

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM


AGENCY MISSION	<ul style="list-style-type: none"> Generate mission ready units to conduct state and federal operations. 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 the state of South Carolina and nation with community-based organizations, partnerships, Soldiers, Airmen, and employees ready to meet the challenges of the 21st century.
AGENCY VISION	<p>Sustain an organization consisting of Army, Air and State Operations and the S.C. Emergency Management Division, supporting the communities, not only in times of emergency, but also in the daily activities of communities and their citizens;</p> <ul style="list-style-type: none"> <i>Ready</i> and able to execute missions. <i>Relevant</i> with significant force structure. <i>Resilient</i> with adaptable forces and support systems for units and families. <i>Responsible</i> and accountable to the nation, communities, families, Soldiers and Airmen.

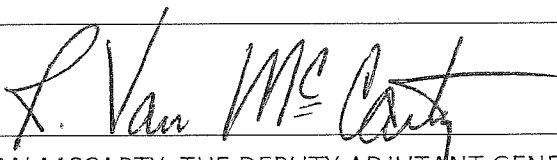
Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Mr. Danny Stewart	803-299-4445	danny.l.stewart.nfg@mail.mil
SECONDARY CONTACT:	MAJ Cindi King	802-299-4327	cynthia.m.king4.mil@mail.mil

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	
(TYPE/PRINT NAME):	MG ROBERT E. LIVINGSTON, JR., THE ADJUTANT GENERAL FOR SOUTH CAROLINA

BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	BG R. VAN MCCARTY, THE DEPUTY ADJUTANT GENERAL, S.C. NATIONAL GUARD

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

AGENCY'S DISCUSSION AND ANALYSIS

The Office of the Adjutant General and S.C. Military Department had many notable accomplishments in FY 2014, continuing its commitment to the citizens of South Carolina. This year's efforts culminated in the creation of campaign plan Palmetto Horizon 2014-2019. The strategic goals include: 1) Sustain a high level of personnel readiness. 2) Provide quality support systems and services. 3) Train a relevant operational force. 4) Forge and sustain effective partnerships. 5) Maintain a sustainable infrastructure.

While the strategic plan lays the framework for the future, high performance leverages improvements to drive positive change and efficiency. In 2014, the S.C. Army National Guard (SCARNG) remained a top 10 performing state in the nation, based on key National Guard Bureau (NGB) performance metrics. This top 10 status, coupled with personnel strength over 100%, has allowed the SCARNG to grow force structure while other states have lost. Medical readiness is at an all-time high, 85 percent of the force is medically ready for deployment. Effective resource and training management resulted in top ten nationwide performance levels across all NGB individual training metrics: 6th DMOSQ at 96.45% and 5th NCOES at 63.16%. SC also achieved top ten performances in SSD -1, 3, & 4 over the same period.

The S.C. Air National Guard (SCANG) is represented by the 169th Fighter Wing located at McEntire Joint National Guard Base, Eastover. The SCANG, with its fleet of F-16 Fighting Falcons, provides unmatched capability and support for the citizens of S.C. Some SCANG highlights from FY2014 include joint training and support for multiple Army, Navy, Air Force and Marines exercises. Also, more than 300 Airmen and 12 F-16s deployed to Jordan with a 100% mission success rate, as well as international cooperative engagements with Morocco and Colombia. State disaster support included winter storms Leon and Pax and the Regional Hurricane Response Exercise in Georgetown. The SCANG proudly stands behind local communities supporting JROTC drill meets, Boy Scout jamborees, local police and highway patrol training, fitness events, multicultural celebrations, and adopt-a-highway. The unit provided advanced imagery support for flooding in Colorado and Texas as well as tornado damage across the Midwest. STARBASE Swamp Fox, a Department of Defense, Science, Technology, Engineering & Math program for 5th graders at McEntire, has set an attendance record (1,145) - 3 years in a row.

Partnerships played a key role in 2014 for the SCARNG and SCANG, sharing best practices and developing continuous improvement.

University Of South Carolina Moore's Business school: The SCARNG partnered with the school to develop a comprehensive marketing strategy with the strategic goal of increasing the number of future recruits who enlist in the SCARNG. The project will culminate in early FY2015 with a briefing to the Adjutant General to choose the best marketing strategy.

Greenville Tech: This partnership utilizes synergies within Aviation/Defense Support to Civilian Authorities (DSCA) academic capabilities/certifications with use of physical assets such as real property and training aids, to further advance the strategic goals of both the SCNG and Greenville Tech.

S.C. Technology & Aviation Center: The \$25.7 million Donaldson Army Aviation Support Facility was dedicated in Feb. 2014. The AASF will house CH-47D/F Chinook and UH-72A Lakota helicopters in FY2015. The project enables Greenville Technical College to increase capacity for their aircraft maintenance program, while providing the SCARNG with readiness center space.

