous throughput of Soldier-students last year. All of our courses combined trained 6,000 in FY 11. Our courses are: WLC, Advanced Leader Course (ALC), MOS Courses 25B, 25U, 88M, 31B, 12B, 12N, Officer Candidate School (OCS) Warrant Officer Candidate School (WOCS), Combat Livesaver Course (CLS), Combatives I & II, Resilience Trainer Assistant (RTA), and Company Level Pre-Command Course.

b. 25B Partnership with Aiken Tech: The SCARNG, 218th RTI and Aiken Technical College, Aiken, SC have formed a partnership to provide 25B (Information Systems Operator, Army Information Technology) with 12 college credit ours toward an Applied Science Associates Degree. The Soldier-students may then complete the rest of the degree on line anywhere in the world. The Soldiers live and receive the training on the Aiken Tech campus from 218th RTI Soldiers. The first class graduated on 7 SEP 12.

IV. 122nd Engineer Battalion:

- a. 1221st Engineer Company (Graniteville) earned Meritorious Unit Citation for this deployment in Afghanistan. The 1221st En Co, then C/122E earned the Valorous Unit Award in Iraq. It's Soldiers earned many Combat Action Badges and Purple Hearts in both campaigns. Possibly the most decorated SCARNG unit in this conflict.
- b. 125th Engineer Company (Abbeville/McCormick) was Federally Recognized. The 125th EN Co is a Multi Role Bridge Company and will give the State the capability to reach barrier islands in the event that an inter-coastal waterway bridge is damaged in a natural disaster. 125E was last first organized in the 1950's under the 51st Infantry Division. It was then stationed in McCormick, SC.
- c. 122nd Engineer Battalion (Edgefield) will mobilize and deploy in March 2013. Will be its second deployment. Last was Iraq in 2003.
- d. 124th Engineer Company (Saluda) will mobilize and deploy in August 2013. Will be its third mobilization (2003) (2005) and second deployment (Iraq 2005).
- e. 124th Engineer Company (Saluda) directly supports the community and other SC agencies through the Innovative Readiness Training Program and local project training where the unit supports the communities and agencies through civil engineering and earth moving related construction. The unit has completed or is in progress on construction projects in Sumter, Batesburg, and Grey Court, SC.

V. 133rd Military Police Company:

1) Deployed to Khost, Afghanistan from Sept 11, 2011 to Sept 10, 2012.

2) **Noteworthy events/accomplishments during the year:** The 133rd Military Police Company was deployed to Khost province Afghanistan in November 2011. Khost Province is located in eastern Afghanistan bordering Pakistan and contains major infiltration routes used by enemy insurgents. The 133rd Military Police Company was administratively assigned to the 720th Military Police Battalion (TF Gauntlet), and tactically assigned to 1st Battalion (airborne) 501st Infantry Regiment (TF One Geronimo) and 1st Squadron (airborne) 40th Cavalry Regiment (TF Denali). All of which are commanded by the 4th Brigade Combat Team (Airborne), 25th Infantry Division (TF Spartan).

The 133rd Military Police Company's mission was to train and partner with the Afghan Uniformed Police at eight different police substations throughout Khost province. The Soldiers conducted daily joint combat patrols with local Afghan Uniformed Police focusing on police intelligence operations, area security operations and interdiction operations, while also maintaining force protection for their combat outpost. The 133rd Military Police Company conducted over 600 joint combat patrols, conducted over 20 cordon and search operations and collected over 3000 biometrics entries. They captured several individuals suspected of insurgent activities and confiscated over 1300 lbs of illegal fertilizer, which the enemy uses in the manufacture of improvised explosive devices.

For actions during combat operations in Khost Province Afghanistan, the 133rd Military Police Company has been awarded the Afghanistan Campaign Streamer and has been nominated for the Valorous Unit Award and the Meritorious Unit Award. The Soldiers of the 133rd Military Police Company have been awarded 21 Bronze Star Medals, 8 Purple Heart Medals, 1 Army Commendation Medal with "V" Device, 142 Army Commendation Medals, 3 Army Achievement Medals and 58 Combat Action Badges. The Soldiers of the 133rd have also earned the NATO Medal, Afghan Campaign Medal, the Overseas Service Ribbon and the Overseas Service Bar.

VI. 51 ROC:

Noteworthy events/accomplishments during the year: The 51 ROC and 251 ROC prepared as a combined unit to support the JFHQ as JTF Palmetto in preparation for a major Hurricane response

VII. McCrady Training Center:

1. Deployment: 4 Soldiers deployed with the AG Team

- Provided Soldier Support during Pre Mob & SRP events Spartanburg, Charleston, McCrady (ID Cards)
- Soldier Support of 900 ID Cards to Active/Reserve/Retired Military Service Members and Family Members

2. Noteworthy accomplishments:

- Received two Fire Engines for McCrady – the first National Guard training site to receive trucks
- Initiated implementation of permanent Emergency Services program at MTC,
- Participated in the Colombian Partnership Program, and Moroccan Partnership program with Utah counterparts;
- Facilitated Bee Pollination Program in Support of Agriculture Missions,
- Approved Community Garden Project,
- Sustainability Partnership Workshop and on-going program ensuring current and future Energy, Natural and Cultural Resource Sustainability;
- Developed and Implemented comprehensive Garrison-level Strategic Plan
- Continued support of training of Unmanned Aerial Systems (UAS) at MTC
- Integrated SCANG training with ground elements of SCARNG units for the first time, prior to Air Guard deployment

SC Air Guard

July 2011

SCANG announces three-way tie for Unit of the Year: 169th Aircraft Maintenance Squadron, 157th Fighter Squadron and 169th Maintenance Squadron.

The wing announces achievement of high marks following its first no-notice Fighter Alert Force Evaluation (since assuming the Air Sovereignty Alert mission in May).

The wing announces its first-ever Honorary Wing Commander, Mr. Bill Dukes (Columbia restaurateur who owns popular, upscale eatery The Blue Marlin).

More than 200 Swamp Foxes spend two weeks at Savannah's Combat Readiness Training Center, where they test the wing's aerial fighting skills against F-15s from the Florida Air National Guard's 125th Fighter Wing, A-10s from Moody AFB in Georgia, F-18s from Marine Corps Air Station Beaufort and T-38s from Columbus AFB in Mississippi.

Distinguished visitors: U.S. Representative Joe Wilson; the commander of the Royal Air Force of Oman, Air Vice Marshall Yahya Rasheed Rashid Al Juma; and the Air National Guard's top enlisted leader Command CMSgt Christopher Muncy (command chief for the director of the ANG Lt Gen Harry Wyatt).

August 2011

Airmen from the SCANG join members of the Utah and Arizona Air National Guard in participating in the historic delivery of the first four F-16s to the Kingdom of Morocco.

SSgt Perri Peraza, a medical records specialist with the 169th Medical Group is named the 2010 Air National Guard Medical Health Services Management NCO of the Year.

The 245th Air Traffic Control Squadron is selected to field test the new AN/TRN-48 Mobile Tactical Air Navigation unit.

September 2011

McEntire hosts a Commemoration Ceremony acknowledging the 10-year anniversary of 9/11 (planned and sponsored by the Chiefs Council, First Sergeants and Non-Commissioned Officers Academy Graduates Association).

The SCANG announces selection of new state command chief CMsgt Larry Crowson and new wing command chief CMsgt Robert Davis.

Four of McEntire's F-16s help test air defense systems for newly-commissioned USS William P. Lawrence (the Tennessee Patriot) at Point Muugu Naval Air Station in California.

McEntire hosts its first annual "Taste of McEntire" Diversity Day festival, featuring food, dancing and music and Airmen of Asian Pacific, African American, European and Hispanic heritage.

The SCANG's Lt Col Paul Laymon and SSgt Clark Davis participate in the Kauai Half Marathon as members of the All Guard Marathon Team.

October 2011

The SCANG marks the 50th anniversary of the Air Force renaming Congaree Air Base in honor of Brig Gen Bernie McEntire by permanently stenciling the general's name on the wing's flagship.

The SCANG announces Chick-fil-A of West Columbia as 2010 SCANG Employer of the Year. The company was nominated by SSgt Rudy Skelton, a chaplain's assistant for the 169th Fighter Wing.

Six aircraft maintainers from McEntire return to Shaheed Mwaffaq Air Base in Jordan to serve as "White Force" judges for Falcon Air Meet 2011 (two years after the wing swept the international F-16 competition).

Distinguished visitor: Gen Mike Hostage, commander for Air Combat Command.

November 2011

More than 200 Swamp Foxes travel to Nellis AFB in Nevada for Green Flag West 12-03. Participation in the exercise was intended to help prepare wing members for their upcoming AEF deployment to Afghanistan.

The SCANG hosts an Employer Support of the Guard and Reserve Boss Lift, offering civilian employers of traditional Guard members a briefing, tour and flight on a South Carolina Army National Guard CH-47 Chinook helicopter.

In honor of Veterans Day, SCANG members assist HomeWorks (a local non-profit organization) in repairing the home of a World War II veteran who lives near McEntire.

December 2011

McEntire's Family Readiness Group launches Key Volunteer Group, a commanders' tool for promoting the wellbeing of wing members and their families.

January 2012

Col Calvin Elam succeeds retiring Brig Gen Leck Patterson as South Carolina's Assistant Adjutant General for Air.

Col Mike Hudson assumes command of the 169th Fighter Wing from Brig Gen Scott Williams. Williams is elevated to the South Carolina National Guard state staff as director of the Joint Staff.

Lt Col Linda Keck assumes command of the 169th Mission Support Group from Col Calvin Elam.

Lt Col Rita Whitmire succeeds Lt Col Linda Keck as deputy commander for the 169th Mission Support Group.

Lt Col Paul Laymon assumes command of the 169th Security Forces Squadron from Lt Col Rita Whitmire.

McEntire personnel conduct a joint Major Aircraft Response Exercise. The scenario, an incident involving dual airframes (the F-16 and the UH-60 Blackhawk helicopter), was the first of its scale for the base.

More than 120 non-commissioned officers of the SCANG attend the three-day "Back to Basics 2020" conference at McCrady Training Center.

Distinguished visitors: Staff Major General Ali Al-Kaabi, senior military advisor to the Crown Prince of the United Arab Emirates. The general and his delegation traveled to the United States

to obtain information about the National Guard (as his nation is exploring the possibility of creating a reserve component force for its military).

February 2012

The 169th Security Force Squadron, South Carolina Army Aviation and two F-16s from the 169th Fighter Wing participate in joint air assault exercise Operation Rita.

Swamp Fox fighter pilots train directly with joint terminal attack controllers from the North Carolina Air Guard's 118th Air Support Operations Squadron, gaining invaluable experience in preparation for the wing's upcoming AEF deployment to Afghanistan.

March 2012

The 169th Fighter Wing earns the Air Force Outstanding Unit Award.

The SCANG hosts its first-ever Quarterly Recognition Ceremony honoring quarterly award winners and recent promotes.

Distinguished visitor: Lt Gen David Goldfein, Commander, U.S. Air Force Central Command, Southwest Asia.

April 2012

The wing sets off on its largest deployment since Operations Desert Shield/Storm. It's the first time an Air Guard unit has tackled a deployment of its size (18 F-16s and close to 500 personnel over four months) while simultaneously juggling the Aerospace Control Alert mission and vital home station flying.

SCANG teams are invited to participate in the Army Guard's Warfighter Sustainment Training Exercise at McCrady Training Center. The first-time participants win first place team (The Adjutant General's Trophy) and second place team. Lt Col Boris Armstrong, Lt Col Steve Allen and SSgt Ken Lewis place in the top 10 percent of shooters in the Pistol Match. Armstrong wins the first place Top Gun Pistol Award, and Lewis wins the "Excellence in Competition" Pistol Match.

May 2012

The 169th Medical Group is named 2011 SCANG Unit of the Year.

The 169th Civil Engineering Squadron is honored for airfield modernization projects during the 2012 Engineering Conference Awards Gala in Washington DC.

