

Legislative Oversight Committee
South Carolina House of Representatives
Post Office Box 11867
Columbia, South Carolina 29211
Telephone: (803) 212-6810 • Fax: (803) 212-6811



Extension Request Guidelines

Restructuring & Seven-Year Plan Report

March 11, 2015

EXTENSION REQUEST GUIDELINES

Background

Section 1-30-10(G) requires agencies to submit an Annual Restructuring Report and Seven-Year Plan. Legislative Oversight Standard Practices 4.1 and 6.1 state the Legislative Oversight Committee (“Committee”) shall provide agencies with a uniform format for submitting their Annual Restructuring Report and Seven-Year Plan to the House.

The Committee provided agencies the uniform format for these reports. The correspondence with the Report Guidelines, and the actual Report Guidelines, stated the deadline for agencies to submit their completed reports.

The Committee has received a request from the agency for an extension in which to provide the agency’s completed report. Pursuant to the Committee’s Standard Practice 1.2 and Committee Rule 7.1, the following procedures apply to these types of Requests for Extension:

4.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Annual Restructuring Report.

4.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

4.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

6.1.1 The Chairman may, for reasons he determines as good cause, provide an agency an extension to submit its Seven-Year Plan.

6.1.2 Before the Chairman will consider a request from an agency for an extension, the agency must fully complete a Committee Extension Request form, as approved by the Committee Chairman, and provide it to the Chairman for consideration.

6.1.3 Until the agency receives a response, it should continue to complete the report to the best of its ability as if it is due on the original deadline.

Submission Process

Please complete the Extension Request Form included on the following pages. All forms should be submitted electronically to the House Legislative Oversight Committee (HCommLegOv@schouse.gov) in both the original format (Word) and saved as a PDF for online reporting. The signed copy of the complete Extension Request Form should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

Note the Extension Request Forms will be published online.

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

Office of the Adjutant General

I. Extension Requested

1. List the Sections for which the Agency is Requesting an Extension:	<i>Entire Report</i>
2. State the date the agency originally received the report guidelines:	<i>Insert Date</i> March 12, 2015
3. State the date the agency submitted this request for an extension:	<i>Insert Date</i> March 31, 2015
4. State the original deadline for the report:	<i>Insert Date</i> March 31, 2015
5. State the number of additional days the agency is requesting:	<i>Insert Number of Days</i> 3
6. State the new deadline if the additional days are granted:	<i>Insert Date</i> April 3, 2015

II. History of Extensions

1. List the years in which the agency previously requested an extension, putting the years the extension was granted in bold:	<i>Insert each year in which the agency requested an extension. Put the years the extension was granted in bold.</i>
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EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

III. Organizational Knowledge

Please attach an agency organization structure. Below, and if needed attach additional pages, list all individuals considered upper management at the agency with the section(s) of the agency they oversee and their date of hire.

Position	Section of Agency	Date of Hire	Name
Agency Director	Office of the Adjutant General	Elected Jan 11, 2011	MG Robert Livingston, Jr
<i>Add as many as needed</i>			

IV. Good Cause

Please state below good cause as to why the Committee should grant the extension requested by the agency. Please limit the response to two (2) pages.

As Chief Financial Officer, I, Frank L, Garrick, CPA, was tasked to oversee the putting together the report.

REDACTED TO REMOVE PERSONAL HEALTH INFORMATION

My stay at the hospital was a little longer than expected, and was unable to finish compiling the details of the report by the submission date. The report is 95% completed, but I would like to get the details complete from the submissions that were input to me.

Frank L. Garrick, CPA, CFO

EXTENSION REQUEST FORM

RESTRUCTURING & SEVEN-YEAR PLAN REPORT

V. Verification

I have reviewed and approved the information provided in this Extension Request Form. The information contained in this form is complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

(Type/Print Name):

BG R. Van McCarty, DAG for MG Robert Livingston, Jr.

VI. Committee Response

Leave this Section blank. The Chairman will complete this Section after fully considering the agency's request.

Sections for which an Extension is Granted:	Entire Report
Number of Additional Days Granted:	3 days
New Deadline for Agency Response:	April 3, 2015

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Restructuring & Seven-Year Plan Report Guidelines

February 27, 2015

COMMITTEE INFORMATION

Committee Information

House Legislative Oversight Committee

Post Office Box 11867

Columbia, South Carolina 29211

Telephone 803-212-6810

Fax 803-212-6811

Also, the agency may visit the South Carolina General Assembly Home Page (<http://www.scstatehouse.gov>) and click on "*Citizens' Interest*" then click on "*House Legislative Oversight Committee Postings and Reports*". This will list the information posted online for the Committee; click on the information the agency would like to review.

<http://www.scstatehouse.gov/citizens.php> (Click on the link for "*House Legislative Oversight Committee Postings and Reports*.")

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

Background

Pursuant to Section 1-30-10(G)(1), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “reports giving detailed and comprehensive recommendations for the purposes of merging or eliminating duplicative or unnecessary divisions, programs, or personnel within each department to provide a more efficient administration of government services.” (Annual Restructuring Report, Restructuring Report or ARR)

Pursuant to Section 1-30-10(G)(2), state department and agency governing authorities must submit the following to the Governor and General Assembly:

- “a seven-year plan that provides initiatives and/or planned actions that implement cost savings and increased efficiencies of services and responsibilities within the projected seven-year period.” (Seven-Year Plan)

These questions and instructions are provided for the purposes of fulfilling the agency’s requirement to the House Legislative Oversight Committee under these statutes. **Please note the agency’s response will be published on the General Assembly’s website.**

In completing these documents, having a copy of the Fiscal Year 2012-13 Accountability Report and Fiscal Year 2013-14 Accountability Report the agency submitted to the Executive Budget Office will be helpful.

Submission Process

Please complete the information and answer the questions included on the following pages. Please note at the end there is a request to complete an Excel document with the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.). Therefore, for efficiency purposes, the agency may want to keep track of this information while answering the questions instead of waiting until the end.

All forms should be submitted electronically by **March 31, 2015**, to the House Legislative Oversight Committee (HiCommLegOv@schouse.gov) in both the original format (Word and Excel) and saved as a PDF for online reporting. The signed copy of the Submission Form with a hard copy of the forms and attachments should be mailed to: House Legislative Oversight Committee, Post Office Box 11867, Columbia, South Carolina 29211. Please direct any questions about this process to Jennifer Dobson (jenniferdobson@schouse.gov) or Charles Appleby (charlesappleby@schouse.gov).

Efforts to Avoid Duplication

Please note at the end of each page in this report, the Committee includes the following:

Does the agency already provide the information requested on this page, or similar information, in a report required by a legislative entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency look in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

In the Excel document attached, there is a template to complete any questions which ask for the same information under the tab labeled, "Similar Information Requested." The Committee asks this at the end of every page because if the questions on that page seek information similar to information sought in another report to a legislative entity, we want to know so we may communicate with the legislative entity who requires the other report and determine the most efficient way to avoid duplication in the future.

In addition, notice that one section of this report requests the agency list all other reports it has to submit. The Committee is seeking this information to analyze and determine whether there are any recommendations the Committee may make, in collaboration with the other entities which require reports, in an effort to minimize the burden of all the reporting requirements on the agency while still ensuring all appropriate information is provided.