Southeastern Army Aviation Training Site (SEAATS) is the preeminent venue for individual and collective staff training in the area of aviation related Defense Support to Civilian Authorities (DSCA) operations. SEAATS is a network of physical assets, training space, and knowledge management.

Richland County Sheriff Office Substation was dedicated at the Bluff Road Armory June 8, 2014 to better support citizens to ensure the safety of our community.

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

S.C. Department of Motor Vehicles launched this program April 2014 for service members to attain commercial driver's licenses with skills they learned serving in the military as vehicle operators.

State House on March 19, 2014 recognized Soldiers and Airmen during National Guard Appreciation Day by the House and Senate.

Asymmetric Warfare Group (AWG), Ft. George Meade, Maryland: The SCARNG sent 10 SCARNG Soldiers to participate in AWG's Asymmetric Warfare Adaptive Leader Program (AWALP) for enhanced adaptability training. Attendees are members of the Pre-mobilization Training Advisory Element (PTAE). SCARNG also stationed a Liaison (LNO) at AWG to coordinate Total Force Integration training events and to assimilate in AWG operations.

Savannah River Site: In February, a Memorandum of Understanding with Dr. David Moody, formalized a partnership between the S.C. Military Department and the U.S. Department of Energy Savannah River Site. The SCARNG plans for the SRS, Barnwell, SC to be the AWG Training Site. The alternate training site will be the McCrady Training Center, Eastover, SC, operated by AWG trained SCARNG Active Guard and Reserve (AGR) Soldiers who train units deploying for Overseas Deployment Training (ODT) missions and contingency operations.

State Partnership Program (SPP) with Colombia: SPP continues engagements in FY14 with six ongoing lines of effort: Helicopter Maintenance, Ground Vehicle and Equipment Maintenance, Fixed Wing Support to Colombian Air Force, Humanitarian Assistance and Disaster Relief (HA/DR), Rule of Law, and Senior Leader Engagements. Relationship produced additional opportunities for SCARNG members to travel to Colombia. SCARNG invested \$120K to send a platoon from the 742nd Maintenance Company to Colombia to work with Colombians for a one month period. This event was so successful, US Army South, through the SCO, provided \$70K in funding to support travel and per diem for a follow-on mission. Additional amount of \$63K was provided by SOUTHCOM. An additional Key Personnel Upgrade Program (KPUP) tour for a JAG officer was funded by SOUTHCOM for \$16K. These events in FY14 brought in additional funding for the SCNG of \$149K in addition to the \$130 NGB provides. In FY15 NGB is looking at funding more ODT opportunities.

Innovative Readiness Training (IRT) provides training opportunities for engineer, transportation, maintenance, and medical units. The SCARNG 2014 REEFEX project utilized obsolete, Vietnam-era vehicles to develop artificial reefs off the coast of Port Royal, partnered with SC Department of Natural Resources (DNR) and the Town of Port Royal generating approximately 83 million (USD) in economic stimulus while enhancing the habitat marine life and disposes of obsolete equipment from Army depots. Projects executed during weekend training or annual training, thus minimizing cost. The SCARNG plans to conduct 13 separate IRT/community projects over the next 3 years. Through the IRT partnerships, state and local communities, DNR, US Dept of Energy, and other federal and state agencies gain realistic, meaningful training providing substantial economic and environmental impacts.

The SCARNG conducted numerous **Total Force Integration** training events with Active Duty and Reserve Component forces. SCARNG (4-118th IN BN) provided insurgent forces, indigenous forces, and hostages for the 160th Special Operations Aviation Regiment (SOAR) and the 7th Special Forces Group (SFG) during the Operation Indigo training exercise. The event also included the 1-111th Aviation Regiment, 2-151st Aviation Regiment and 169th Fighter Wing to act in various roles in the operation. Civil law enforcement, Columbia SC SWAT Team, participated for an additional level of realism to the operation. The event provided unique tactical training at a reduced cost. South Carolina has unique facilities such as SRS to provide training events for UGF, WMD-E, rail operations, waterborne operations, airborne operations for deploying units. The broad array of Air and Army National Guard units in South Carolina in conjunction with civil authorities provide a low cost opportunity for units seeking training venues to train in a low cost effective manner.