Several SCANG members are recognized during the local Air Force Association conference. The Outstanding Aircraft Technician Award and Outstanding Air Force Person of the Year go to MSgt Joshua Thacker. The Outstanding Mission Support Person Award goes to SMSgt James

Rider. The Exceptional Service to the AFA Award goes to Lt Col Buck Shuler and TSgt Sharlene Shuler.

June 2012

The SCANG's Eagle Vision IV Tactical Mobile Satellite Ground Station is the first to become capable of downlinking raw imagery directly from the RapidEye constellation of satellites.

For the second year in a row, STARBASE Swamp Fox (a Department of Defense math and science program for fifth graders, serves more than 1,000 students.

Distinguished visitors: U.S. Senator Lindsey Graham; U.S. Representative Joe Wilson; and the senior enlisted leader for the National Guard Bureau CMSgt Denise Jelinski-Hall.

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 2010-2011 the agency's energy consumption decreased 8.9% over the previous year, while utility costs decreased 5.9%. 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 \$75,400,000 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 3,339 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 11-12.

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: 370 (101 FTEs assigned – combination of state and federal funds)

Federal Employees (Army & Air Guard): 1,094 (100% federally funded)

AGR (Army & Air Guard): 844 (100% federally funded)

Traditional Guard (Army & Air Guard): 10,755 (100% federally funded)

TOTAL: 13,063

Of the combined normal full-time workforce of 2,308 there are only 14 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 \$155,257,874. Applying an average 7% state tax on this unadjusted federal payroll accounts for approximately \$10,868,051 that is transferred directly to the State Department of Revenue. This generated revenue is over twice the agency's annual appropriation.

Additionally, the payroll of the citizen-soldier, the m-day or traditional soldier, while not subject to state tax, brings into the economy \$67,795,486.

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 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$12,773,305	\$2,232,711	\$12,676,362	\$1,913,422	\$12,327,283	\$1,755,798
Other Operating	\$21,240,028	\$1,418,275	\$21,699,812	\$1,600,368	\$35,627,785	\$2,193,911
Special Items	\$85,688	\$85,688	\$87,636	\$87,636	\$107,076	\$107,076
Permanent Improvements	\$ 2,601,565	\$0	\$12,676,362	\$70,547	\$0	\$0
Principle/Load	\$0	\$0	\$337,408	\$0	\$0	\$0
Distributions to Subdivisions	\$4,702,745	\$39,410	\$7,524,019	\$37,971	\$13,244,108	\$36,410
Fringe Benefits	\$3,580,514	\$689,506	\$3,672,157	\$551,264	\$5,277,795	\$770,811
Non-recurring	\$824,134	\$363,482	\$250,000	\$250,000	\$559,000	\$557,000
Total	\$45,807,979	\$4,829,073	\$59,202,795	\$4,511,210	\$67,143,047	\$5,423,006

Other Expenditures

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bill: State Active Duty (Non-recurring):	\$0	\$286,784

Major Program Areas

Program Number	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 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: 575,970 Federal: 133,934 Other: 1,043,564 Total: 1,753,469 % of Total Budget: 4%	State: 898,541 Federal: 709 Other: 11,260,236 Total: 2,159,486 % of Total Budget: 4%	Graph 5.1-4 Thru 5.1-7
VII. Army Contract Support	Operate, maintain, and secure Army National Guard facilities to ensure recruitment, training, and operational readiness.	State: 157,883 Federal: 17,768,365 Other: 76,482 Total: 18,002,731 % of Total Budget: %	State: 156,305 Federal: 18,512,972 Other: 153,160 Total: 18,822,437 % of Total Budget: 32%	Graph 5.1-6 Graph 5.1-7
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: 1,510,207 Federal: 8,010,902 Other: 1,168,192 Total: 10,989,301 % of Total Budget: 24%	State: 1,286,106 Federal: 8,047,794 Other: 1,012,769 Total: 10,346,669 % of Total Budget: 17%	Graph 5.1-13 thru 5.1-19
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 with a success rate of 80%.	State: 0 Federal: 2,203,302 Other: 160,340 Total: 2,363,642 % of Total Budget: 5%	State: 994,710 Federal: 1,284,918 Other: 104,692 Total: 2,383,720 % of Total Budget: 4%	Graph 5.1-22 Graph 5.1-23 Graph 5.1-24 Graph 5.1-25
VIII. McEntire ANG Base	Operate, maintain, and secure the State's only Air National Guard base.	State: 479,694 Federal: 4,503,306 Other: Total: 4,983,001 % of Total Budget: 11%	State: 290,215 Federal: 3,550,722 Other: Total: 3,840,937 % of Total Budget: 6%	Graph 5.1-4 Graph 5.1-5 Graph 5.1-7

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)

	FY 10-11	FY 11-12
Remainder of Expenditures:	State: 1,815,733	State: 2,133,188
	Federal: 2,572,134	Federal: 16,186,920
	Other: 3,327,967	Other: 3,607,272
	Total: 7,715,835	Total: 21,927,380
	% of Total Budget: 17%	% of Total Budget: 37%

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.

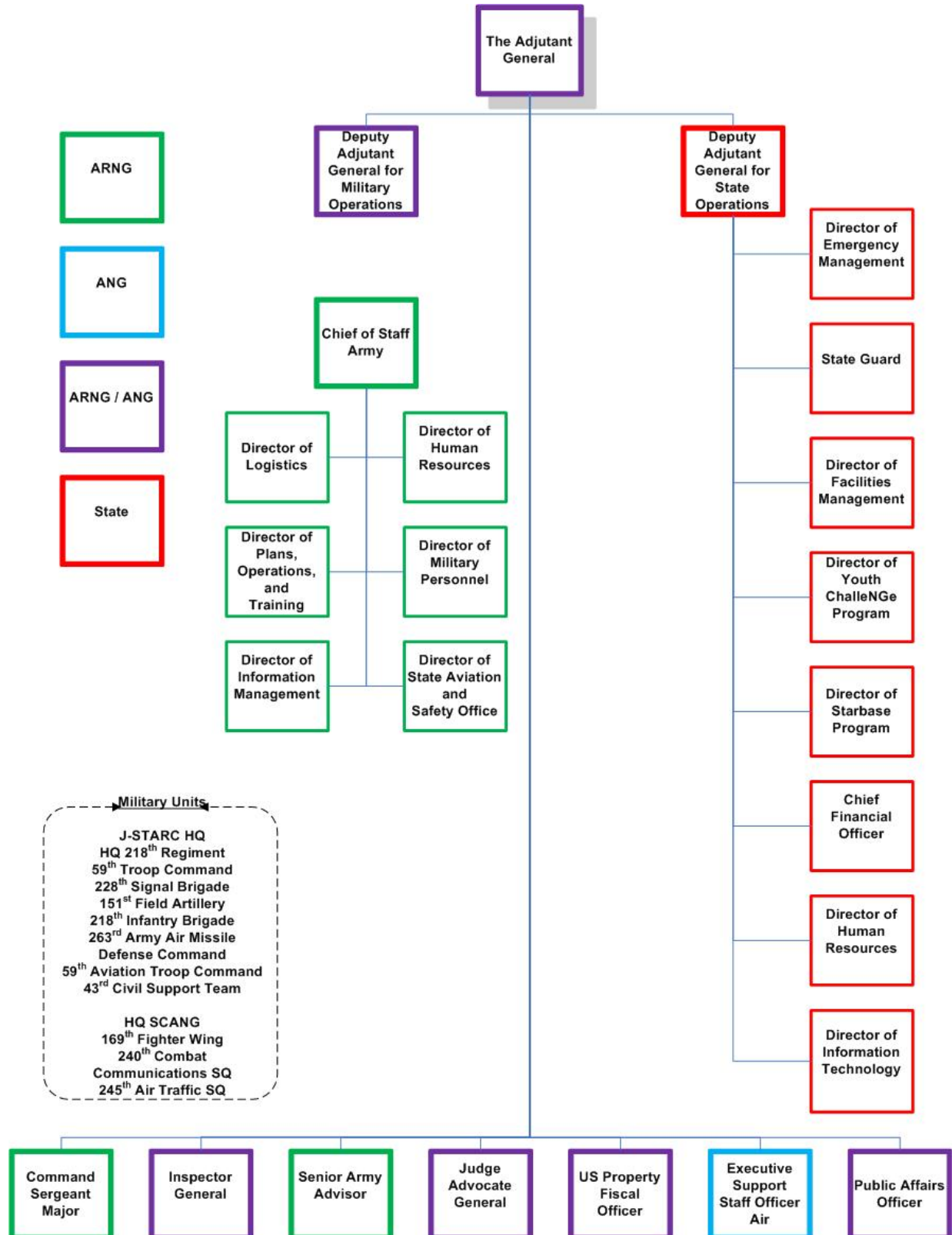
Key Suppliers. Among the key suppliers to the South Carolina Military Department are: U.S. Army and Air Force; the National Guard Bureau; the South Carolina General Assembly and the Governor's Office; the Universities of South Carolina and Clemson; the Department of Vocational Rehabilitation; the South 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 thirteenth consecutive year, the Emergency Management Division compiled, designed, published and distributed 250,000 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%. 3,339 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 twelfth year, exceeded its goal of 700 hours per year instructing primary school graders in science and math by 398 hours!**

The Joint Army/Air Guard's Governor's Counterdrug Task Force (**100% federally funded at \$2,429,107**) addressed young people throughout the state on the dangers of drug abuse and distributed information on drug demand reduction. Additionally, this same Task Force provided trained analysts and case support personnel to the Drug Enforcement Administration; the FBI; the 15th Circuit Drug Enforcement Unit in Horry County; the Organized Crime Drug Enforcement Task Force; SLED's Fusion Center and SLED Narcotics; and the Sheriffs' Offices of Greenville, Charleston, Richland, York, Lexington, and Anderson Counties. It participated in the seizure of drugs, currency, weapons and vehicles in excess of \$41,000,000.00 through Sept 2011 and provided flyover surveillance of over 600 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 10,755 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 17th 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 11-12 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 5.1-4 thru 5.1-7
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 5.1-22 thru 5.1-25
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 5.1-13 Thru 5.1-19
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 5.1-26

*** 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.

- Ten 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.
- EMD 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 1,938 federal technicians and Army and Air Guard Reserve (AGR) personnel (**100% federally funded with annual payroll of more than \$155,257,874 and 370 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 \$67,000,000 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 nine 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.**

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.