Looking Ahead

The Restructuring Report, Seven-Year Plan and Oversight Study process are new for 2015. Each year the Committee will review information sought from agencies, the methods through which it is sought and any feedback received from agencies. Through this review, it is the Committee's goal to continually improve its processes and obtain greater effectiveness and efficiency for agencies and the Committee through revisions and updates both in the information it receives and way in which it is collected. The Committee looks forward to working with agencies to provide the most effective and efficient state government for the people of South Carolina.

RESTRUCTURING & SEVEN-YEAR PLAN

ADJUTANT GENERAL

Date of Submission: March 31, 2015

Please provide the following for this year's Restructuring and Seven-Year Plan Report.

	Name	Date of Hire	Email
Agency Director	MG Robert E. Livingston, Jr.	Jan 2011	Robert.e.livingston4.mil@mail.mil
Previous Agency Director	MG Stanhope S. Spears	Jan 1995	Stanhope.spears.ngb.army.mil

	Name	Phone	Email
Primary Contact:	Frank Garrick	803-299-2031	garrickfl@tag.scmd.state.sc.us
Secondary Contact:	Danny Stewart	803-299-4445	stewartdl@tag.scmd.state.sc.us

Is the agency vested with revenue bonding authority? (re: Section 2-2-60(E))	No
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I have reviewed and approved the enclosed 2015 Restructuring and Seven-Year Plan Report, which are complete and accurate to the extent of my knowledge.

Current Agency Director
(Sign/Date):

--

(Type/Print Name):

MG Robert E Livingston, Jr. The Adjutant General of South Carolina

If applicable, Board/Commission Chair
(Sign/Date):

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(Type/Print Name):

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Insert the appropriate page numbers once the agency has completed the report.

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Key Performance Measurement Results _____	<i>Page Number 1</i>
II. Organizational Profile _____	<i>Page Number 2</i>
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VI. Seven-Year Plan	
General _____	<i>Page Number 13</i>
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EXECUTIVE SUMMARY

I. Executive Summary

A. Historical Perspective

1. Please complete the Historical Perspective Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Historical Perspective." In this chart the Committee is asking the agency to provide a bullet style list of any major changes in the agency's purpose or mission and any restructuring that occurred (i.e., combining with or taking on other agency responsibilities, etc.) during the last ten years.

B. Purpose, Mission and Vision

1. Please complete the Purpose/Mission/Vision Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Purpose, Mission." The other specifics are included in the template.

C. Key Performance Measure Results

1. After completing the Key Performance Measurement Processes Section of this Report, please come back to this question and provide a summary of the results (bullet style results only, explanations should be included in the Key Performance Measurement Processes Section).
 - A. The SC National Guard Ranks in the top 10% of the 54 States and Territories on metrics that are compiled and monitored by National Guard Bureau and has a number of programs that are considered best practices.
 - B. The SC National Guard is prepared to response to its Defense Support to Civilian Authorities (DSCA) mission in a State Active Duty (SAD) capacity. SCNG has trained for and conducted complex and expansive training exercises to validate our readiness and ability to respond to natural disasters in a timely and affective manner.
 - C. The Youth ChalleNGe Academy provides high school dropouts with an opportunity to advance their academic standing and develop other important life skills through a highly structured and monitored environment.

ORGANIZATIONAL PROFILE

II. Organizational Profile

This section asks for a fact based description of the agency. Please provide information in the stated Excel template. If an Excel template is not referenced, provide the information in bullet style.

1. The agency's main deliverables (i.e., products or services) and the primary methods by which these are provided;
 - a. Complete the Key Deliverables Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Deliverables."
2. The agency's key customers and their requirements and expectations;
 - a. Complete the Key Customers Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Customers;"
3. The agency's key stakeholders (other than customers);
 - a. Complete the Key Stakeholders Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Stakeholders;"
4. Other state agencies which have the biggest impact on the agency's mission success;
 - a. Complete the Key Partner Agency Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Key Partner Agencies."
5. The agency's performance improvement system(s);
 - A. KPIs (both State and Federal),
 - B. Audits, and
 - C. J-5 Strategic Planning Section
6. The agency's organizational structure in flow chart format;
7. Details about the body to whom the Agency Head reports;
 - a. Complete the Overseeing Body Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Overseeing Body-General" and "Overseeing Body-Individual Member."
8. Please complete the Major Program Areas Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Major Program Areas."

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

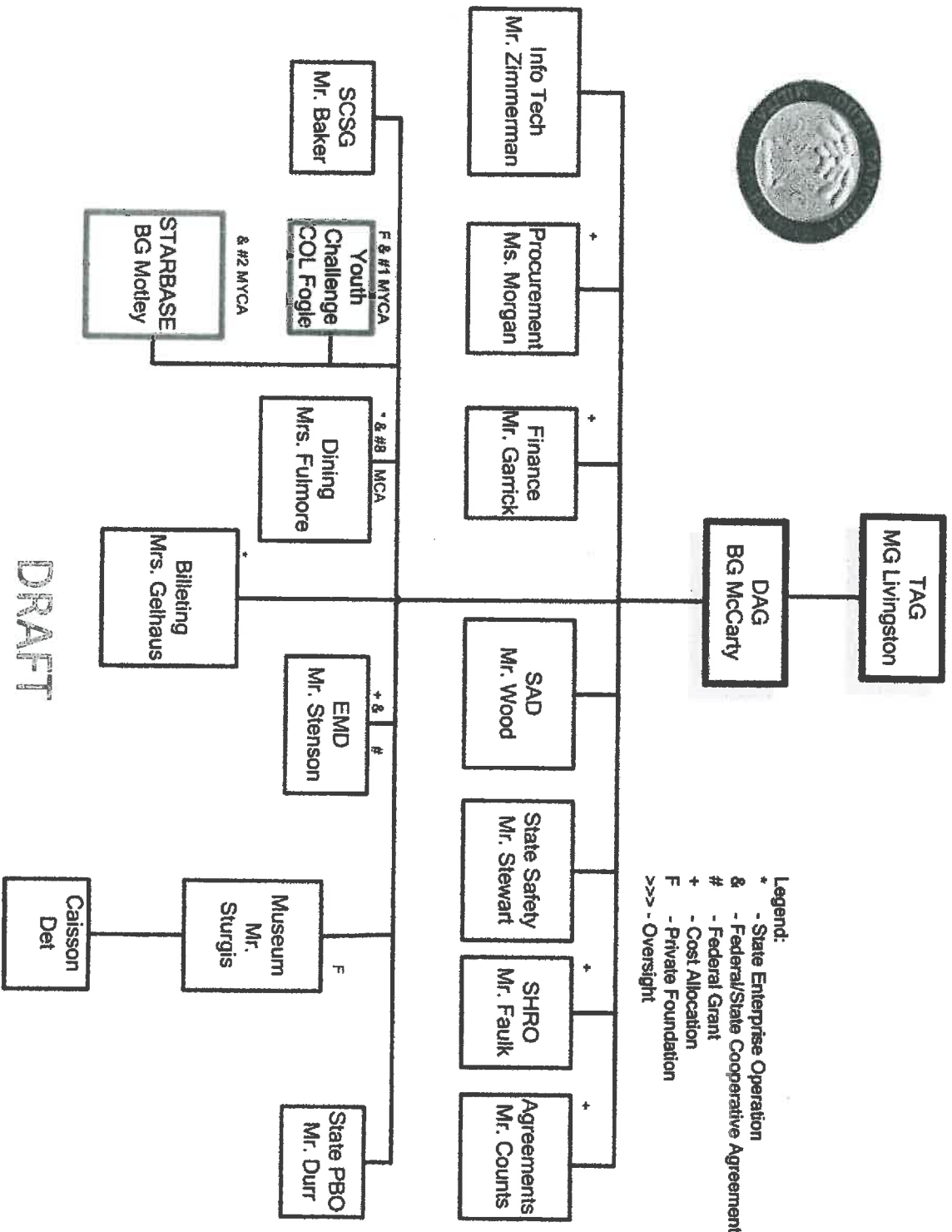
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.
 - A. Budget and Force Structure: As result of pending reductions in the defense budget as directed by the National Defense Authorization Act and sequestration, the National Guard (Army and Air) may see reductions in Force Structure and manning. These reductions could impact the ability of the SCNG to respond to Federal and State Emergencies. Federal Funding is directly linked to the current Force Structure, manning, and unit readiness.
 - B. State funding for Capital Improvements for identified Armories.
 - C. Funding to retain qualified personnel.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