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

In FY14, DCSOPS met budget reservation and obligation rates of 30% 1st QTR, 55% 2nd QTR, 80% 3rd QTR, and on track to meet the 99.9% 4th QTR mandated by NGB. Changes in methodology on how we estimated and reserve funding led to increased accuracy in both IDT and AT resource management. Reserving AT costs early in the FY resulted in early identification of excess resources to offset deficits in IDT resources. The provided funding levels marginally met SC training requirements; however, through effective management, SC met the individual and unit training requirements per the TAG guidance. SC successfully mobilized 415 soldiers from 4 units in support of overseas and domestic missions in FY14. 928 soldiers from 10 units demobilized during this same time period. Additionally, 341 individual soldiers mobilized under T10 COADOS, ADOS-RC, or T10 AGR as well as T10 12304b authority. Currently, 16 individual soldiers will process under T10 COADOS and ADOS-RC. In the future, the mobilization section plans to mobilize 199 soldiers from 4 units and demobilize 289 Soldiers from 3 units during FY15-16. Future mobilizations under authority (12304b) will be an issue meeting training requirements, given current and future budgetary constraints. 100% of mobilization/demobilization requirements were accomplished. As OCO funding decreases, the resources ensuring unit readiness may be a challenge. FY14 Mobilizations/Demobilizations include:

- * Agricultural Team 49 – Afghanistan (returned Dec 2013)
- * 122nd Engineer Battalion, Edgefield – Afghanistan (returned Dec 2013)
- * Heavy Aviation Lift Company 2-238th Aviation - McEntire – Afghanistan (returned Dec 2013)
- * B/198th Signal, Hodges – Afghanistan (returned February 2014)
- * 251st Medical Company, Darlington – Afghanistan (returned February 2014)
- * 1223rd Engineer Company, Summerville – Afghanistan (returned May 2014)
- * 124th Engineer Company, Saluda – Afghanistan (returned July 2014)
- * 132nd Military Police, West Columbia – Afghanistan (returned August 2014)
- * 751st Combat Sustainment Support Battalion, Newberry– Kuwait (returned August 2014)
- * Military Engagement Teams – Colombia – State Partnership Program
- **The 263rd Army Air Missile Defense Command supports U.S. Army North and North American Aerospace Defense Command in the National Capitol Region.

The S.C. Military Department also stands ready to quickly respond to natural disasters in support of the Federal Emergency Management Agency. The following are State Active Duty missions in response to activation by Gov. Nikki Haley following Declaration of State of Emergency:

- * Jan 28, 2014: Winter Storm Leon: The S.C. National Guard provided four wrecker teams, consisting of eight personnel, including a wrecker and two HMMWVs supported S.C. Department of Public Safety for 24 hour operations at various staging areas throughout the state.
- * Feb. 13-15, 2014: Ice Storm Pax: S.C. National Guard had more than 300 Guard members on state active duty, which included debris clearing of 38.4 sq miles, 113 wrecker assists, 72 passenger transports, delivery of 600 MRE's, aerial reconnaissance of energy infrastructure and movement of 1,450 tons of road salt.

Other South Carolina National Guard state support missions include:

- * Nov. 8, 2013, Soldiers from the 122nd Engineers assisted in the clean-up in Georgetown after the devastating fire that destroyed the waterfront business area.
- * The South Carolina Army National Guard's 2-151st Aviation and South Carolina Helicopter Aquatic Rescue Team (SCHAT) teamed up to rescue a hunter in Walhalla, S.C., Nov. 5th. The hunter suffered a gunshot wound and needed to be airlifted out of the area.
- * 43rd Civil Support Team executed 25 missions in the state, ranging from white powder incidents, room clearance and suspicious packages.

South Carolina Emergency Management Division is leading the recovery effort from the largest disaster the State has experienced in 25 years. The estimated costs from the February 2014 winter storm

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

event exceed \$265 million and SCEMD is administering both Public Assistance and Hazard Mitigation Grant Programs for this disaster. During the first official week of hurricane season, SCEMD coordinated with numerous county governments in order to conduct a four-day, statewide, full-scale hurricane exercise. Key federal, state and local government officials and voluntary agencies participated in critical decision making for the mock disaster. SCEMD has continued to offer emergency management training for all levels of government in South Carolina, and continues to develop and refine emergency coordination plans with county emergency management offices and partnered state agencies.

The SCARNG completed 33 equipment fielding's to include associated NET training, obligating \$895,000. The major fielding includes the M1-SA tank; M2-SA; the BFT and JCR; and the SMART-T and WIN-T systems. SC also fielded 8 additional NET fielding supported by resources within the state. In FY15, SC will conduct 28 NET fielding's. Force Structure gained tremendous attention in the last year regarding the ARNG reducing from 350K to 335K and 315k respectively, and the Aviation Restructure Initiative (ARI). SC maintained an aggressive approach pursuing new force structure and growth resulting in increased Force Structure Allowance (FSA). As a result, SC projects to grow over 400 spaces in new force structure over the next 3 years – adding the 678th Air Defense Artillery Battalion, in Eastover. Unit is currently 60% manned and expected to be mission capable in Sept. 2015. Additional assets are two Transportation Companies and a Multi-Divisional unit. Moreover, SC seeks to acquire emerging growth in the Cyber Protection arena. SC will always pursue viable and relevant force structure for continued growth within the state. At the forefront of ARI is moving all AH-64 Apache helicopters from eight National Guard states to the active component. The Apache program in SC brings in the majority of the over 29 million dollars in revenue to S.C. with contractors, fuel distribution, parts, and equipment that flow into the state. The Apache program employs 500 Soldiers, which includes 85 Federal Technicians, 27 AGR, and M-Day Soldiers. The S.C. National Guard utilizes the AH-64 Apache for wartime mission training and Defense Support to Civil Authorities missions (recon and route surveillance). The SCARNG Apaches are assigned to the 1-151st Attack Reconnaissance Battalion, stationed at McEntire in Eastover. The unit has deployed to Operation Southern Watch – Kuwait in 1999-2000, Kosovo (KFOR-5A) in 2003-2004, Operation Iraqi Freedom in 2004-2005 and Operation New Dawn / Operation Spartan Shield in 2011-2012. South Carolina and all of the states wholeheartedly support an Independent Commission to study the ARI proposal and the effects.