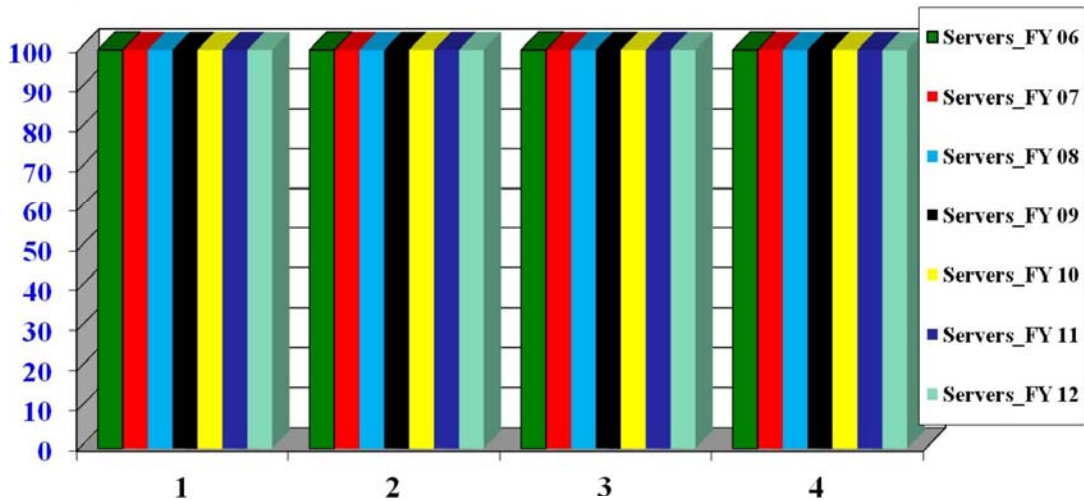
In its role of supporting military activities, the state operations of this agency must be able to interface with its federal counterpart by way of the most advanced technology available. **Failure to do so results in costly delays that can, and indeed do, affect the security and safety of citizens both 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 following graphs 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.**

Network Server Online Readiness

Network servers operational 98% of the time during working hours

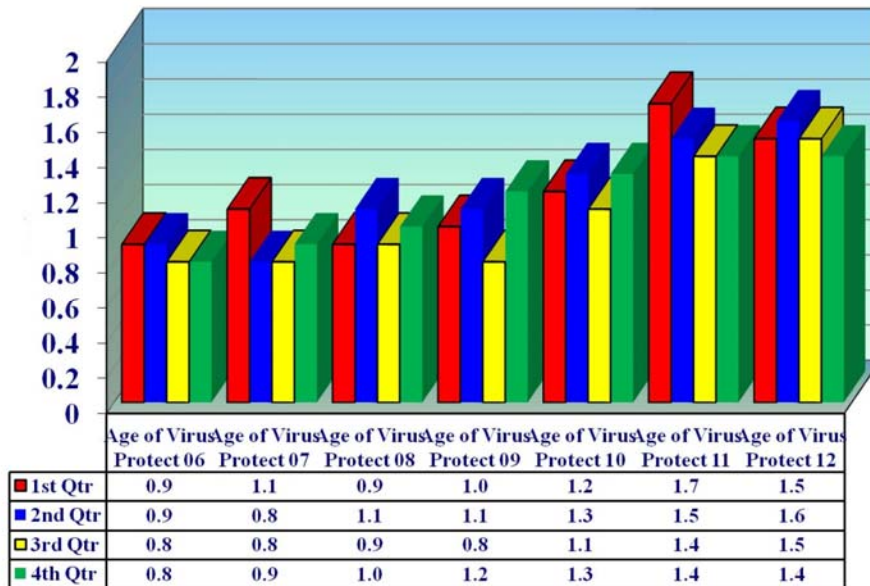


Graph 5.1-1

In the above graph, the goal of server on-line readiness for FY 10-11 was 98%. The result achieved was nearly 100%.

Virus protection updates current

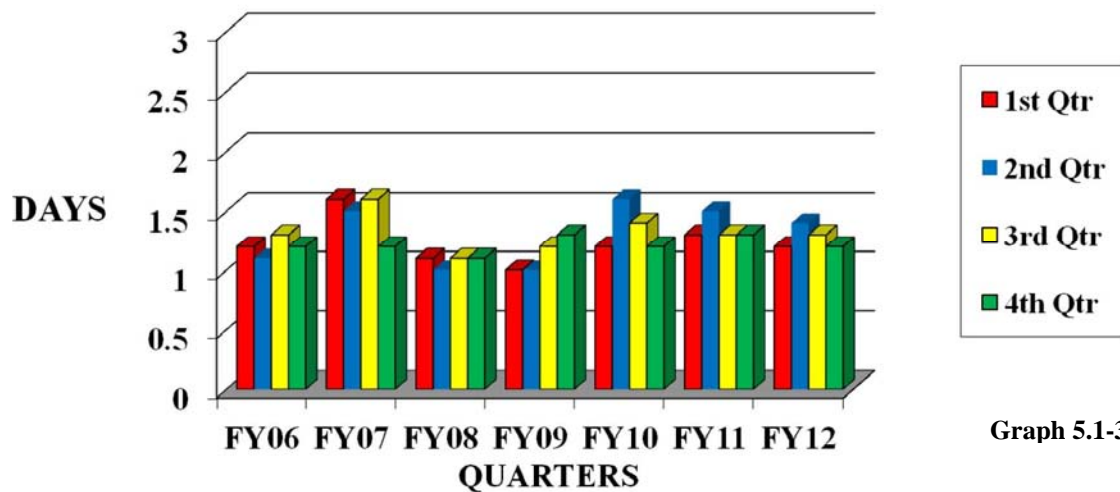
Virus protection no more than 2 days old



Graph 5.1-2

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”



Graph 5.1-3

In the above graph, the goal of server backups was no more than an average of 1.5 days old. The goal was achieved with a 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 8.9% over FY 2010-2011 while utility cost decreased approximately 5.9%. 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 5.1-5.

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.

CONSTRUCTION AND FACILITIES MANAGEMENT OFFICE

The South Carolina Army National Guard (SCARNG) Construction and Facilities Management Office (CFMO) maintains both state and federal properties in support of the South Carolina Army National Guard's dual federal and state mission requirements. The CFMO maintains over

17,470 acres, over 2.4 million square-yards of concrete and pavement, and over 3.5 million square feet of facility space, constituting 70 Readiness Centers (6 federally-owned, 64 state-owned), 13 Field Maintenance Shops, one Combined Support Maintenance Shop, one Unit Training Equipment Site, two Army Aviation Support Facilities, one United States Property and Fiscal Office, one Joint Armed Reserve Center and four Training Sites.

MAJOR CONSTRUCTION (MILCON) PROJECTS

The South Carolina Army National Guard Construction and Facilities Management Office (CFMO) currently has oversight for five major military construction projects ongoing in the state with a total cost of over \$75.4 million. These facilities are designed to house operations including administrative support, aviation maintenance and aviation flight operations, tactical wheel and track maintenance support, warehouse storage, personnel medical service and Soldier mobilization readiness activities. The additional facilities will help to reduce the shortfall of over 1.5 million square feet of usable office/storage space the South Carolina Army National Guard now realizes. In addition the development of the Multiple Unit Readiness Center (MURC) concept consolidates multiple units in a single structure versus the single unit armory structure distributed throughout the state. As the demographics of the state shifts from an agricultural/textile/rural centric population to a more urban high tech industry based population the South Carolina Army National Guard is adjusting to the shift in the state's economic/industrial and population centers. In response to this shift in demographics the South Carolina Army National Guard Aviation Troop Command has under construction a new hanger (FIGURE 9.1-1) in Greenville County that will house the state's heavy lift assets (CH-47 Chinooks) and its UH-72 Lakota(s) Light Utility Helicopter. The relocation of these aircraft reflects the shift of unit membership and recruiting efforts to the North East corner of the state. In addition this dispersion stationing part of the fleet in the Midlands and part in the upstate provides additional security to the state's aviation fleet moving the aircraft further away from the coast.



Aviation Hanger Flight Support Facility
(Donaldson Aviation Center, Greenville County, South Carolina)

Figure 9.1-1

Figures 9.1-2 and 9.1-3 (Florence Field Maintenance Site (FMS) Phase I) show external and internal views of Phase I of the \$4.2 million Florence Field Maintenance Site (FMS)

which was completed in March 2012. The new 13 thousand square foot maintenance facility provides an additional 5 thousand square feet of environmentally controlled support maintenance work space and 8 thousand square feet of administrative/ storage space to the South Carolina Army National Guard's inventory. The long term plan is to construct additional facilities on the site to replace two older existing facilities located in Mullins, South Carolina and one located in Florence as and when funds are available. Federal funds were used for the construction of this first phase of the new Florence Field Maintenance Site with the state providing the land for this new structure.



FIGURE 9.1-2
Florence Field Maintenance Site (FMS) Phase I



FIGURE 9.1-3
Florence Field Maintenance Site (FMS) Phase I

Figures 9.1-4 and 9.1-5 (Joint Armed Reserve Center) show the new \$26 million Joint Armed Reserve Center (JARC) under construction at the McEntire Joint National Guard Base (JNGB). The facility is scheduled for occupancy in October 2012. This one hundred and sixty-five thousand square foot facility will serve as a Multiple Unit Readiness Center (MURC) housing several independent units of the South Carolina Army National Guard and the South Carolina

Air National Guard under one roof. The new headquarters facility will encompass all amenities required of a National Guard unit for day to day operations. These additions include administrative, equipment storage, weapons storage, physical fitness, dining and organizational maintenance space. In addition, the South Carolina National Guard will house their new 24,000 square foot Soldier Readiness Center (SRC) in the new building. The Soldier Readiness Center (SRC) will serve as a mobilization platform enabling the South Carolina National Guard to quickly and efficiently conduct Soldier Readiness Program (SRP) operations for mobilizing Soldiers at one location versus multiple sites as in the past. This facility will also provide the South Carolina Military Department a backup emergency management site in the event the current Emergency Management Division facility is compromised by a natural or manmade event. The new Joint Armed Reserve Center will have the capability to quickly transition to a state/federal emergency operation center with emergency power, communications and utilities on site. The facility is located on a military compound (McEntire Joint National Guard Base) that provides an additional level of security for the facility and personnel and the immediate availability of aviation assets.



FIGURE 9.1-4
Joint Armed Reserve Center
(McEntire Joint National Guard Base, Eastover, South Carolina)



FIGURE 9.1-5
Joint Armed Reserve Center
(McEntire Joint National Guard Base, Eastover, South Carolina)

Figure 9.1-6 below is a flightline view of the new UH-60 hanger now under construction at McEntire Joint Air Base in Eastover, South Carolina. This additional hanger construction will provide much needed maintenance and administrative space for the the South Carolina Army

National Guard aviation community. The hanger will permit environmentally controlled space for 24 hour a day operations and inclimate weather protection for the states' fleet of multi-million dollar attack aircraft AH-64D Longbows and the states utility workhorse UH-60L Blackhawks.



FIGURE 9.1-6
Aviation Hanger Expansion,
(McEntire Joint National Guard Base, Eastover, South Carolina)

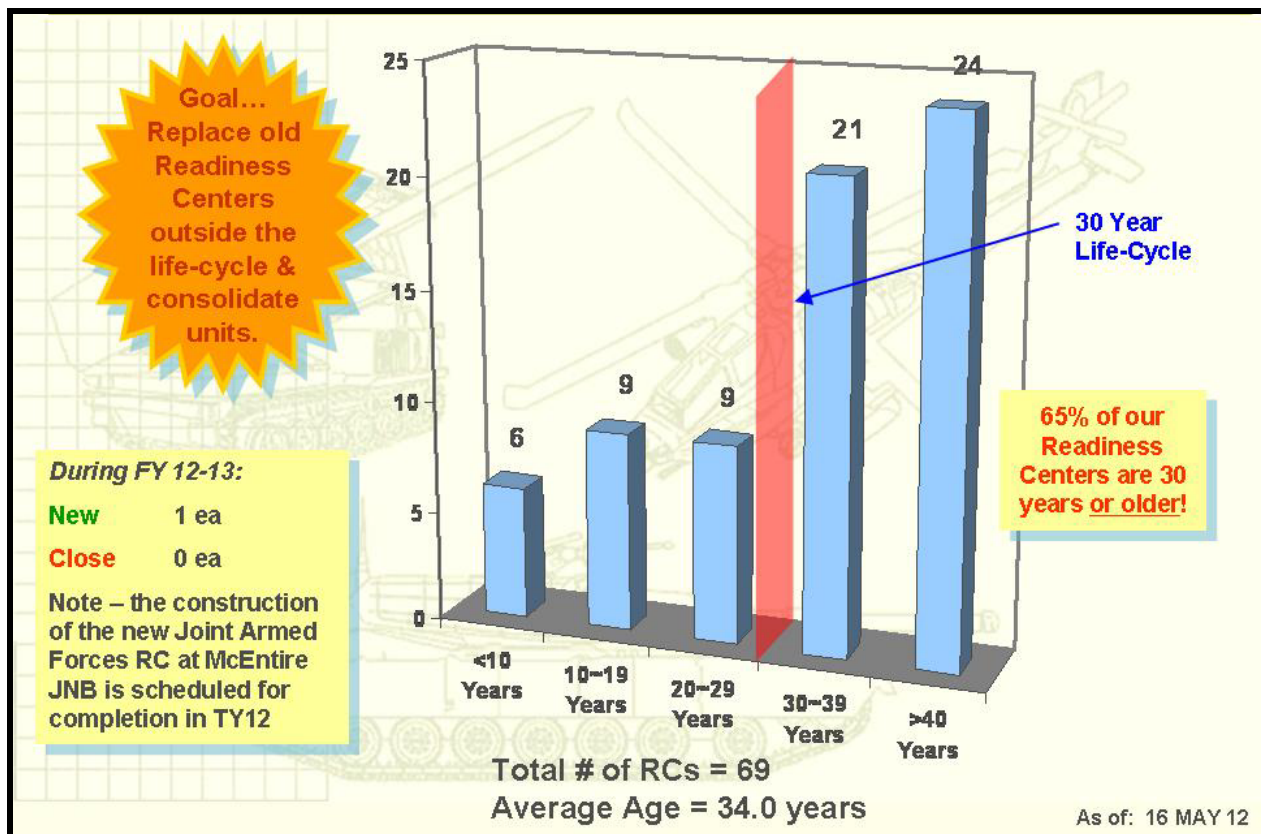
MINOR CONSTRUCTION PROJECTS

The South Carolina Army National Guard Construction and Facilities Management Office (CFMO) completed numerous significant Maintenance, Repair and Minor Construction projects during the 2012 fiscal year, with a combined budget total of over \$14,858,000. The South Carolina Army National Guard experienced a continued reduction this year as in the past in available funding for minor construction. As in FY 2011 the delay in the approval of the FY12 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 continue to be delayed and/or deferred due to fiscal constraints the state and nation experienced in 2012. The deferred maintenance list is a moving target that as of this report has been reduced to \$36 million from \$39 million this time last year. This reduction is the result of many factors to include the closing of underutilized readiness centers that required significant repairs and the performance of in-house repairs reducing the overall deferred maintenance list.