SCMD Organizational Chart

STATE

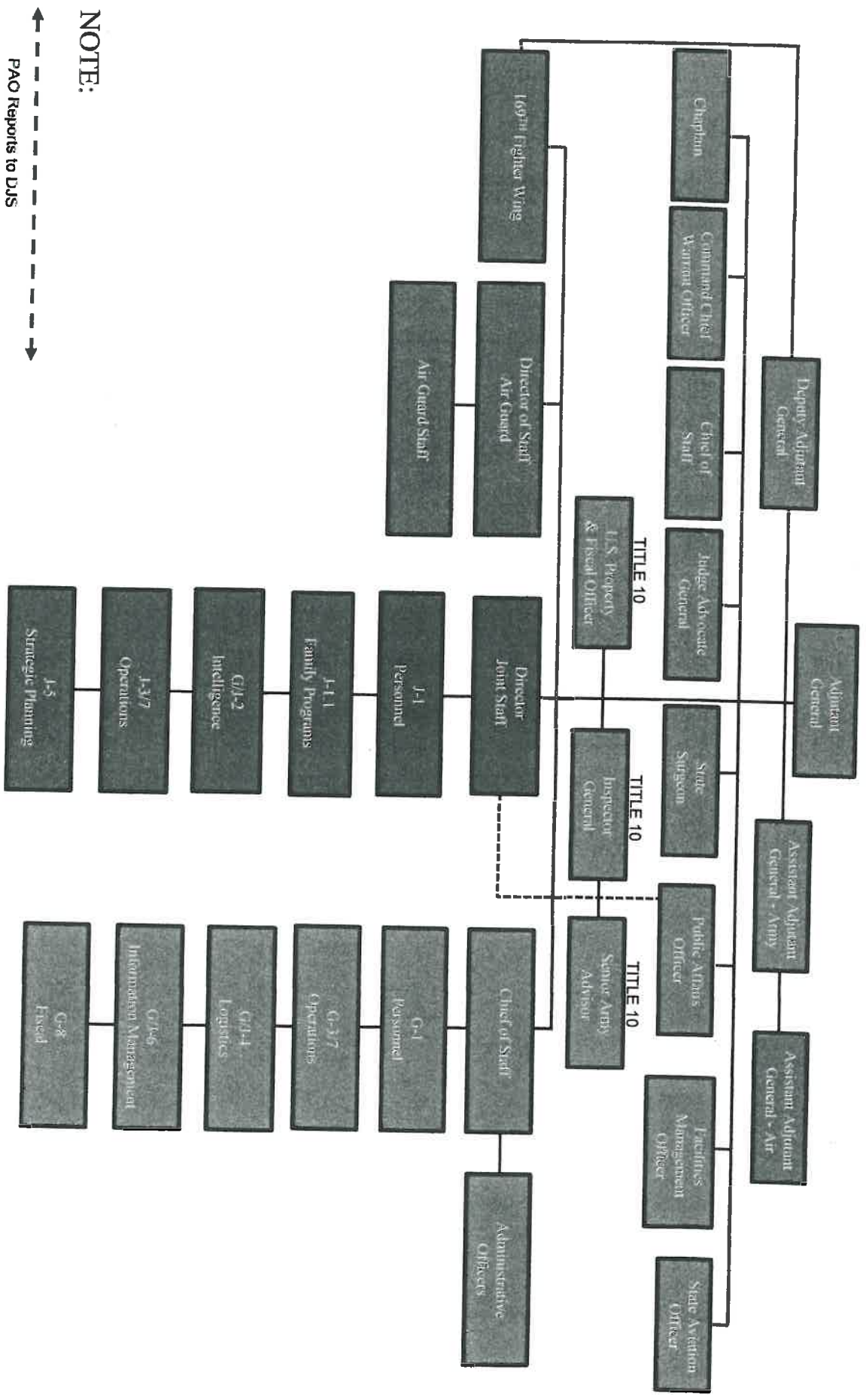
OPERATIONS



DRAFT

SC NATIONAL GUARD ORGANIZATION CHART

3.6



NOTE:



DRAFT

ORGANIZATIONAL PROFILE

III. Laws (Statutes, Regulations, Provisos)

This section asks for state and federal statutes, regulations and provisos ("Laws") which apply to the agency.

1. Please complete the Legal Standards Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Legal Standards." In this Chart, please list all state and federal statutes, regulations and provisos that apply to the agency ("Laws"). The other specifics are included in the template.

IV. Reports and Reviews

This section asks for information about reports the agency is required to submit to a legislative entity and the agency's internal review process.

1. Please complete the Agency Reporting Requirements Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Agency Reporting Requirements." In this Chart, please list all reports, if any, the agency is required to make to a legislative entity. The specifics as to each report are included in the template.
2. Please complete the Internal Audit Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Internal Audits."

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes

This category examines the agency's performance and improvement in key areas. Performance levels are examined relative to those of competitors and other organizations providing similar programs and services. Information is typically displayed by the use of performance measures. Quantitative measures may be supplemented by a discussion of qualitative measures where appropriate; however, every effort should be made to use appropriate quantitative measures that can be charted to show trends and comparisons to benchmarks.

Address only top-level results showing aggregate measures of agency-wide performance that are reflective of the value added to customers. Please include comparative data as applicable. These results are typically captured in performance goals and planning documents. When determining which processes are "key processes" consider the business impacts, and select those processes that are most important to the customer (both internal and external) to satisfy their requirements and/or those processes with problem areas identified by management.

Note: Results information (i.e., each chart, graph, table) reported for this category should be referenced to the specific question number (Ex. Chart 5.1-1, Graph 5.1-2, Table 5.1-3). The third digit identifies the sequential position of the specific chart, graph or table included in the agency's responses to each questions.