At the end of FY2014, National Guard Bureau identified a budget shortfall at the national level. All states were asked to return a portion of their budgets to cover the deficits. As a result, the vast majority of states, to include the S.C. Army National Guard, delayed drills in September; with the exception of units who have “post-deployment” events, medical readiness exercises, and the Palmetto Military Academy. We expect Congress will fix the budget issues by allocating funds to cover the deficit.

The strength of the S.C. Military Department is with its people. To support them, the J1.1 Service Member and Family Care Directorate was established in 2010 to posture, promote, and provide regionally accessible programs that build the comprehensive physical, mental, emotional, and spiritual resiliency of all Service Members and their Families. Some of the key-note programs include:

Yellow Ribbon Program provides resources for every demobilizing SCNG member and their Family for a safe, healthy and successful reintegration into their Family, community, school, and job following deployment. There were 49 key events in FY14. It is funded by NGB with a budget in FY14 of \$1M.

Employment Services Program provides resources and support services that lead to employment, and transition services for Soldiers, Airmen, Veterans, and Family Members. More than 2380 Service Members and Family Members have been hired since October 2011 and 817 individuals hired since Oct 2013. In October 2011, unemployment rate was 16% for SCNG, as of August 2014, it is 3.10%. The annual budget funded by NGB is: \$780K.

AGENCY NAME:	Adjutant General's Office		
AGENCY CODE:	E24	SECTION:	S.C. Military Department

The **R3SP Branch- Resilience, Risk Reduction, and Suicide Prevention Program** is designed to help integrate, educate, and promote resiliency by synchronizing all Soldier, Airmen, and Family care systems and services. The secondary focus is to develop and enhance leader skills to recognize and mitigate high stress factors which will facilitate the longer term reduction in SCNG "at-risk / high risk" behaviors and suicidal actions. The third focus is Prevention Response and Outreach to provide substance abuse education, assist Service Members with referrals to treatment services and to conduct outreach to military Families and community partners; all in an effort to increase military discipline, individual performance, and combat readiness. R3SP Program is funded by NGB at \$652,400.00

Sexual Assault, Prevention, & Response (SAPR) Program and Sexual Harassment /Assault, Response and Prevention (SHARP) Program coordinates sexual assault awareness and prevention education briefs and workshops to increase the understanding of what constitutes sexual assault. It manages SCNG Victim Advocates and SHARP specialists. It also conducts sexual assault reporting and coordinates services for the victim, along with SHARP Tier I, II and III training. The program has an annual budget of \$187K.

Military Funeral Honors Program renders honors to the deceased who have served. Program was initiated to assist the Active Army component with military burials anticipated by the increasing number of deployments and casualties of war. Some significant events include but are not limited to: Appeared in several episodes on the hit TV Series "Army Wives" filmed in Charleston, SC; made appearance in the media newspaper for honors rendered during Memorial Day Celebrations; recognized as rendering over 12,000 funerals since operations began. On average it supports approximately 3,000 Soldiers, Airmen and Families. Annual budget averages \$1.3 million yearly and funded by NGB.

Integrated Behavioral Health System Branch advocates, promotes, and guides psychological fitness for operational readiness, keeping confidentiality of protected health information paramount. In order for the DPH to effectively advocate for Guard members, a signed release of information is required for the DPH to work with National Guard medical services or senior leadership. The primary information that is shared relates to Guard members operational status corresponding with the Combat Operational Stress Continuum. Cost to fund: \$780K in 2010.

In FY15, the SCARNG and SCANG and fully postured to support the citizens of South Carolina, and the nation. The strategic plans has SCARNG on course to continue being a Ready, Relevant, Resilient and Responsible force and postured to answer any call on the home front or abroad.