FACILITY REPLACEMENT

The CFMO's long term goal in support of the Adjutant General's efforts to improve the condition and readiness of the South Carolina Military Department's facilities is to replace readiness centers and sustainment structures outside the 30-year Life Cycle with new facilities constructed via MILCON funds. See Graph 5.1-4 (South Carolina Army National Guard Readiness Center Age Group). The CFMO Military Construction Program supports The Adjutants' intent to consolidate units into multiple unit readiness centers (MURC) 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. However, during a period of constrained fiscal resources the South Carolina Army National Guard must compete with the other 53 National Guard programs across the nation that are experiencing an accumulation of over 45.1 billion in asset value that has an average age of 40.5 years for the readiness center inventory. For the future South Carolina will see a continued reduction in Federal funding for new facilities. The Future Years Defense Program (FYDP) for FY 2016 will see a 243% reduction compared to FY 2011 Military Construction spending for the Army National Guard directly impacting what will be available for the South Carolina Army National Guard.



Graph 5.1-4

South Carolina Army National Guard Readiness Center Age Group

GEOGRAPHIC INFORMATION SYSTEM (GIS)

The South Carolina Army National Guard Construction and Facilities Management Office's Geographic Information System (GIS) Group primarily supports facilities management and environmental activities taking place throughout the state with map products, spatial analysis, and database development. The Group's core initiatives include, geospatial property inventory of infrastructure, master planning, energy management/conservation, environmental conservation/compliance, training support, emergency response planning, troop stationing, and

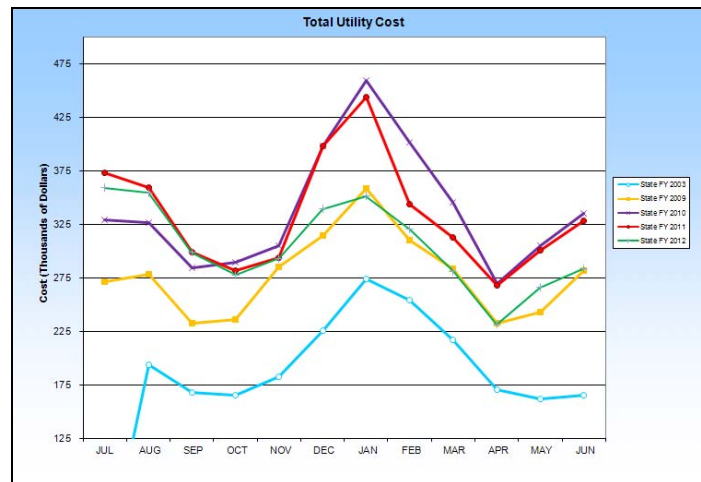
equipment tracking. Maps and spatial analysis also support the needs of the Joint Force Headquarters, the Joint Operations Center, Civil Support Team, range managers, statewide training sites and other troop unit needs throughout the state. The SCARNG CFMO GIS Group has established itself as a standard within the National Guard community providing training events to and for the National Guard Bureau and sister state National Guard agencies.

ENERGY MANAGEMENT PROGRAM

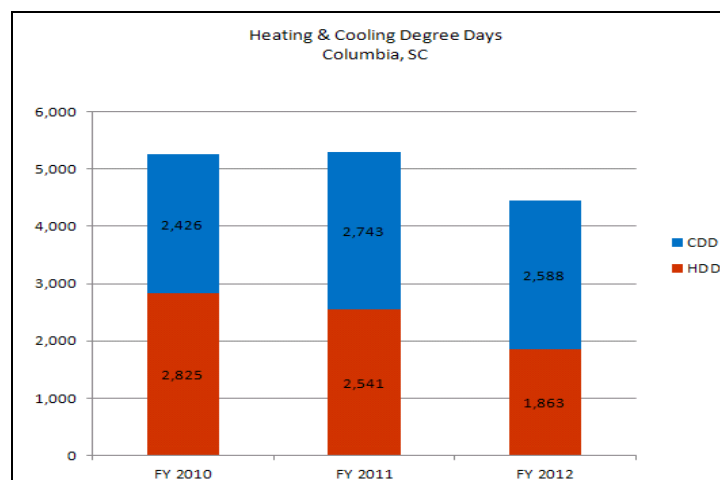
The CFMO continues to monitor energy consumption and work towards overall conservation in this area. This agency's energy consumption decreased eight and nine-tenths percent (8.9%) over FY 2011 (see Energy Trends, Graph 5.1-5) while overall utility cost decreased approximately five and nine-tenths percent (5.9%), Graph 5.1-6. We attribute the decrease in utility use and cost to a twenty-six percent (26%) reduction in our heating requirement and a five percent (5%) reduction in our cooling requirement due to milder temperatures, Graph 5.1-7. This resulted in significantly reduced usage in both natural gas and electricity from the previous year. In addition, the cessation of the CCMRF mission and the completion of several energy efficiency projects in FY 2012 helped to further decrease our utility usage and cost.



Graph 5.1-5
South Carolina Army National Guard Energy Consumption Trends



Graph 5.1-6
South Carolina Army
National Guard Annual
Energy Costs



Graph 5.1-7

South Carolina Army National Guard Daily Heating and Cooling Day Requirements

ENVIRONMENTAL PROTECTION AND ENHANCEMENT PROGRAM

The Environmental Protection and Enhancement Program of the South Carolina Army National Guard (SCARNG) continues to support the Department of Defense's vision of *maintaining the ability to operate into the future without decline – either in the mission or in the natural and manufactured systems that support it*. To meet these objectives, SCARNG proactively incorporates all facets of compliance, conservation, and environmental management into planning procedures and consistently executes the nearly \$2M federal appropriated budget annually. The SCARNG maintains near perfect compliance with state and federal policies and regulations by working closely with South Carolina Department of Health and Environmental Control (SCDHEC) and internal evaluators to ensure all environmental hazards are identified, assessed, monitored, and disposed of in accordance with regulations. This was best articulated in the recent National Guard Bureau assessment of 1.25 findings per SCARNG facility compared with a national average of 1.45. SCARNG is currently increasing efficacy in the following areas: implementing statewide, joint recycling program to increase volume of recycled materials by

30% by 2020 while providing valuable military training to transportation units and decreasing operating costs; exploring innovative methods to reduce facility use of fossil fuels by 30% by 2015 and 37.5% by 2020; utilizing Geospatial Information Systems (GIS) to conduct quality data collection and analysis to identify areas for improvement.

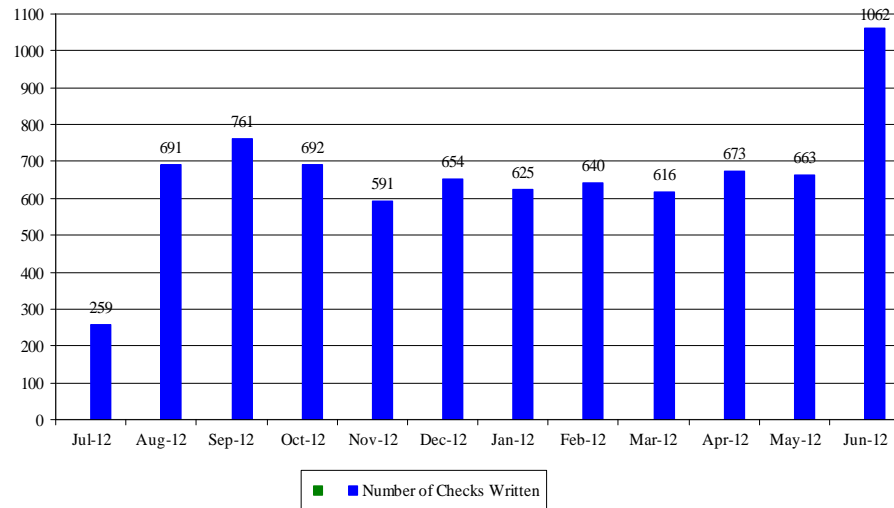
Facility Replacement

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:

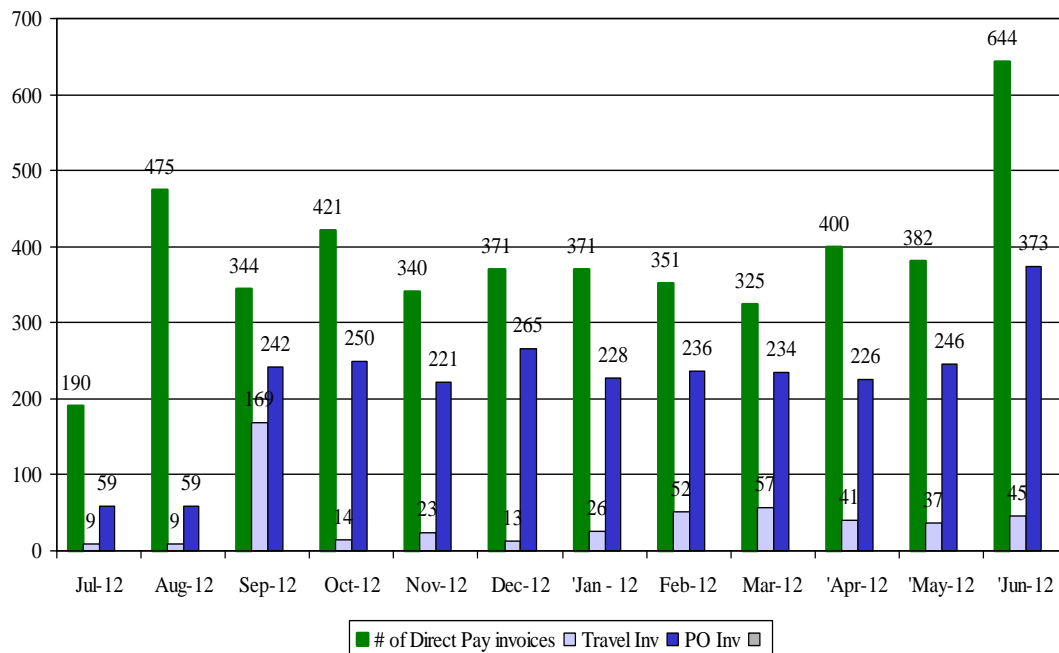
Number of Checks Written



Graph 5.1-8

AS OF JUN SFY 12

of Direct Pay Inv, Travel Inv, PO Inv



Graph 5.1-9

AS OF JUN SFY 12

Annual State Budget by Funded Program

	Period													Grand Total
	1	2	3	4	5	6	7	8	9	10	11	12	13	
Funded Programs														
ADMINISTRATION	82,783	89,562	125,867	46,341	78,313	70,148	67,363	82,310	118,012	45,687	79,986	78,108		964,482
BURIAL FLAGS		1,772			99									1,871
FUNERAL CAISSON	39	7,024	6,016	5,640	5,921	15,733	5,078	659	10,549	12,092	7,964	4,782		81,495
CIVIL AIR PATROL MILITARY PERSONNEL ARMORY OPERATIONS					5,000									5,000
ARMY CONTRACT SUPP	226	349	-322	79	11,676	1,969	233	24,386	1,088	2,602	15,398	590,858		648,542
BUILDINGS & GROUNDS EMERGENCY PREPARED	334	5,230	2,356	11,429	10,753	61,625	11,442	11,655	25,182	-1,023	4,289	13,034		156,305
MCENTIRE ANG BASE	10,505	18,441	18,804	8,416	14,083	12,544	13,467	13,002	18,035	10,689	13,921	17,823		169,730
STATE GUARD STATE EMPLOYER CONTR	55,660	104,889	111,761	59,881	69,629	77,240	76,310	67,471	253,397	51,611	174,035	184,221		1,286,106
E24 Armory Maint YTH CHALLENGE PROG	27,161	5,381	26,267	20,627	23,224	34,999	22,238	17,940	27,148	52,022	13,815	19,393		290,215
	7,156	13,032	11,876	4,959	7,810	9,695	7,364	9,437	11,835	5,323	8,985	9,459		106,929
	239,147	45,469	67,106	22,287	-24,249	40,731	38,732	40,211	57,304	-9,276	39,472	-6,398		550,535
												250,000		250,000
								155,822	212,803	28,479	115,359	251,231	231,018	994,711
Grand Total	423,011	291,149	369,730	179,659	202,259	324,684	242,227	422,893	735,352	198,207	473,223	1,412,510	231,018	5,505,921

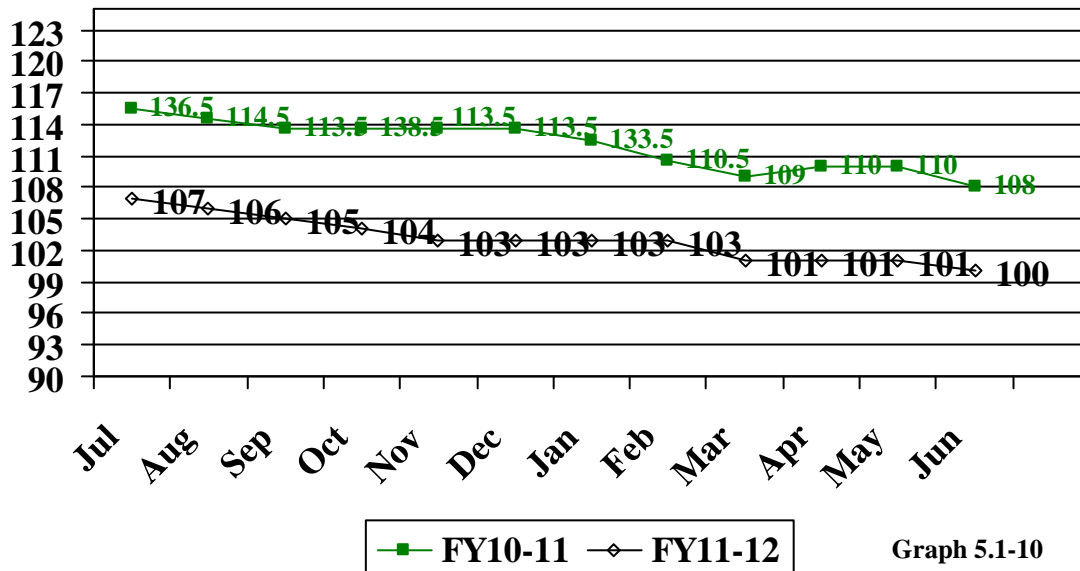
Chart 7.1-1

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

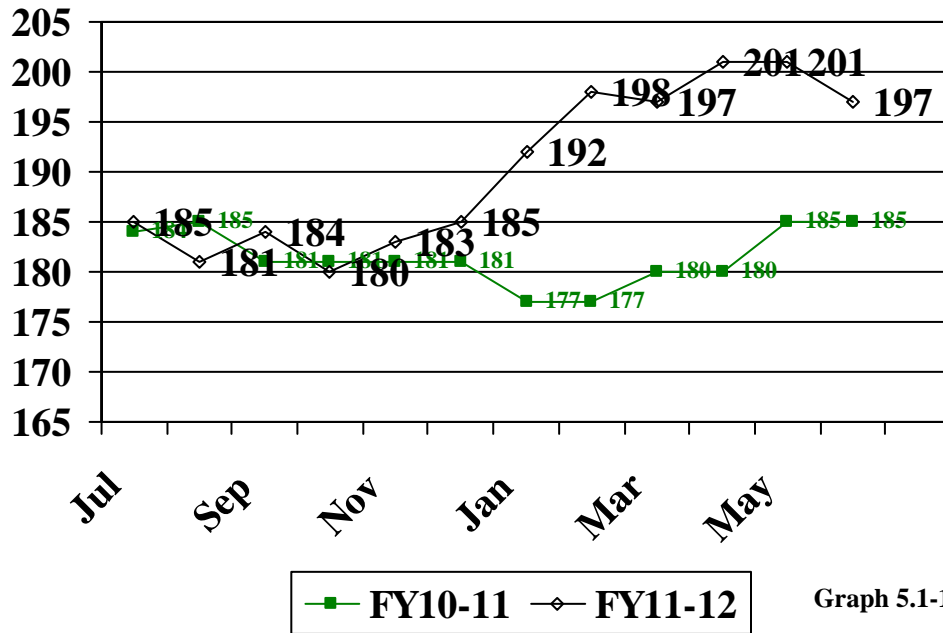
Just as information management, energy conservation and the processing of vouchers are important, so, too, is the management of the agency's workforce.

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, 2011, a total of 108 FTEs were assigned.**

Filled FTEs

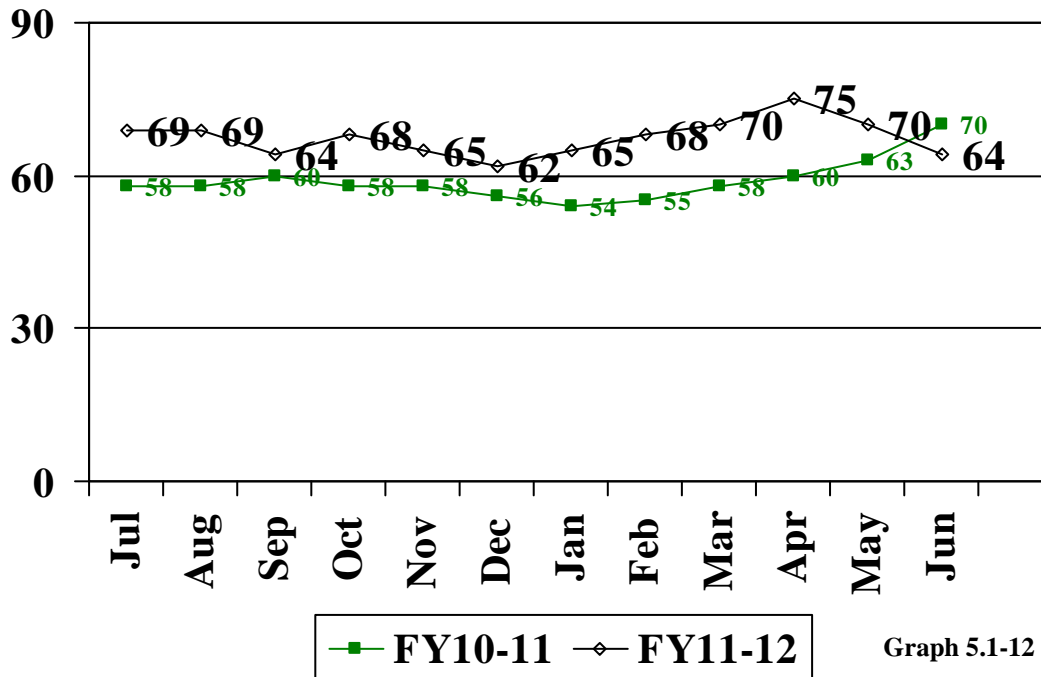


Filled Agreement Employees



Graph 5.1-11

Filled Temporary Employees



Graph 5.1-12

Name: South Carolina Emergency Management Division (SCEMD)

1. Achievements

- As part of the strategy development, SCEMD conducts annual procedural reviews and SOP certifications. SCEMD coordinated the disaster planning process with key emergency-related State agencies and volunteer organizations to ensure a successful response to disasters. This process continued with the update of the State Emergency Operations Plan which sets the guidelines for disaster response and recovery for State and local officials.
- SCEMD developed, coordinated, and/or participated in 43 exercises involving 1,319 personnel during the year (These numbers are not included in the training numbers reported elsewhere). SCEMD conducted a two-day, full scale exercise simulating land fall of a Category 3 Hurricane along our coast and tracking up the Savannah River testing the State's response and recovery capabilities. The exercise included seven Federal agencies, 27 State and 19 local agencies; and 11 non-government volunteer agencies.
- The State of South Carolina observed the SC Earthquake Awareness Week November 6-12, 2011 with 90,000 school (K-12) participants (100% schools participation in Aiken and Beaufort counties). In coordination with the South Carolina Geographic Alliance and the Hazards and Vulnerability Research Institute, a one-day workshop was conducted with teachers to discuss earthquakes in South Carolina and how teachers can bridge the social and science divide.
- SCEMD continues to refine and update the SC Earthquake Plan to enhance the planning efforts for the State's response to an earthquake.
- Upgrades to the Public Information Phone System (PIPS) continued with software enhancements. Under this program, the Division continues to train volunteers to provide disaster information to citizens and visitors to South Carolina. The Department of Motor Vehicles was added this year as a partner in this program.
- For the 13th consecutive year, SCEMD published and distributed the official SC Hurricane Guide, which advises the public regarding actions to be taken before, during and after hurricanes. The publication was distributed to 265,000 households and businesses.
- The 2011 SC Recovery Plan is currently under review for revision and will be distributed statewide to State agencies and local jurisdictions no later than February 2013.
- The 2012 SC Operational Radiological Emergency Response Plan is currently under an extensive revision process and will be distributed to State agencies, local jurisdictions, and nuclear facilities and will be completed in December 2012.

- The State Recovery Task Force's housing sub-committees met quarterly to address new Federal criteria. A 'Day of Recovery' was conducted to progressively train and educate State, local and non-governmental organizations on the latest recovery priorities.
- SCEMD completed coordination for a Mass Transportation Plan for use in the areas of Horry, Beaufort and Charleston counties to provide evacuation transportation for citizens without other means. SCEMD conducted training for National Guard personnel who will assist in mass evacuation operations.
- In January, SCEMD personnel participated with Georgetown County in a Community Specific Integrated Emergency Management Course (IEMC) at FEMA's Emergency Management Institute. The week-long, statewide exercise focused on the Response and Recovery phases of a simulated catastrophic hurricane landfall.

2. **Barriers to Success**

- The State of South Carolina does not have an Emergency Management Trust Fund. An Emergency Management Trust Fund, already implemented in several other states, is an effective method to help alleviate some of the problems our citizens face when they suffer losses from events not qualified for a Presidential declaration. Further, portions of the trust fund could be used to provide the State or local share upon receipt of federally declared disasters, and to enhance State, county and local programs that would yield huge dividends in disaster preparedness and response operations statewide. Further, SCEMD currently has no funds budgeted for pre-event contingency contracting. These would provide SCEMD with the flexibility to execute contingency contracting to effectively respond to an impending hurricane. SCEMD has developed and coordinated contingency contracts with several resource providers. However, to be successful, we must be able to get them in place 48 to 72 hours prior to landfall in order to plan and coordinate actions.
- There are no funds available to complete pre-wiring of the State's shelters for alternate power source connections. In previous years, State funding has allowed us to complete Phase I and Phase II of this project, which includes the shelters from the coast to the midlands area. Although these first two phases cover the areas of the State most vulnerable to hurricanes, the remainder of the State is also vulnerable to many potential hazards such as tornadoes, inland hurricane winds, and power outages due to winter storms. Phase III of this initiative would have completed the remainder of the State's shelters, but this funding has not been provided.
- SCEMD is losing qualified, trained personnel to other State agencies, counties, and the private sector due to our inability to match salaries offered for the same work.