For each performance measurement included in response to the questions on the next page under Subsection A, please provide the following information:

- a. The performance goal(s)/benchmark(s) for the overall process output, and/or critical activities that produce the output.
 - i. Three agency/government entities in other states or non-government entities the agency considers the best in the country in this process or similar process and why.
 - ii. If the agency did not use results from an entity the agency listed in response to "i" as a performance goal/benchmark, why not and why did the agency choose the goal/benchmark it did?
 - iii. Individual(s) who are not employed by the agency (government or non-government, located anywhere in the country) whom the agency considers an expert in the process or similar process and their contact information, or if deceased, name of books authored.
- b. List the senior leaders who review the performance measure, their title and frequency with which they monitor it.
- c. Trends the agency has seen and the method by which it analyzes trends in these results.
- d. Whether the agency has reasonable control over this result (i.e., more than 50% or enough to be able to influence and accurately measure the result).
 - i. If the agency does not have reasonable control over this result, the other one or more agencies, who when combined with the agency, together have reasonable control over the result and names of those other agencies.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

A. Results of Agency's Key Performance Measurements

Mission Effectiveness

1. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission effectiveness (i.e., a process characteristic indicating the degree to which the process output (work product) conforms to statutory requirements (i.e., is the agency doing the right things?))?

A. SC National Guard

The South Carolina National Guard, Army and Air, consistently ranks in the top 10 of all 54 States and Territories and is considered a source for other States on what right looks like. The South Carolina Army National Guard is currently "Green" on 8 of 11 categories on the Directors Personnel Readiness Report. The Chief of Staff (COS) COL Ronald Finley uses a database called the Directors Personnel Readiness Overview (DPRO) to monitor the performance of the organization on a weekly basis. The South Carolina Air National Guard is also "Green" across the board consistently exceeding National Guard standards in recruiting, retention, medical readiness and mission capable fleet. The Air Branch has leaned forward with inspections and deployments bringing positive attention from National Leadership. When either organizations fall out of the top 10, leadership is encouraged to visit other States that are performing better to solicit better practices that will produce results that will consistently push the organization back to the top.

B. Activation to SAD- Winter Storms

During the past two years the National Guard has responded to several State Declared Emergencies regarding Winter Ice Storms. The Agency was able to activate up to 200 Guardsmen and women to respond in a timely manner and to assist other agencies in their duties. EMD was able to coordinate across the state to keep problems to a minimum.

C. Youth ChalleNGe Academy –

- Average grade level increases (Test of Adult Basic Education {TABE}):
 - 1.6 grade increase in reading.
 - 1.9 grade increase in math.
- Approximately 40% earned a GED or high school diploma.

- Performed over 120,000 hours of community service.
- 55% continued their education – either in a vocational or college track.
- 20% found employment.
- 10% enlisted in the military.

Mission Efficiency

2. What are the agency's actual performance levels for two to four of the agency's key performance measurements for mission efficiency (i.e., a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (i.e., is the agency doing things right?) including measures of cost containment, as appropriate?

A. SC National Guard

The South Carolina National Guard is consistently searching for better ways of doing business. The South Carolina Army National Guard Regimental Training Institute (RTI) is considered one of the most cost efficient training facilities in the Army National Guard. The RTI is evaluated on how much the organization spends to train Soldiers; the cost is calculated by dividing the number of graduates by the actual expenses. The RTI in South Carolina underwent an Accreditation Inspection 18 months ago and the results were extraordinary, not only was the RTI recognized as the most cost efficient, it received all "GOs" during the review. This efficiency rating is extremely important because it offers the RTI to bring additional training to South Carolina which in turns enhances the entire organization as a whole. The Directorate of Training, COL Brad Owens reviews the reports that calculate the efficiency of the RTI on a monthly basis due to courses lasting 15-21 days long. The systems monitored are Automated Fund Control Order System (AFCOS) and Digital Training Management System (DTMS). The Air National Guard adapted measures to keep readiness stats "in the green" despite funding restraints. In addition, they realigned recruiting and retention to support greater efficiencies. The move paid dividends as manpower reached 103% while retention rose to exceed the national average.

B. Activation to SAD- Winter Storms

For the most severe storm the Agency was able to activate wrecker teams, salt hauling to assist other agencies, road clearing, and aviation photography support to identify effected areas. EMD is still processing FEMA grants to assist other entities with federal funding that was received.

C. Youth ChalleNGe Academy –

- **COST--\$14,000** per student (federal share \$9,000) compared to:
 - Average year of Juvenile Incarceration -- \$39,032

- Juvenile Boot Camp -- \$30,602
- Job Corps -- \$21,515
- High School -- \$7,376

- Graduate 75% of initially enrolled cadets.

D. Army Communities of Excellence (ACOE) Program:

The Army Communities of Excellence (ACOE) Program is sponsored by the Chief of Staff of the Army and overseen by the Assistant Chief of Staff for Installation Management (ACSIM) and recognizes excellence in installation management. The program encourages and rewards installations/organizations that optimize their environment and demonstrate a commitment to facility as well as service excellence. With the concept of continuous improvement as a guide to achieving exceptional customer service and satisfaction, the ACOE program encourages and acknowledges installations'/organizations' commitment to excellence. The ACOE award honors the top Army, National Guard, and Reserve installations/organizations that have achieved high level of excellence in building a quality environment, outstanding facilities, and superior services. During a year-long process, ACOE applicants are assessed and evaluated against Army priorities and Malcolm Baldrige National Quality criteria. The program kicks off with the training necessary to ensure adherence to Army priorities, as identified in the Army Campaign Plan, and consistent understanding and application of the Baldrige criteria. A review board performs an assessment of application qualifications where Department of Army Officers and Civilian examiners review and score applications. The ACOE process wraps up with the Office of the Judge Advocate General's legal review and the Chief of Staff Army final approval. Installation/organization winners receive professional recognition to invest in improving their respective installations. All competing installations/organizations, regardless of size or mission, are directly evaluated against the Baldrige Criteria. The feedback provided through the assessment process offers valuable insights into the state of the installation/organization and highlights areas for continued improvement. The ACOE program builds on organizational knowledge and encourages a change in perspective, from what is minimally essential to what is optimally possible to support Soldiers, Families and Army civilians who live, work, train, and play on Army installations. The Army is proud of the faces of installation/organization excellence for all award winners.

The South Carolina Army National Guard submitted an application packet for 2015; the packet addresses the following areas: 1. Leadership, 2. Strategic Planning, 3. Customer Focus, 4. Measurement, Analysis, and Knowledge Management, 5. Workforce Focus, 6. Operations Focus, and 7. Results. A copy of

the submission cover letter signed by MG Livingston is included in this report; the entire submission packet is available for review on page 12.a

Quality (Customer Satisfaction)

3. What are the agency's actual performance levels for two to four of the agency's key performance measurements for quality (i.e., degree to which a deliverable (product or service) meets customer requirements and expectations (a customer is defined as an actual or potential user of the agency's products or services)) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

A. SC National Guard

The South Carolina National Guard does not have traditional customers as most State Agencies. Our services are provided when the President or the Governor call upon us to provide services. To date we have met every mission and met all required tasks, point in case during the 2013 Winter Storm in South Carolina the Army National Guard was tasked to move salt to help clear the roadways and provide wrecker teams to keep the interstates moving and free of traffic. This mission was a complete success and many accolades from the citizens of South Carolina. This area is monitored in a non-traditional method on social media by Public Affairs Officer, LTC Cynthia King on a daily basis. The Air National Guard through its Air Control Alert mission and commitment to increasing its Domestic Operations support consistently provides to the security of the citizens of South Carolina. The Alert operations have been reviewed by Higher Headquarters for mission readiness and each time the unit has exceeded the standard across the board. This commitment to excellence has been a hallmark for the Army and Air Branches of our state militia.