Agency Name:

Office of the Adjutant General

Fiscal Year 2013-14

Accountability Report

Agency Code:

E240

Section:

099



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			Safety
S		1.1		Administration
O			1.1.1	Hold Quarterly Safety Meetings and track injuries and effect on WC
O			1.1.2	Required training for State drivers
O			1.1.3	Continue ongoing inspections of admin buildings to catch minor repairs before they grow into major repairs
S		1.2		Army Operations
O			1.2.1	Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
O			1.2.2	Continue training in the safety needs of the units
S		1.3		Buildings and Grounds
O			1.3.1	Provide quality equipment necessary to do work
O			1.3.2	Inspect Readiness Centers for problems to allow for safe training
S		1.4		Army Contract Support
O			1.4.1	Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S		1.5		Youth Challenge
O			1.5.1	Train Cadre in proper care of Cadets
O			1.5.2	Maintain security of the facilities to prevent Cadet problems
S		1.6		Enterprise Operations
O			1.6.1	Provide training in proper kitchen operation
O			1.6.2	Provide proper equipment in dining and billeting
S		1.7		McEntire ANG Base
O			1.7.1	Support Air Guard initiatives in environmental, security, recruitment, operations and maintenance.
O			1.7.2	Maintain proper training of both State and Federal employees
S		1.8		Starbase
O			1.8.1	Support Air Guard initiatives in Starbase
O			1.8.2	Maximize the number of classes each year
O			1.8.3	Ensure the safety of the students

Agency Name: **Office of the Adjutant General**Agency Code: **E240** Section: **099**Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
S		1.9		Emergency Preparedness
O			1.9.1	Ensure safety training and procedures for emergency declarations
O			1.9.2	Have policies for all major emergency contingencies
O			1.9.3	Provide Exercerries to test personnel and policies
S		1.10		State Guard
O			1.10.1	Provide proper equipment and training for State Guard exercises
S		1.11		State Active Duty
O			1.11.1	Ensure safety training and procedures for emergency declarations
O			1.11.2	Ensure safety equipment is available for different contingencies
S		1.12		Capital Projects
O			1.12.1	Request additional funding to reduce the \$37 Mil deferred maintenance
G	2			Personnel Readiness
S		2.1		Administration
O			2.1.1	Provide training for the different departments
S		2.2		Armory Operations
O			2.2.1	Maintain training of personnel in their different requirements
O			2.2.2	
S		2.3		Buildings and Grounds
O			2.3.1	Provide ongoing training for B&G personnel
S		2.4		Army Contract Support
O			2.4.1	Maintain personnel certifications
S		2.5		Youth Challenge
O			2.5.1	Continue Cadre training in their different positions
S		2.6		Enterprise Operations
O			2.6.1	Provide training in proper kitchen operation
O			2.6.2	Provide training in the Billeting personnel
S		2.7		McEntire ANG Base

Agency Name: Office of the Adjutant General

Fiscal Year 2013-14

Agency Code: E240

Section: 099

Accountability Report



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		2.7.1	Ensure Federal and State employees have a working facility and equipment	
O		2.7.2	Ensure Federal and State employees are trained for their positions	
S	2.8		Starbase	
O		2.8.1	Maintain a training schedule on Starbase personnel	
S	2.9		Emergency Preparedness	
O		2.9.1	Maintain a training program for all personnel	
S	2.10		State Guard	
O		2.10.1	Maintain a training program for all personnel	
S	2.11		State Active Duty	
O		2.11.1	Provide a updated policy on the emergency mandates with changes as they occur	
S	2.12		Capital Projects	
G	3		Training Readiness	
S		3.1	Administration	
S		3.2	Armory Operations	
O		3.2.1	Maintain Units training schedules	
S		3.3	Buildings and Grounds	
S		3.4	Army Contract Support	
O		3.4.1	Maintain Units training schedules	
S		3.5	Youth Challenge	
O		3.5.1	Maintain Cadet's Academic training	
O		3.5.2	Maintain Cadet's Physical training	
S		3.6	Enterprise Operations	
S		3.7	McEntire ANG Base	
O		3.7.1	Maintain ANG Training schedules	
S		3.8	Starbase	
O		3.8.1	Follow Starbase Training Manual for students	
S		3.9	Emergency Preparedness	
O		3.9.1	Conduct Training Exercises	
S		3.10	State Guard	
O		3.9.1	Conduct Training Exercises	

Agency Name: **Office of the Adjutant General**Agency Code: **E240** Section: **099**Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
S		3.11		State Active Duty
S		3.12		Capital Projects
O		3.12.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
G	4			Equipment Readiness
S		4.1		Administration
S		4.2		Army Operations
O		4.2.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S		4.3		Buildings and Grounds
O		4.3.1		Provide quality equipment necessary to do work
S		4.4		Army Contract Support
O		4.4.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S		4.5		Youth Challenge
S		4.6		Enterprise Operations
O		4.6.1		Provide proper equipment in dining and billeting
S		4.7		McEntire ANG Base
O		4.7.1		Maintain operational readiness of ANG facilities and equipment
S		4.8		Starbase
S		4.9		Emergency Preparedness
O		4.9.1		Maintain Emergency Response Equipment in case of need
S		4.10		State Guard
S		4.11		State Active Duty
S		4.12		Capital Projects
G	5			Quality of Life
S		5.1		Administration
O		5.1.1		Mental Health Care Facilitator/Coordinator who shall act as a liaison to provide mental health care coordination for mental health services to all members of the South Carolina National Guard