The effectiveness of ReachSC, the statewide telephonic alert and notification system, is hampered by a lack of phone lines.

- SCEMD was unable to host a 2012 State Hurricane/Emergency Management Workshop this year as the result of diminished funding. SCEMD traditionally provides a venue, in a professional setting and informative environment, for Emergency Managers and members of the emergency management community to meet and exchange ideas, and to receive training and information. This workshop is normally attended by up to 500 (+) Emergency Managers, responders, planners and volunteers with sessions on subjects such as planning and responding to hurricanes, terrorism, and other disasters and emergencies.

Category 1 – Leadership

- SCEMD's director and staff have been key players in the development of the SC Homeland Security structure, to include membership on the SC Homeland Security Advisory Council.
- The SCEMD Director is a member of the National Emergency Management Association (NEMA) which represents all states, and focuses on surfacing and resolving issues impacting States' abilities to prepare for impacts from all-hazard and terrorist events. The Director also serves on the NEMA Preparedness Committee and the Fixed Nuclear Facility Sub-Committee.
- SCEMD and the South Carolina Emergency Management Association (SCEMA) jointly administer The South Carolina Certified Emergency Manager (SC CEM) program.
- SCEMD staff provides essential leadership for the State Emergency Response Team during emergency activations and exercises which includes over 150 federal and State government personnel and volunteers.
- SCEMD facilitated the Hurricane Table Top discussion for the Governor and her staff to familiarize them with the revised 2012 Hurricane Plan and the SCEMD and other State agencies responses to an approaching storm. These events continue to grow in participation and detail which allows the Governor to see and hear from her State agency leadership as well as issue guidance and direction while sharing her vision for success. SCEMD also participated in the Governor's annual Coastal Hurricane Preparedness visits, addressing the public in Horry, Charleston and Beaufort counties on the need for hurricane preparedness.

- SCEMD, through the SC Earthquake Education Program (SCEEP), continues to promote earthquake awareness and preparedness outreach with schools, volunteer organizations and the public.
- SCEMD continues development of a statewide Common Operating Picture. The system consists of both hardware and software in multiple county EOCs with a view towards regionalization.
- SCEMD partnered with the USC Hazards and Vulnerability Research Institute (HVRI) to improve risk assessment methodologies and outreach in South Carolina. Several counties have used this software to complete their 2011 and 2012 required mitigation plans in-house and at a reduced costs.
- SCEMD continues to lead the South Carolina HAZUS User Group (SCHUG) to increase coordination and collaboration between statewide emergency managers, GIS professionals, and educational institutions in risk assessment activities.

Category 2-Strategic Planning

- SCEMD revised and published its Strategic Plan in 2011. This document defines the mission and vision of the Division and highlights SCEMD's goals over five years beginning December 2011.
- In conjunction with county emergency management, local officials, FEMA, NOAA, NHC and the U.S. Army Corps of Engineers, SCEMD participated in a new Hurricane Evacuation Study. This study, which was the first full update of information on surge modeling, evacuation trends and timings since 2000, is the foundation document for long-range detailed planning for hurricane operations. Initial analysis shows a greater number of evacuees, over a larger area, taking longer times to evacuate on the State's designated evacuation routes.

Category 3 -- Customer Focus

- In December 2011, SCEMD conducted a survey of county emergency management agencies and state agencies involved in the emergency management process and asked respondents to rate SCEMD's effectiveness in a variety of areas. Overall, there was a high level of satisfaction with SCEMD's service and respondents generally indicated that services received were either effective or highly effective.
- SCEMD's Regional Emergency Management (REM) staff help export project initiatives, provide hands-on technical assistance, trouble shoot and problem-solve, promote and implement new programs and respond during emergencies.

- SCEMD provided numerous emergency response training events throughout the year to the general public, first responders, and county and city officials to increase their preparedness for disasters.
 - Presented 5 Incident Command System (ICS) courses to 107 students.
 - Provided 4 Radiological Fundamentals Course Training sessions reaching 40 students.
 - Coordinated 20 hazardous materials courses, paid for by two federal grants, through the South Carolina Fire Academy for 464 First Responders.

Category 4 -- Measurement, Analysis and Knowledge Management

- SCEMD develops an annual work plan that defines priorities, milestones and end products within 18 separate emergency management functions in its application for the Emergency Management Performance Grant (EMPG) through FEMA. This grant allows SCEMD to structure programs based on identified needs and priorities in the event of an emergency. Of this grant, 50% of the funding is passed to County Emergency Management Programs.
- Under the SCEMD's "Joint Assessment Program" all SC counties are assessed over a three-year period in twenty Emergency Management Functional areas and the data is used to identify areas needing improvement. The evaluation criteria include activities associated with the national Emergency Management Accreditation Program.
- During the past year, SCEMD developed, coordinated, and/or participated in 43 evaluated exercises involving 1319 personnel. Reports were prepared and corrective action assignments were made. These exercises included 48 drills, 17 tabletop exercises, 2 functional exercises, and 8 full-scale exercises with a variety of scenarios including fixed nuclear facilities, dam failures, hurricane, and Weapons of Mass Destruction (WMD). Full-scale exercises included a two-day, full-scale exercise to validate the State's Emergency Operations Plan in response to a Category 3 Hurricane. Over 200 personnel from State, federal, county, and volunteer organizations participated in the exercise.
- SCEMD coordinated/presented 57 training events, to include collecting and analyzing course critiques, for 1,118 personnel. , the average course rating was 4.7 (on a scale of 1-5 with 5 being the highest). During FY12, South Carolina personnel completed 36,333 independent study courses offered by FEMA's Emergency Management Institute (EMI) and 132 individuals attended training at EMI. In total, SCEMD coordinated training for 37,583 South Carolina personnel.

Category 5 -- Workforce Focus

- SCEMD's safety program Standard Operating Procedure was updated for its employees and the State Emergency Response Team (SERT) personnel. Safety training is conducted for all personnel on a quarterly basis.
- SCEMD conducted monthly in-house training for all employees.
- The Division improved individual work-related skills for its personnel by encouraging attendance at various specialty training schools and the completion of Independent Study Courses. Personnel attended professional training courses and seminars for proficiency and personal skill in job assignment.
- SCEMD and the South Carolina Emergency Management Association jointly administered the South Carolina Certified Emergency Manager (SC CEM) program.

Category 6 -- Process Management

- SCEMD coordinated and monitored shipment notifications for 36 radioactive source shipments and 16 U.S. Department of Energy Spent Nuclear Fuel shipments through the State Warning Point and use of the TRANSCOM automated tracking system.
- SCEMD managed and disbursed State and federal funds for five ongoing major disaster declarations: Winter Storm 2004, Hurricane Charley, and Tropical Storm Gaston, Winter Storm 2005 and Highway 31 Fire (Horry) 2009. Disbursement of State and Federal funds have been completed for Tropical Storm Gaston 2004, Winter Storm 2005, and Highway 31 Fire 2009.
- The State Emergency Operations Center (SEOC) was activated 7 days at OPGON 4 or greater in response to emergency situations. In August 2011 the SEOC activated for two days in response to Tropical Storm Emily and again for five days in response to Hurricane Irene.
- SCEMD's Regional Emergency Management staff annually review county Emergency Operations Plans, assess local emergency management systems, provide programmatic support for the State's forty-six (46) counties daily, and serve as a direct liaison for the Division during emergency response calls.

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

Cost:

	<u>SCEMD</u>	<u>Pass Through</u>
State:	\$ 1,578,129.15	\$ 39,789.32
State Disaster:	\$ 757.78	\$ 361,671.19
Earmarked:	\$ 911,695.35	\$ 290,290.94
Federal:	\$ 2,649,953.10	\$ 5,932,761.26
Total:	\$ 5,140,535.38	\$ 7,675,256.43

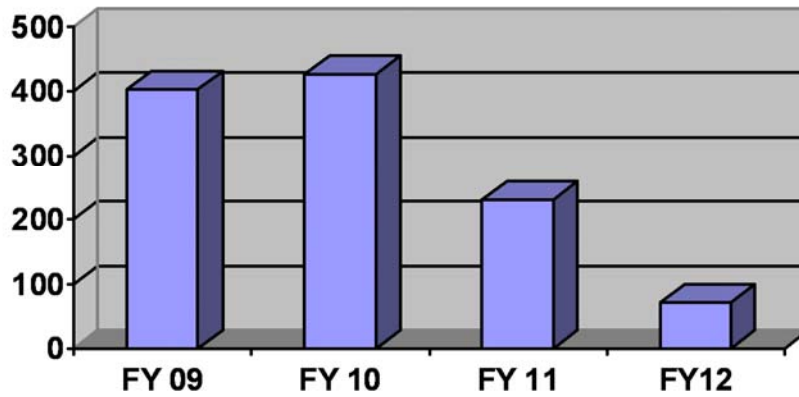
Goal: Reduce human suffering and enhance the State's capability to recover from a disaster.

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.
- SCEMD offered 71 training events which was 89% of the baseline, and a decrease of 69% from the previous year. This is due primarily to SLED resuming coordination of all DHS funded courses. 1,286 participants attended the course which was a decrease of 79% from the previous year. Again, due to the movement of the DHS funded course responsibility to SLED. The goal was also to maintain student ratings of courses above 4.0 (scale of 1 to 5, with 5 being the highest). For FY12, the average course rating was 4.7. The 1,319 participants in the 43 exercises conducted this year are not included in the above figures.

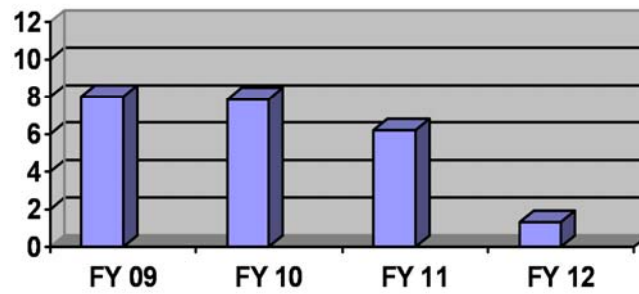
Courses Conducted



Graph 5.1-13

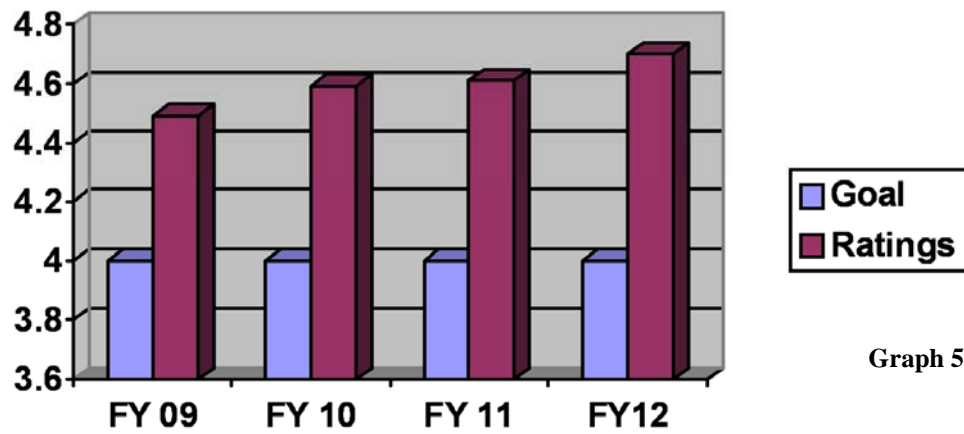
Personnel Trained

Thousands



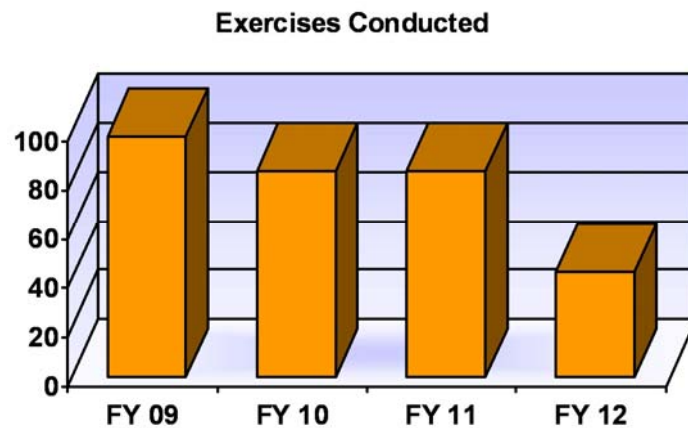
Graph 5.1-14

Course Ratings



Graph 5.1-15

- SCEMD developed, coordinated, and participated in 43 exercises involving 1,319 personnel during the past year:
- Conducted a two-day Full-Scale Exercise to validate the State's Emergency Operations Plan and Hurricane Incident Annex, policies and procedures. Over 200 personnel from State, federal, county, and volunteer organizations participated in the exercise.
- Conducted 3 federally-evaluated Fixed Nuclear Facility exercise with no deficiencies noted.
- Completed 2 federally-evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident.
- Completed 6 federally-evaluated exercises involving Federal Energy Regulatory Commission (and Bureau of Reclamation) dams with no deficiencies noted.