B. Activation to SAD- Winter Storms

The South Carolina Army National Guard responded in a timely manner with the appropriate equipment and personal to complete all assigned missions in a safe and efficient manner.

C. Youth ChalleNGe Academy –

The program attempts to enroll 150 students for each cycle with the goal of graduating 100. Not all cadets that enroll in the program ever report for training, a number of cadets are lost each cycle for a variety of reasons to include: disciplinary issues, medical issues, home sick; or voluntarily leave the program if they are 18 years of age.

Workforce Engagement

4. What are the agency's actual performance levels for two to four of the agency's key performance measurements for workforce engagement, satisfaction, retention and development of the agency's workforce, including leaders, for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

A. SC National Guard

The South Carolina National Guard, as a whole, is currently "Green" and maintains an attrition rate of less than 15% which exceeds the National Guard Bureaus (NGB) goal. The reasons for retentions rates vary, but a high percentage is Soldiers retiring after 20 years of service. Another way we analyze ourselves is through internal complaints our Inspector General complaints and Congressional Inquiries are trending down and tend to minor issues with Soldiers and families not understanding systems and processes. The COS, COL Finley receives monthly reports from both the IG's Office and the Staff Judge Advocate (JAG).

B. Activation to SAD- Winter Storms

The South Carolina Army National Guard responded in a timely manner with the appropriate equipment and personal to complete all assigned missions in a safe and efficient manner.

C. Youth ChalleNGe Academy –

The program attempts to enroll 150 students each cycle with the goal of graduating 100. Not all cadets that enroll in the program ever report for training, a number of cadets are lost each cycle for a variety of reasons to include: disciplinary issues, medical issues, home sick; or voluntarily leave the program if they are 18 years of age.

Operational/Work System Performance

5. What are the agency's actual performance levels for two to four of the agency's key performance measurements for operational efficiency and work system performance (includes measures related to the following: innovation and improvement results; improvements to cycle or wait times; supplier and partner performance; and results related to emergency drills or exercises) for the agency as a whole and for each program listed in the agency's Major Program Areas Chart?

A. SC National Guard

The South Carolina National Guard just completed a very successful Domestic Emergency Response Exercise two weeks ago, Vigilant Guard 2015 (VG15). Vigilant Guard was an exercise that simulated the land fall of a Category IV hurricane in the Georgetown, SC area that tracked inland over the top of Anderson County, SC. The event consisted of over 3,000 Soldiers and Airmen alongside 5,000 Civilians training and developing relationships to assist the

Citizens of South Carolina in the event of a major disaster. This performance is monitored in a typical military fashion with an After Action Review (AAR) which is due to be published in June, 2015. These exercises are monitored by the Joint Force Headquarters Director of Operations, COL Jackie Davis.

B. Activation to SAD- Winter Storms

The Agency is working to improve an antiquated software system used to track the activation, pay, and placement of activated troops.

The Agency recently concluded two major training exercises. The most recent exercise Vigilant Guard 2015, involved multiple states, Federal entities (USNORTHCOM, FEMA), the South Carolina State Guard, and most State agencies that have response roles to natural disasters. Although the exercise was not a graded event, After Action Reviews were conducted to identify issues and to develop courses of action for correction.

C. Youth Challenge Academy – NA

RESTRUCTURING REPORT

V. Key Performance Measurement Processes (cont.)

B. Most Critical Performance Measures

1. Of the key performance measurement processes listed in Subsection A., which are the three most critical to achieving the overall mission of the agency?

A. SC National Guard: Maintain a Ready, Relevant, Resilient and Responsible force in a resource (budget) constrained environment.

B. Construction and Facility Management: Capital funding to maintain armories to acceptable standards.

C. Youth Challenge Academy: Enroll 150 cadets each session and graduate 100.

C. Databases/Document Management

1. List all electronic databases/document management/business intelligence systems or programs utilized by the agency, including, but not limited to all relational database management systems.

TAG Building- (State) Database to copy and maintain records for State Operations to include data, emails, data storage.

EMD- (State) Database to copy and maintain records for EMD to include data, emails, data storage.

USPFO- (Federal) Database to copy and maintain records for Federal servers to include secure data, emails, phone system, and data storage.

McEntire- (Federal) Database to copy and maintain records for Federal servers to include secure data, emails, phone system, and data storage.

Army Guard

Directors Personnel Readiness Overview (DPRO)

Automated Fund Control Order System (AFCOS)

Digital Training Management System (DTMS)

Military Personnel DataSystem (MilPDS)

Air Guard

Personnel Information in Medical Research (PIMR)

Integrated Maintenance Data System (IMDS)

D. Recommended Restructuring

Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report ("Process").

1. Yes or No, based on the information obtained and analysis performed during the Process, does the agency have any recommendations for restructuring (either that it could do internally or that would need the assistance of revised or new legislation) that would merge or eliminate duplicative or unnecessary divisions, programs, or personnel within each department of the agency to provide a more efficient administration of government services?

No Restructuring. The South Carolina National Guard is performing at the levels that provide the President, Governor, and the Citizens of South Carolina a quality organization that is capable of meeting all required missions assigned.

- a. If yes, please provide the agency's suggestions.

South Carolina National Guard National Rankings

Enlisted Vacancies

RANK	ST	NUM1	DE1	PCT	Eval
1	GA	248	5204	4.7%	Green
2	ND	120	2334	5.2%	Green
3	VT	12	448	2.6%	Green
4	NH	442	5,130	8.6%	Green
5	SD	403	2,910	13.8%	Green
6	VA	314	13,330	2.3%	Green
7	NY	105	1,280	8.2%	Green
8	ME	417	5,240	7.9%	Green
9	SC	544	2,810	19.4%	Green
10	CT	240	5,000	4.8%	Green

Excess Soldiers

RANK	ST	NUM1	DE1	PCT	Eval
1	ND	15	1,014	1.5%	Green
2	VT	12	1,200	1.6%	Green
3	OR	148	2,310	6.4%	Green
4	VA	434	3,317	13.1%	Green
5	RI	201	1,400	14.4%	Green
6	VA	106	1,400	7.6%	Green
7	VA	30	1,410	2.1%	Green
8	SC	244	4,320	5.6%	Green
9	LA	40	1,180	3.4%	Green
10	LA	40	1,180	3.4%	Green

NGB Overall Personnel and Readiness Metrics

Rank	Level	Level Desc	Value	Points	Evaluation
1	UT	Utah	91.0%	88.25/97.00	Green
2	MI	Minnesota	90.3%	85.75/95.00	Green
3	SD	South Dakota	89.7%	82.50/92.00	Green
4	NE	Nebraska	87.9%	83.50/95.00	Green
5	IL	Illinois	87.9%	85.25/97.00	Green
6	HI	Hawaii	87.6%	81.50/93.00	Green
7	GA	Georgia	87.6%	85.00/97.00	Green
8	OH	Ohio	86.1%	81.75/95.00	Green
9	SC	South Carolina	83.8%	81.25/97.00	Green
10	NH	New Hampshire	83.7%	79.50/95.00	Green
10	NY	New York	83.7%	79.50/95.00	Green
12	NV	Nevada	83.4%	79.25/95.00	Green
13	VA	West Virginia	82.9%	76.75/95.00	Green
14	VA	Virginia	82.1%	78.00/95.00	Green
15	CT	Connecticut	81.8%	77.75/95.00	Green
15	KS	Kansas	81.8%	77.75/95.00	Green
15	RI	Rhode Island	81.8%	77.75/95.00	Green
18	WI	Wisconsin	81.6%	77.50/95.00	Green
19	MO	Missouri	81.3%	77.25/95.00	Green
20	ME	Maine	81.1%	77.00/95.00	Green