Agency Name: **Office of the Adjutant General**Agency Code: **E240** Section: **099**Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
S	5.1a			Administration-Burial Flags/Funeral Casion
O		5.1a.1		Provide State Burial Flags and Caisson Services as necessary
S	5.2			Armory Operations
O		5.2.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S	5.3			Buildings and Grounds
O		5.3.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S	5.4			Army Contract Support
O		5.4.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S	5.5			Youth Challenge
O		5.5.1		Challenge Cadets to their maximum potential
O		5.5.2		Continue to follow Cadet's performance after graduation and provide assistance
S	5.6			Enterprise Operations
O		5.6.1		Provide quality meals
O		5.6.2		Provide quality billeting
S	5.7			McEntire ANG Base
O		5.7.1		Maintain Facilities to provide a safe and secure environment
S	5.8			Starbase
S	5.9			Emergency Preparedness
O		5.9.1		Reduce loss of life and property from disasters and terrorism
O		5.9.2		Provide State and Federal assistance to respond, recover, and mitigate from disasters
S	5.10			State Guard
O		5.10.1		Provide assistance when and where needed
S	5.11			State Active Duty
O		5.11.1		Reduce loss of life and property from disasters and terrorism
S	5.12			Capital Projects

Agency Name:

Office of the Adjutant General

Fiscal Year 2013-14

Accountability Report

Agency Code:

E240

Section:

099



Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O		5.12.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
G	6			State and Federal Missions
S		6.1		Administration
S		6.2		Armory Operations
O		6.2.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S		6.3		Buildings and Grounds
O		6.3.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S		6.4		Army Contract Support
O		6.4.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
S		6.5		Youth Challenge
S		6.6		Enterprise Operations
S		6.7		McEntire ANG Base
O		6.7.1		Maintain Facilities to provide a safe and secure environment
S		6.8		Starbase
S		6.9		Emergency Preparedness
O		6.9.1		Reduce loss of life and property from disasters and terrorism
O		6.9.2		Provide State and Federal assistance to respond, recover, and mitigate from disasters
O		6.9.3		Conduct Exercises to test SAD effectiveness
S		6.10		State Guard
O		6.10.1		Provide assistance when and where needed
S		6.11		State Active Duty
O		6.11.1		Conduct Exercises to test SAD effectiveness
O		6.11.2		Reduce loss of life and property from disasters and terrorism
S		6.12		Capital Projects

Agency Name: **Office of the Adjutant General**

Agency Code: **E240** Section: **099**



Fiscal Year 2013-14
Accountability Report

Strategic Planning Template

Type	Goal	Strat	Item #	Object	Description
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0			6.12.1		Maintain operational readiness of Readiness Centers to provide a safe and secure facility in support of Federal training missions and support to the local communities
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Agency Name: Office of the Adjutant General

Agency Code: E240 Section: 099

Fiscal Year 2013-14
Accountability Report

Program Template

Program/Title

Purpose

General

Other

Federal

TOTAL

General

Other

Federal

TOTAL

Associated Objective(s)