Graph 5.1-16

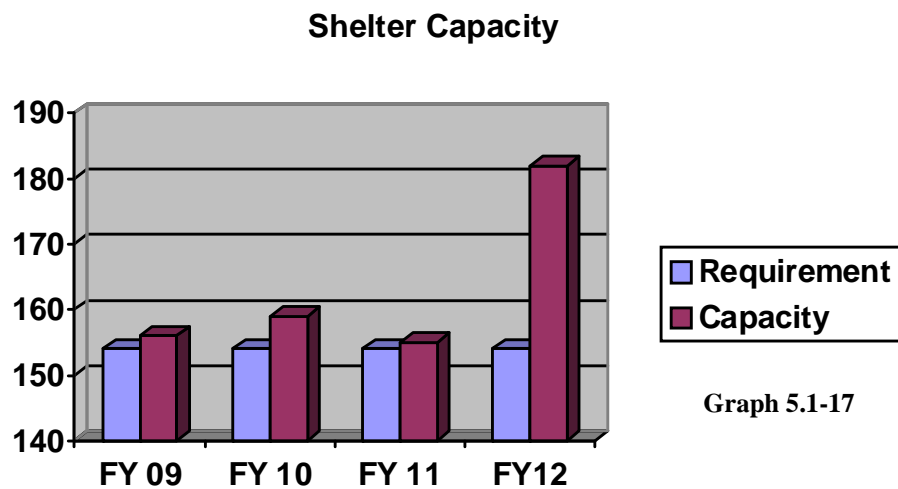
Name: South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part 2

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:

- SCEMD improved 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 and by conglomerate. Moreover, the Traffic Sections, the shelter sections and the timeline were revised to reflect changes in the planning cycles.
- State shelter capacity and availability continues to be a focus and a concern. SCEMD coordinated with the 46 counties, DSS, American Red Cross, and DHEC to ensure adequate capacity is available in the event of an evacuation. As we begin the 2012 hurricane season, SC has 272 Red Cross designated hurricane shelters with the capacity of 184,000 people.



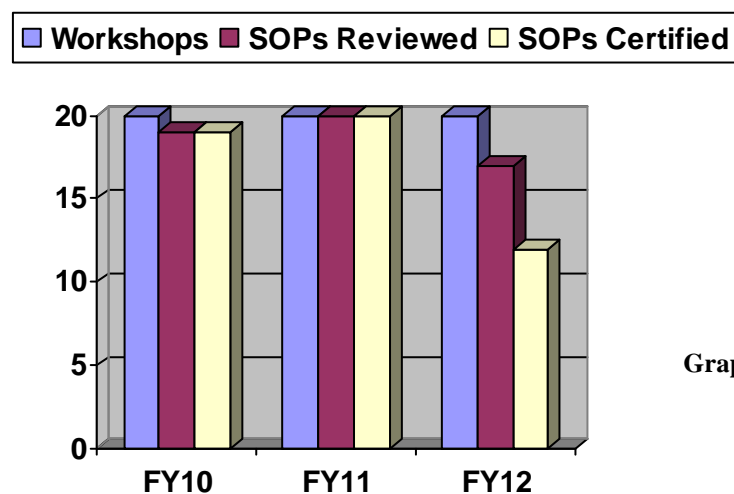
Name: South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part 3

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.
- SCEMD conducted 20 workshops to enhance the quality of inputs from State agencies and volunteer organizations. The following updates and changes were incorporated into the SCEOP and each annex:
 - The SC Logistics Plan, Attachment A to the Basic Plan (and its subsequent tabs).
 - Appendix 12, the new SC Emergency Repatriation Plan.
 - Annex 2 (Communications) and Annex 17 (Animal/Agricultural Emergency Response).
- In an effort to provide the most current and updated information to the end-user in a timely fashion, all SCEMD plans are being published directly to the world-wide-web. Limited versions of the Emergency Operations Plan were distributed via CD.
- Twelve Emergency Support Functions (ESF) were reviewed and updated their Standard Operating Procedures during this reporting period.



Graph 5.1-18

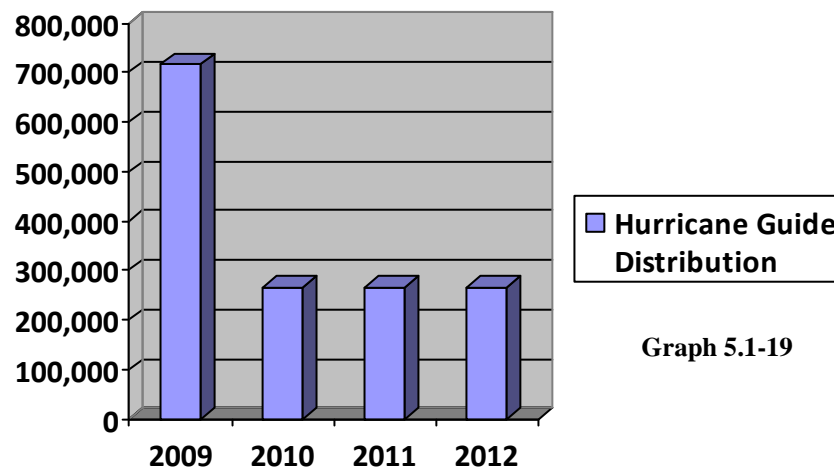
Name: Citizen Education and Public Information

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 13th consecutive year, SCEMD published and distributed the official SC Hurricane Guide, in hard copy form in both English and Spanish, and posted it on the Division website. The Guide advises the public regarding actions to be taken before, during and after hurricanes and includes special needs information.



- To increase public awareness, SCEMD Public Information staff presented 64 briefings and educational sessions to 15 youth groups, 36 adult citizen groups, and 13 governmental groups.
- SCEMD's use of social media continues to increase. Since December 2011 the number of registered users has continued to increase to nearly 4000 participants with the onset of Spring severe weather, the beginning of the 2012 Hurricane Season and implementation of live video streaming and online discussions.
- SCEMD Director participated with the Governor in developing a series of emergency management public service announcements.

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 2012:

	2002 Winter Storm	2004 Winter Storm	Hurricane Charley	Hurricane Gaston	Tropical Storm Frances	2005 Winter Storm
Total	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	\$ 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.
- The following HMPG Grants were closed out this past year: 2002 Winter Storm, 2004 Winter Storm, Hurricane Charley, Hurricane Gaston, and Tropical Storm Frances.
- The 2005 Winter Storm is currently in closeout with FEMA. Nine (9) projects were approved totaling \$ 765,070.00.

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 FY 2012

	FY 2007 PDM	FY 2008 PDM	FY 2008 LPDM	FY 2009 PDM	FY 2010 PDM	FY 2011 PDM
Total	\$ 41,481.56	\$ 2,616.67	\$1,108,481.76	\$1,657,957.39	\$ 29,864.14	\$.00

Key Results:

- In FY 2007, 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 complete and the grant will be closed in the near future.
- In FY 2008, one (1) application was selected by FEMA for \$1,084,517.38. Legislative PDM projects approved during this time period totaled \$2,000,000. The 2008 projects are complete and will be closed in the near future.
- In FY 2009, 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 near completion 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.
- In FY 2010, three PDM applications were selected for consideration totaling \$1,614,688. Two of these projects are mitigation plans and one is a bridge construction project.
- In FY 2011, four (4) applications were identified for further review. Due to federal budget cuts, PDM 2011 was cut from \$100 million to \$50 million in June 2011 and two of the four South Carolina projects were also cut. The two remaining projects were funded for a total federal share of \$ 17,579,782.63.
- In FY 2012, eleven (11) applications were received in the amount of \$29,669,024.62. Two projects were identified for further review. One project, the Catawba Indian Nation Mitigation Plan, was awarded for a total of \$52,594.00.

Name: The South Carolina State Guard

Cost: \$109,184 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.

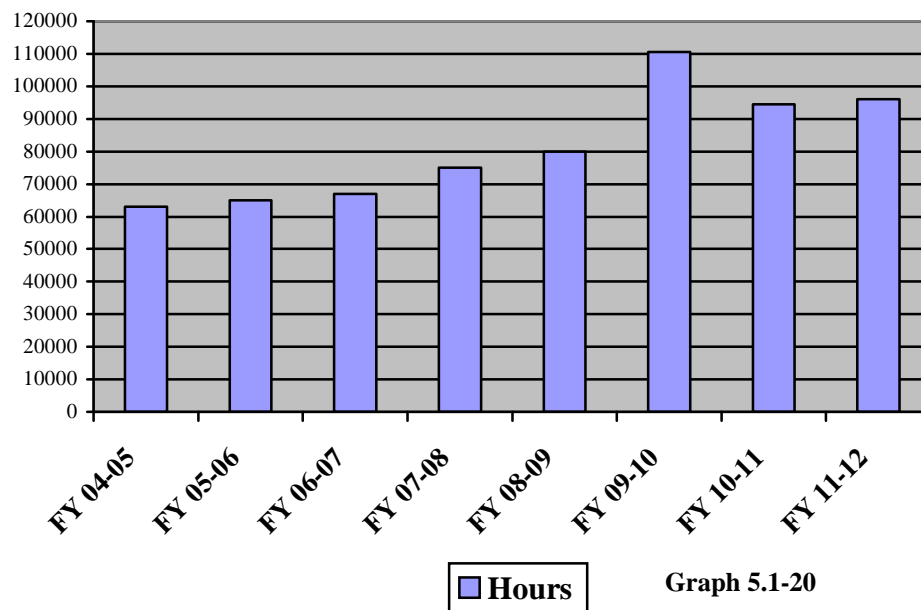
Objectives: Provide continuous support to the Budget and Control Board during contingency operations. Provide support to State/Local Law Enforcement Agencies. Provide chaplain support to the National Guard Youth ChalleNGe programs. Conduct honor guard for military funerals when requested. Conduct annual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