Warrant Officer Strength

Rank Level	Level Desc	Actual	Target	Value Points	Evaluation	
1	DE	138	440	98.6%	2.0/2.00	Green
2	WY	73	75	97.3%	2.0/2.00	Green
3	OH	217	251	97.2%	2.0/2.00	Green
4	IA	192	206	96.0%	2.0/2.00	Green
5	MI	233	233	96.6%	2.0/2.00	Green
6	SC	227	237	95.8%	2.0/2.00	Green
7	SD	411	415	95.7%	2.0/2.00	Green
8	DE	78	82	95.1%	2.0/2.00	Green
9	NV	122	129	94.6%	2.0/2.00	Green
10	HI	125	131	93.9%	2.0/2.00	Green

Enlisted Adjusted Vacancies Percent

RANK	ST	NUM1	DE1	PCT	Eval
1	GA	248	5,204	4.7%	Green
2	ND	120	2,334	5.2%	Green
3	VT	12	448	2.6%	Green
4	NH	442	5,130	8.6%	Green
5	SD	403	2,910	13.8%	Green
6	VA	314	13,330	2.3%	Green
7	NY	105	1,280	8.2%	Green
8	ME	417	5,240	7.9%	Green
9	SC	544	2,810	19.4%	Green
10	CT	240	5,000	4.8%	Green

NCO Education

RANK	ST	ASGN	QUAL	% QUAL
1	SD	4,167	864	73.78%
2	MN	3,524	2,320	65.83%
3	NV	1,016	660	64.96%
4	VI	302	191	63.25%
5	UT	2,390	1,500	62.76%
5	SC	3,432	2,139	62.33%
7	ME	797	496	62.23%
9	ID	1,306	786	60.18%
9	AK	671	403	60.06%
10	NH	607	361	59.47%

Trained/Qualified

RANK	ST	ASGN	QUAL	% QUAL
1	AR	6,786	6,584	97.02%
2	IA	6,141	5,939	96.71%
3	SC	8,353	8,054	96.42%
4	KY	6,418	6,179	96.28%
5	ME	1,951	1,877	96.21%
6	MA	5,714	5,492	96.11%
7	RI	1,965	1,885	95.93%
8	NH	1,543	1,476	95.79%
9	VA	6,677	6,394	95.76%
10	PR	5,491	5,213	95.72%

The State of South Carolina
Military Department



Office of the Adjutant General

ROBERT E. LIVINGSTON, JR.
MAJOR GENERAL
THE ADJUTANT GENERAL

1 NATIONAL GUARD ROAD
COLUMBIA, S.C. 29201-4752

NGSC-TAG

1 July 2014

MEMORANDUM FOR Director, Army National Guard, ATTN: ARNG-SPB/ACOE/IMS
Program Manager Ms. Wanda Thurman, 111 South George Mason Drive, Arlington, VA
22204-1382

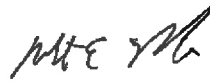
SUBJECT: Army Communities of Excellence (ACOE/IMS) Program, The Adjutant
General's Endorsement

1. Reference Memorandum ARNG-SPB, Army Communities of Excellence (ACOE/IMS) Program Guidance Memorandum of Instruction (MOI) for FY 15.
2. The referenced memorandum requires JFHQ-ST installations submitting an ACOE packet for consideration in the ACOE Award Competition to comply with four special prerequisites. JFHQ-South Carolina has met these prerequisites as stated below:
 - a. Our submission is focused on organization management processes and business operations (i.e., Integrated Management System (IMS)). We based our submission on the 2013/2014 Criteria for Performance Excellence (criteria as it relates to IMS and business processes).
 - b. We have a viable master planning capability, an approved master planner, and real property planning components maintained in accordance with AR 210-20.
 - c. JFHQ-South Carolina does not have any open or pending environmental Notices of Violation (NOVs).
 - d. Real property management controls are in place consistent with AR 405-45, Real Property Inventory Management.
3. I verify that JFHQ-South Carolina submitted narrative packet accurately reflects a valid assessment of the organization. Only unclassified data are included in this document. The submitted narrative packet was original work created without unauthorized outside contractor support.

NGSC-TAG

Subject: Army Communities of Excellence (ACOE) Award Competition, The Adjutant General's Endorsement

4. If JFHQ-South Carolina is selected as an award recipient, I will support sharing our application packet results in the spirit and practice of sharing best practices and building organizational knowledge. The point of contact for the submitted ACOE Assessment application is Capt Thomas Bryant at (803) 229-4202 or thomas.d.bryant10.mil@mail.mil



ROBERT E. LIVINGSTON, JR.
Major General, SCARNG
The Adjutant General

VI. Seven-Year Plan

A. General

1. Yes or No, does the agency have a plan that provides initiatives and/or planned actions the agency will take during the next seven fiscal years that implement cost savings and increased efficiencies of services and responsibilities in order to continually improve its ability to respond to the needs of the state's citizens?

If yes, go to Current/Recommended Actions Section.

If no, skip Current/Recommended Actions Section and go to Additional Questions.

Yes. With conditions. Attached is a cost savings plan as submitted to Senate Finance Committee in 2014.

B. Current/Recommended Actions

1. Describe all of the actions the agency is currently taking and plans it has for initiatives and actions during the next seven fiscal years to work to achieve greater efficiency in its operations in order to continually improve its ability to respond to the needs of the state's citizens? In this description, provide the names of all personnel who are responsible for overseeing the actions and plans.
2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?
3. Is legislative action required to allow the department/agency to implement the current or recommended actions?
4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.
5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.
6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Now go to Additional Questions.

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

SEVEN-YEAR PLAN

VI. Seven-Year Plan (cont.)

C. Additional Questions

1. What top three strategic objectives of the agency will have the biggest impact on the agency's effectiveness in accomplishing its mission?
 - A. Sustain and enhance the State's capability to mitigate, prepare for, respond to, and recover from all-hazards events.
 - B. Continue armory maintenance for sustainment, restoration, and modernization
 - C. Continue to review salaries to retain qualified personnel

2. What are the fundamentals required to accomplish the objectives?
 - A. Implementation of Strategic Plan (EMD)
 - B. Improve and publish updated all-hazards plans (EMD)
 - C. Develop, implement, refine, and improve processes with exercises (EMD)
 - D. Continued Capital repairs funding to improve armories
 - E. Increase in funding for personnel to reward personnel for additional training, certifications, and experience.

3. What links on the agency website, if any, would the agency like listed in the report so the public can find more information about the agency?