I Administration	Provide all costs related to Administration, TAG, DAG, P&F, HR, Grants, Procurement, SAD, Museum, Admin Building	\$ 970,639.06	\$ 167,191.18	\$ 223,866.48	\$ 1,351,697	\$ 1,179,553	\$ 30,281	\$ 747,306	\$ 1,957,140	1.1,1.1,2.1,1.3,2.1,1.5,1.1
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IA Administration-Burial Flags	Provides that the State Adjutant General's Office shall present to the family of each deceased member of the South Carolina National Guard a flag of the State of South Carolina, appropriate for use as a burial flag.	\$ 1,871.00			\$	1,871				5.1A.1
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IB Administration-Funeral Caisson	The Adjutant General may make its caisson available for the funeral of dignitaries and military-oriented activities and events	\$ 82,428.99			\$	62,625				5.1A.1
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IC Administration-Civil Air Patrol	SCNG pass through funding for the Civil Air Patrol	\$ 5,000.00			\$	55,000				
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II Armory Operations	Provide quality facilities for use by the SCARNG in support of Federal training missions and support to the local Communities. 50%Fed/50% State	\$ 964,137	\$ 850,393	\$ -	\$ 1,814,530	\$ 1,695,825	\$ 987,341	\$	\$ 2,683,166	1.2,1.1,2.2,2.1,2.2,2.3,2.1 4.2,1.5,2.1,6.2.1
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V Buildings and Grounds	Department to inspect and repair the Readiness Centers around the State	\$ 204,461		\$	\$ 204,461	\$ 198,139		\$	\$ 198,139	1.3,1.1,3.2,2.3,1.4,3.1,5.3.1 6.3.1
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VII Army Contract Support	Provide quality facilities for use by the SCARNG in support of Federal training missions and support to the local Communities. 75%Fed/25% State	\$ 127,776	\$ 294,269	\$ 17,510,875	\$ 17,932,920	\$ 265,419	\$ 552	\$ 20,164,099	\$ 20,430,070	1.4,1.2,4.1,3.4,1.4,4.1,5.4.1 6.4.1
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VIIIA Youth Challenge	a quasi-military program designed to assist at-risk high school dropout youth ages 16-18 to acquire the basic skills and education to be successful in today's society.	\$ 939,580	\$ 36,452	\$ 2,124,551	\$ 3,100,583	\$ 860,695	\$	\$ 2,201,093		1.5,1.1,5.2,2.5,1.3,5.1,3.5.2 5.5,1.5,5.2
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VIII Enterprise Operations	National Guard program to provide billeting and dining facilities at the National Guard Training Sites	\$	\$ 2,506,789	\$	\$ 2,506,789	\$	\$ 2,697,017	\$	\$ 2,697,017	1.6,1.1,6.2,2.6,1.2,6.2,4.6.1 5.6,1.5,6.2
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IX McEntire Air NG Base	Provide quality facilities for use by the SC Air NG in support of Federal training missions and support to the local Communities. 80%Fed/20% State or 100% Federal	\$ 321,510	\$	\$ 3,523,926	\$ 3,845,436	\$ 359,483	\$	\$ 3,570,821	\$ 3,930,304	1.7,1.1,7.2,2.7,1.2,7.2,3.7.1 4.7,1.5,7.1,6.7.1
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IX A Starbase	National Guard Youth program designed to improve the STEM skills primarily targeting at risk fifth grade students.		\$	\$ 256,881	\$ 256,881		\$	\$ 243,666		1.8,1.1,8.2,1.8,3.2,8.1,3.8.1
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X Emergency Preparedness	Reduce of loss of life and property from disasters and terrorism. Provide State and Federal assistance to respond, recover, and mitigate from disasters.	\$ 1,366,106	\$ 1,105,168	\$ 7,295,747	\$ 9,767,021	\$ 1,370,914	\$ 1,075,692	\$ 8,551,028	\$ 10,997,634	1.9,1.1,9.2,1.9,3.3,2.9,1.3,9.1 3.9,1.4,9.1,5.9,1.6,9.2,6.9.3
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XA Previous year EMD	Provide State and Federal assistance to recover and mitigate from disasters in previous years				\$	\$ 353,265	\$ 43,448	\$ 6,310,941		
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XI State Guard	Volunteers supporting the Military Department in state missions consisting of maintaining public safety, supporting local civil authorities and assisting other state and community services	\$ 125,424		\$	\$ 125,424	\$ 108,483		\$	\$ 108,483	1.10,1.2,10.1,5,10.1,6,10.1
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Agency Name: Office of the Adjutant General

Agency Code: E240 Section: 099



Performance Measurement Template

Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
Emergency Management Trust Fund		0	0		Not established	State Budget	Annual		1.9,2.5,9.1,5.9,2.6,9.1,6.9,2
SC EMD Exercises		56	78		July 1 - Jun 30	EMD	Quarterly		1.9,1.1,9.3,2.9,1.3,9.1,6.9,3
EMD Shelter Capacity		181,000			July 1 - Jun 30	EMD			1.9,2.4,9.1,5.9,1.5,9.2,6.9,1,6.9,2
EMD Hurricane Guides		300000	300000		July 1 - Jun 30	EMD	Annual	Actual	1.9,2,2.9,2.5,9.1,5.9,2,6.9,1,6.9,2
State Guard Volunteer Hours		92935	91768		July 1 - Jun 30	State Guard	Quarterly	Actual	5.10,1.6,10.1
Youth Challenge									
Graduate Students with GED		72	64	50%	July 1 - Jun 30	YCA	Semi-Annual	Actual	3.5,1.3,5.2,5.5,1,
Secure positive placement of graduating students		90%		100%	July 1 - Jun 30	YCA	Annual	Personal Contact	5.5,2
Maintain positive placement after 12th month				75%	July 1 - Jun 30	YCA	Annual	Personal Contact	5.5,2
Graduating Students		149	162	300	July 1 - Jun 30	YCA	Semi-Annual	Actual	1.5,1.1,5.2,2.5,1.3,5.1,3.5,2,5.5,1.5,5.2
STARBASE									
Conduct a min of 28 academies		49	40	28	July 1 - Jun 30	Starbase	Annual	Actual	1.8,2.1,8.3,2.8,1.3,8.1,
Increase pre/post test scores		20%	20%		July 1 - Jun 30	Starbase	Annual	Actual	1.8,2.1,8.3,2.8,1.3,8.1,
FMO									
Decrease Armory Deferred Maint		\$37,000,000	\$36,000,000	0	July 1 - Jun 30	State Budget/FMO	Annual	Actual	1.2,1.1,3.1,1.3,2.1,4.1,2.3,1,2.4,1.4,2.1,4.3,1.4,1.5,2,1.5,3,1.5,4.1,6.2,1.6,3,1.6,4,1
Decrease Open Work Orders					July 1 - Jun 30	FMO	Annual	Actual	1.2,1.1,3.1,1.3,2.1,4.1,2.3,1,2.4,1.4,2.1,4.3,1.4,1.5,2,1.5,3,1.5,4.1,6.2,1.6,3,1.6,4,1
Decrease Utility Usage		40.1 MWH	40.7 MWH		July 1 - Jun 30	FMO/Monthly	Annual	Actual	1.2,1.1,3.1,1.3,2.1,4.1,2.3,1,2.4,1.4,2.1,4.3,1.4,1.5,2,1.5,3,1.5,4.1,6.2,1.6,3,1.6,4,1
HR									
Reduce Employee Turnover				Not established	Not established	HR/Ongoing	Objective		
Continue Suicide Prevention				0		Coordinator	Objective		5.1.1
IT									
Online Server Readiness		98%		98%	July 1 - Jun 30	IT	Quarterly	Actual	2.1.1,



Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Performance Measurement Template Associated Objectives(s)
Emergency Management Trust Fund		0	0		Not established	State Budget	Annual		1.9,2,5,9,1,5,9,2,6,9,1,6,9,2
SC EMD Exercises		56	78		July 1 - Jun 30	EMD	Quarterly		1.9,1,1,9,3,2,9,1,3,9,1,6,9,3
EMD Shelter Capacity		181,000			July 1 - Jun 30	EMD			1.9,2,4,9,1,5,9,1,5,9,2,6,9,1,6,9,2
EMD Hurricane Guides		300000	300000		July 1 - Jun 30	EMD	Annual	Actual	1.9,2,2,9,2,5,9,1,5,9,2,6,9,1,6,9,2
State Guard Volunteer Hours		92935	91768		July 1 - Jun 30	State Guard	Quarterly	Actual	5.10,1,6,10,1
Youth Challenge									
Graduate Students with GED		72	64	50%	July 1 - Jun 30	YCA	Semi-Annual	Actual	3.5,1,3,5,2,5,5,1
Secure positive placement of graduating students		90%		100%	July 1 - Jun 30	YCA	Annual	Personal Contact	5.5,2
Maintain positive placement after 12th month				75%	July 1 - Jun 30	YCA	Annual	Personal Contact	5.5,2
Graduating Students		149	162	300	July 1 - Jun 30	YCA	Semi-Annual	Actual	1.5,1,1,5,2,2,5,1,3,5,1,3,5,2,5,5,1,5,5,2
STARBASE									
Conduct a min of 28 academies		49	40	28	July 1 - Jun 30	Starbase	Annual	Actual	1.8,2,1,8,3,2,8,1,3,8,1
Increase pre/post test scores		20%	20%		July 1 - Jun 30	Starbase	Annual	Actual	1.8,2,1,8,3,2,8,1,3,8,1
FMO									
Decrease Armory Deferred Maint		\$37,000,000	\$36,000,000	0	July 1 - Jun 30	State Budget/FMO	Annual	Actual	1.2,1,1,3,1,1,3,2,1,4,1,2,3,1
									2.4,1,4,2,1,4,3,1,4,4,1,5,2
									1.5,3,1,5,4,1,6,2,1,6,3,1,6,4
									1
Decrease Open Work Orders					July 1 - Jun 30	FMO	Annual	Actual	1.2,1,1,3,1,1,3,2,1,4,1,2,3,1
									2.4,1,4,2,1,4,3,1,4,4,1,5,2
									1.5,3,1,5,4,1,6,2,1,6,3,1,6,4
									1
Decrease Utility Usage		40.1 MMWH	40.7 MMWH		July 1 - Jun 30	FMO/Monthly	Annual	Actual	1.2,1,1,3,1,1,3,2,1,4,1,2,3,1
									2.4,1,4,2,1,4,3,1,4,4,1,5,2
									1.5,3,1,5,4,1,6,2,1,6,3,1,6,4
									1
HR									
Reduce Employee Turnover				Not established	Not established	HR/Ongoing		Objective	
Continue Suicide Prevention				0		Coordinator		Objective	5.1,1
IT									
Online Server Readiness		98%		98%	July 1 - Jun 30	IT	Quarterly	Actual	2.1,1