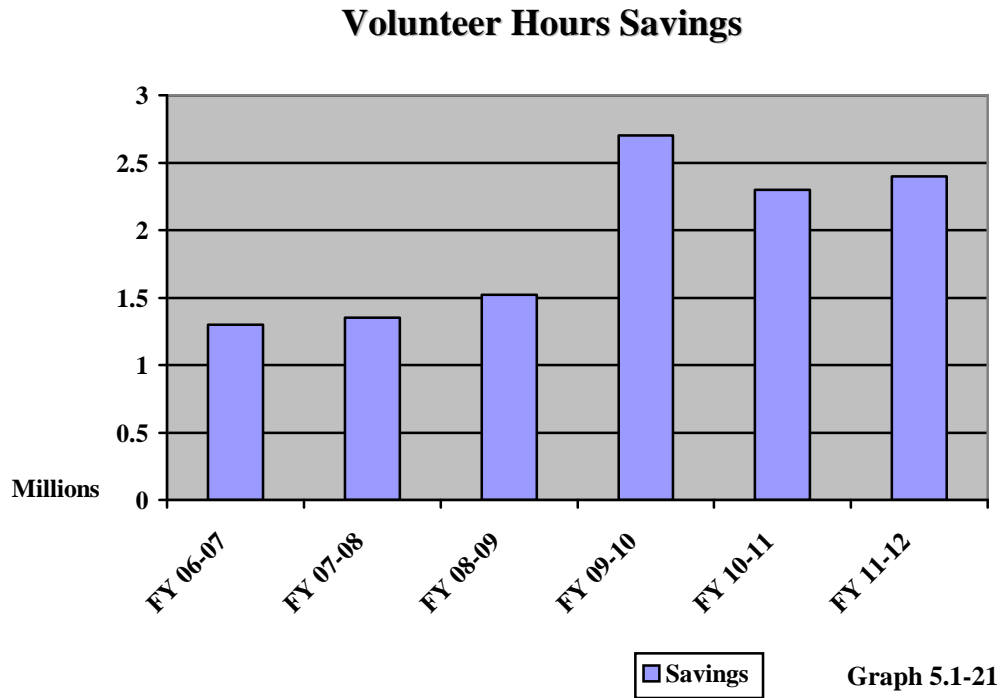
Results:

- During FY11-12, the South Carolina State Guard provided more than 96,121 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 \$2,403,025 in savings to the taxpayers of South Carolina!**

The State Guard has 162 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 876 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

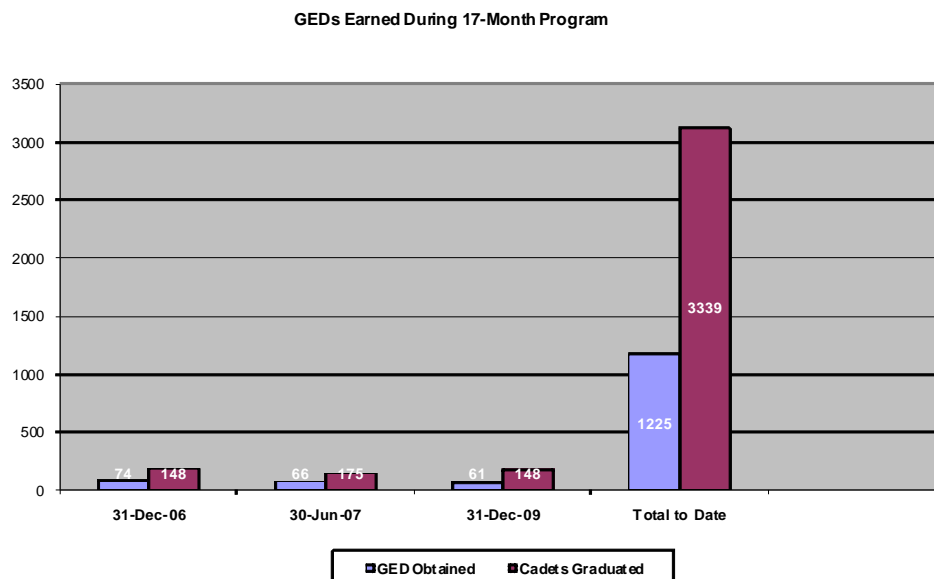
Goal: Reach maximum enrollment in each class of 50 students. Maintain 85% of enrolled students who complete the program and return successfully to the public school system, become gainfully employed, enter military service or pursue higher education.

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.

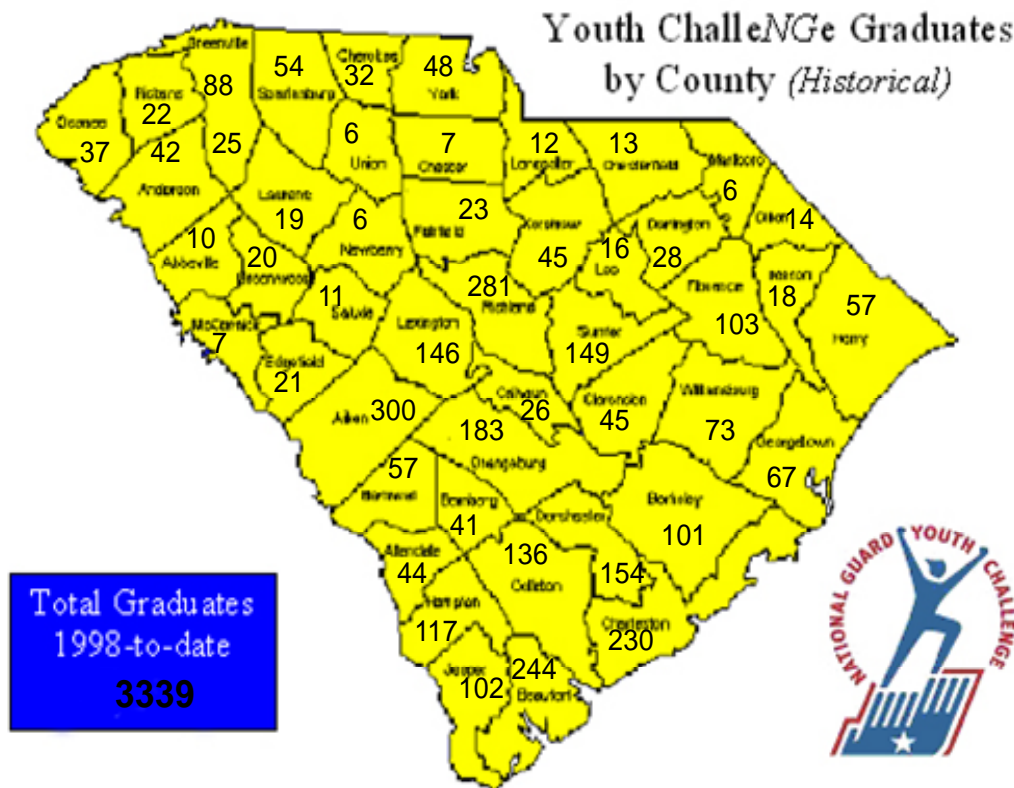
Key Results:

- The South Carolina National Guard Youth ChalleNGe Program was in its 13th year of operation during State Fiscal Year 2011-2012. A class is defined as participation in the full 17-month program.



Graph 5.1-22

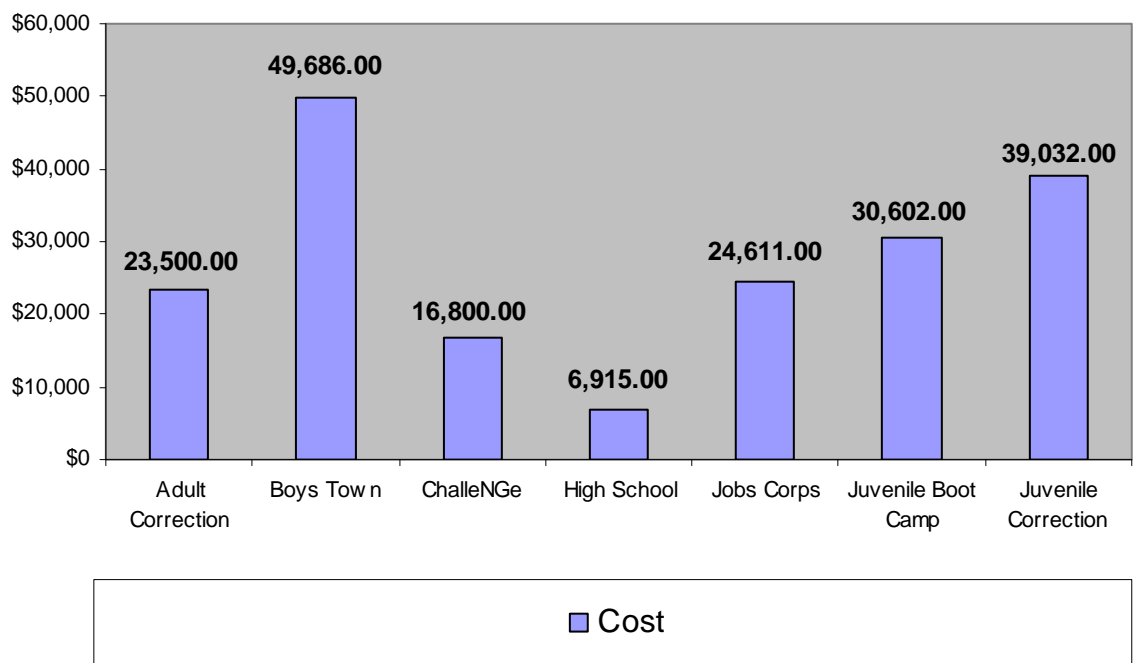
- The above chart illustrates the continued growth of successful students and the number of GEDs that were earned at the two campuses during the last year. The enrollment has come from throughout the state, routinely from 25-30 counties are represented with each class.
- The chart below shows which counties 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 3,339 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.



Graph 5.1-23

- 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.

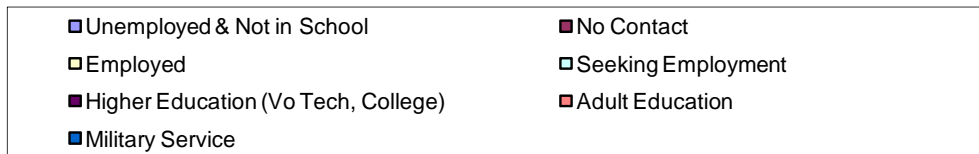
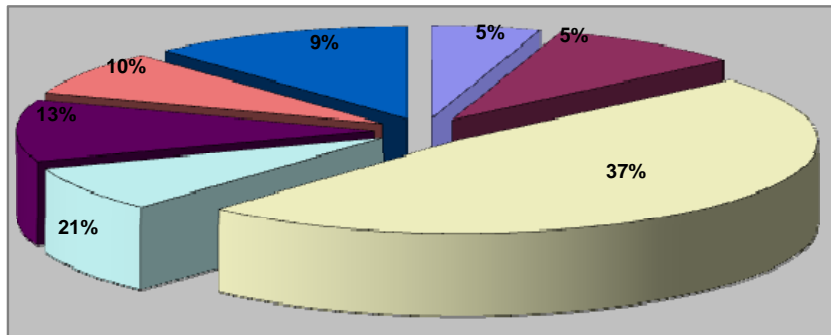
Program Cost Comparisson



Graph 5.1-24

- 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 2012



Graph 5.1-25

Name: **STARBASE Swamp Fox**

Cost: \$300,000 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 at risk 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:

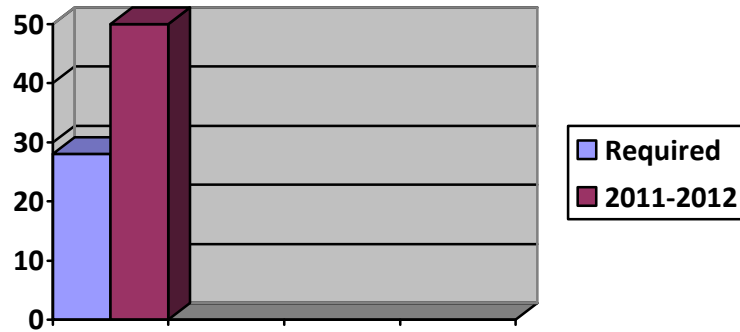
- Conduct a minimum of twenty-eight 25-hour academies during the school year
- Maintain a fully staffed STARBASE faculty and administration with available resources
- Ensure progress of students continue to meet national norms through pre-test and post-test evaluations

Key Results:

- A banner year was reached and the annual goal surpassed with a total of 50 Academies being taught in the 2011-2012 school year
- A record number 1098 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 23% 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

Number of Academies Per Year



Graph 5.1-26