<http://www.scguard.com/>
www.scecmd.org
www.scyouthchallenge.com
www.scmilitarymuseum.com
www.169fv.ang.af.mil/

4. Is there any additional information the agency would like to provide the Committee or public?

The J5 Staff Section of the South Carolina National Guard (SCNG) Joint Staff is tasked with the responsibility of developing and maintaining our Strategic Plan (Palmetto Horizon 2014 -2019) in conjunction with appropriate staff/directorates. The plan outlines the Vision of the agency as directed by the Adjutant General, the agency's Mission, and the Strategic Goals. The Strategic Plan addresses critical focus areas (generally next three to five years time frame) that are statically linked to the agency's ability to maintain the resources (personnel, force structure, and equipment) needed to

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

meet both its Federal and State missions. The Strategic Goals and their supporting Lines-of-Effort are briefed on a quarterly basis (Palmetto Horizon Update Brief) by the appropriate staff/directorate responsible for the Goal and supporting Line-of-Effort. Annually the Adjutant General, Senior Staff, and appropriate staff/directorates attend a three day off-site meeting to review progress and update the Strategic Plan as necessary. A copy of the Palmetto Horizon 2014 – 2019 – Strategic Plan Framework is attached to this report on page 16.a

5. Consider the process taken to review the agency's divisions, programs and personnel to obtain the information contained in response to all the previous questions in the Restructuring Report and Seven-Year Plan ("Process"). State the total amount of time taken to do the following:
 - a. Complete the Process: 50 man hours
 - b. Complete this Report: 20 man hours

6. Please complete the Personnel Involved Chart. In the Excel document attached, there is a template to complete under the tab labeled, "Personnel Involved." Please list the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in the Restructuring and Seven-Year Plan Report and their title and their specific role in answering the question (i.e., searched the agency documents, asked for information because they are in charge of the department, etc.).

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Vision

The SOUTH CAROLINA NATIONAL GUARD is an **EXTRAORDINARY ORGANIZATION** -- **READY** to execute its missions today, with a **RELEVANT** force structure, composed of **RESILIENT** Service Members, Employees, and Families, who are **RESPONSIBLE** to our Nation, Communities, Families, Soldiers, and Airmen.

Mission

Generate Combat Ready Troops to Conduct State and Federal Operations.
Provide Command and Control for State Military Operations.



Strategic Goals

<p>GOAL 1 Posture Personnel for Relevant Future Force Structure OPRs – DAGS, DIS, Army and Air Chiefs of Staff</p>	<p>GOAL 2 Attain Relevant Force Structure OPRs – DAGS</p>	<p>GOAL 3 Provide Infrastructure for the future force OPRs – Army and Air Chiefs of Staff</p>	<p>GOAL 4 Pursue Strategic Initiatives OPRs – DIS</p>
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OBJECTIVES

<p>1.1 Implement leadership development and management program (DAGS)</p>	<p>2.1 Organize and resource force structure (G-3 and A-3)</p>	<p>3.1 Expand, enhance, and leverage relationships and partnerships (FMCO)</p>	<p>4.1 Develop Cyber Fusion Cell (J-2)</p>
<p>1.2 Man the force (G-1 and A-1)</p>	<p>2.2 Attain F-35s (Wing Commander)</p>	<p>3.2 Develop infrastructure that supports the MSCs and future force structure requirements (FMCO)</p>	<p>4.2 Expand the State Partnership Program (J-5)</p>
<p>1.3 Continue Improvement Initiatives in Support Systems and Services (J1/J1.1/G-1/A-1)</p>	<p>2.3 Attain/retain relevant future ARNG force structure (G-3)</p>	<p>4.3 Develop the Savannah River Site for Future Opportunities (G-3)</p>	<p>4.4 Develop SSAV/COP Initiative (J-3)</p>
			<p>4.5 Develop technical schools initiative (SAAO and J-4)</p>
			<p>4.6 Develop SEATS (SAAO)</p>



-- Adjutant General Priority Goal

Values

SCARNG: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage
SCANG: Integrity First, Service Before Self, Excellence in All We Do

CHARTS APPENDIX

VII. Excel Charts

Please send an electronic copy of the entire Excel Workbook and print hard copies of each of the Charts to attach here. Please print the charts in a format so that all the columns fit on one page. Please insert the page number each chart begins on below.

Similar Information Requested Chart _____	<i>Page Number 18</i>
Historical Perspective Chart _____	<i>Page Number 19</i>
Purpose, Mission Chart _____	<i>Page Number 20</i>
Key Products Chart _____	<i>Page Number 23</i>
Key Customers Chart _____	<i>Page Number 24</i>
Key Stakeholders Chart _____	<i>Page Number 25</i>
Key Partner Agency Chart _____	<i>Page Number 26</i>
Overseeing Body Chart (General and Individual Member) _____	<i>Page Number 28</i>
Major Program Areas Chart _____	<i>Page Number 30</i>
Legal Standards Chart _____	<i>Page Number 31</i>
Agency Reporting Requirements Chart _____	<i>Page Number 34</i>
Internal Audits Chart _____	<i>Page Number 35</i>
Personnel Involved Chart _____	<i>Page Number 36</i>

Does the agency already provide the information requested on this page, or similar information, in a report required by another entity? If yes, add the appropriate information to the Similar Information Requested Chart. If the agency looks in the Excel document attached, there is a template for the agency to complete for any questions which ask for the same information under the tab labeled, "Similar Info Requested."

Similar Info Requested

INSTRUCTIONS: Please provide details about other reports which investigate the information requested in the Restructuring Report. This information is sought in an effort to avoid duplication in the future. In the columns below, please list the question number in this report, name of the other report in which the same or similar information is requested, section of the other report in which the information is requested, name of the entity that requests the other report and frequency the other report is required. **NOTE:** Responses are not limited to the number of rows below that have borders around

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Office of the Adjutant General		Restructuring		Office of Senate Oversight	One time

Historical Perspective Chart

INSTRUCTIONS: Please provide information about any restructuring or major changes in the agency's purpose or mission during the last ten years. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Year	Name of Other Report	Description of Major Change in Agency's Purpose or Mission
Office of the Adjutant General	various	Youth Challenge Academy	The program has changed locations and combined two locations into one at the McCrady Training Center
		State Armories	Armories have been built, closed, repaired, and units have adjusted to different locations

Purpose, Mission Chart

INSTRUCTIONS: Provide information about the date the agency, in its current form, was initially created and the present purpose, mission and vision of the agency, with the date each were established in parentheses. The Legal Standards Cross Reference column should link the purpose, mission and vision to the statutes, regulations and provisos listed in the Legal Standards Chart, which they satisfy.

Agency Submitting Report	Date Agency created	Name of Other Report	Mission	Vision	Legal Standards Cross References
Adjutant General	1670	Military Department	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.	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.	Title 25 establishes the SC Military Department.

<p>Agency Section: E240 Construction and Facilities Management Office</p>		<p>Construction and Facility Management</p>	<p>Provide functional leadership for all agency facility engineering programs, including facility construction, maintenance, and real estate with an emphasis on safeguarding the environment and providing quality training areas and work environments that support the readiness and relevance of assigned units and Soldiers.</p>		<p>Title 25 Article 11 Property and Finances Generally, SC Code of Laws 25-1-1370 Allowances for Maintenance Title 25 Article 13 Training Facilities, SC Code of Laws 25-1-1640 Maintenance of Training Facilities Title 10 Armed Forces 10 USC 18236 OMB Circular A-87 National Guard Regulation (NGR) 415-5 and 420-10</p>
<p>OTAG-SCEMD 888)</p>	<p>1950 (Act</p>	<p>To prepare, warn, support, assess, and coordinate state response and assistance under agency authority or direction of the Governor for any all-hazards emergency through all phases of emergency management (preparedness, response, recovery, and mitigation).</p>	<p>The SCEMD leads the state emergency management program to minimize the loss of life and property from all-hazard events.</p>	<p>To be recognized as an accomplished and innovative leader in emergency management that is known as ready, relevant, resilient and responsible.</p>	<p>SC Constitution: SC Code of laws 25-1-420 through 25-1-460; SC Code of Regulations 58-1 and 58-101</p>
<p>State Guard</p>		<p>Volunteers to assist the National Guard in various activities</p>	<p>To assist the National Guard and the State during times of SAD and to assist other agencies</p>	<p>To free other assets to do a higher mission during times of activity</p>	

Agency Name: Office of the Adjutant General
Agency Code: 99

Purpose, Mission Chart

Agency Section: E240 Youth Challenge Academy	1998	To intervene in the life of at-risk youth	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	To be the premier at-risk youth program in South Carolina	
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INSTRUCTIONS: Provide information about the agency's key deliverables (i.e. products or services), primary methods by which these are delivered, and, as applicable, actions that may reduce the general public and/or other agencies initial or repetitive need for the deliverable. List each deliverable on a separate line. If there are multiple ways in which the deliverable is provided, list the deliverable multiple times with each delivery method on a separate line. In the "Three Greatest" column, indicate and rank the three most significant deliverables the agency brings to the people of South Carolina with #1 being the most significant. For the deliverables which are not one of these most significant, do not put anything in this column. The Major Program Area Cross Reference Column should link the deliverable to the major program area, in the Major Program Area Chart, within which that product or service is provided. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Deliverable (i.e. product or service)	Three Most Significant (#1, #2, #3)	Primary Method of Delivery	What can be done to reduce the general public and/or other agencies initial need for this deliverable? (i.e. preventive measures before the citizen or agency needs to come to the agency)	What can be done to reduce the general public and/or other agencies need to return for this deliverable? (i.e. preventive measures to ensure they do not need to come back to the agency for this service or product after already receiving it.)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Reference
SC Adjutant General's Office - Administration	1	Payroll and vendor checks for services provided and goods around		Direct deposit/bank	N/A	N/A		All
SCARMS - CFMO	2	Adequate Facilities to support Stationing, Training, and Readiness of SCARMS units.		1. Maintenance, Sustainment, Repair, and New Construction	N/A	N/A	Increased Capital Improvement Funding would reduce Maint and Repair cost over time.	Army Operations, Army Contract Support, and Grounds Capital Projects
OTAG SCEND	3	Emergency Resources to Local Governments		2. Federal Grants	N/A	N/A		EMD
OTAG SCEND	4	Emergency Training and Exercises		3. Plans and Federal Grants	N/A	N/A		EMD
OTAG SCEND	5	Disaster Individual & Public Assistance		Federal Grants	N/A	N/A		EMD
OTAG SCEND	6	Disaster Mitigation Assistance		Federal Grants	N/A	N/A		EMD

Key Customers Chart

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is defined as an actual or potential user of the agency's deliverables. Please be as specific as possible in describing the separate customer segments (i.e. do not simply put "public.") The Deliverables Cross References column should link customer groups to the deliverable listed in the Key Deliverables Chart, which they utilize. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Customer Segments	Requirements/Exceptions	Deliverables Cross References
SC Adjutant General's Office - Administration	1	TAG and agency staff	Provide administrative support to the TAG and the office including budget, planning and accounting, human resources management, payroll, procurement, IT support, and internal audit.	1
SCARRNG - CFMO	1	SC Governor	Facilities which have a reduced Deferred Maint, are more energy efficient, and are sustainable to support the readiness of the SCARRNG.	1,2
SCARRNG - CFMO	2	Dept. of Defense	Facilities which have a reduced Deferred Maint, are more energy efficient, and are sustainable to support the readiness of the SCARRNG.	1,2
SCARRNG - CFMO	3	SCARRNG Leadership/Soldiers	Facilities which have a reduced Deferred Maint, are more energy efficient, and are sustainable to support the readiness of the SCARRNG.	1,2
SCARRNG - CFMO	4	Citizens of SC	Facilities which have a reduced Deferred Maint, are more energy efficient, and are sustainable to support the readiness of the SCARRNG.	1,2
OTAG-SCEMD	1	FEMA	Regulatory Agency requiring recurring reports	1,3,4,5,6
OTAG-SCEMD	2	Other State Agencies	Guidance	1,3,4,5,6
OTAG-SCEMD	3	SC Counties & Municipalities	Financial resources/guidance	1,3,4,5,6
OTAG-SCEMD	4	SC Businesses and Individuals impacted by an emergency	Financial resources/guidance	1,3,4,5,6
OTAG-SCEMD	5	Volunteer Organizations Active in Disasters (VOADs)	Financial resources/guidance	1,3,4,5,6

Key Stakeholder Chart

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and exceptions. A stakeholder is defined as a person, group or organization that has interest or concern in an agency. Stakeholders can affect or be affected by the agency's actions, objectives and policies. Please be as specific as possible in describing the separate stakeholder groups (i.e. please do not simply put "the public.") The Deliverables Cross References column should link stakeholder groups to the deliverable, listed in the Key Deliverables Chart, for which they group has the most interest or concern. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Exceptions	Deliverables Cross References
SC Adjutant General's Office	1	SC Comptroller General's Office	Adhere to the C/G's rules and regulations regarding the disbursement and transfer of funds (General Fund, EIA Funds, Federal Funds & Other Funds).	
SC Adjutant General's Office	2	SC Comptroller General's Office	Record and report financial data in conformity with GAAP.	
SC Adjutant General's Office	3	State Treasurer's Office	Manage cash and record revenue in accordance with STO guidelines.	
SCARNG - CFMO	4	SCARNG Leadership/Soldiers	Adequate facilities that support Stationing, Training, and Readiness of the SCARNG as it modernizes equipment and units to respond to current Federal and State missions.	1,2
OTAG-SCEMD	5	FEMA	Regulatory Agency requiring recurring reports	1,3,4,5,6
OTAG-SCEMD	6	Other State Agencies	Guidance	1,3,4,5,6
OTAG-SCEMD	7	SC Counties & Municipalities	Financial resources/guidance	1,3,4,5,6
OTAG-SCEMD	8	SC Businesses and Individuals impacted by an emergency	Financial resources/guidance	1,3,4,5,6

Key Partner Agencies Chart

INSTRUCTIONS: List the names of the other state agencies which have the biggest impact on the agency's mission success (list a minimum of three); partnership arrangements

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
SC Adjutant General's Office - Administration	SC Budget & Control Board	Grant Services, Budget, Indirect Cost & Capital Improvement Projects.	Yes	All
SC Adjutant General's Office - Administration	SC Comptroller General's Office	Process payroll for agency staff and activated State Guard personnel. Process vendor payments.	Yes	All
SC Adjutant General's Office - Administration	SC State Treasurer's Office	Process deposits, reconcile bank account activity.	Yes	All
SCARRNG - CFMO	SC State Engineers Office	Regulatory and Legal requirements	No	Army Operations, Army Contract Support, Capital Projects
SCARRNG - CFMO	Real Property Services	Regulatory and Legal requirements	No	Army Operations, Army Contract Support, Buildings and Grounds, Capital Projects
SCARRNG - CFMO	Materials Management Office	Regulatory and Legal requirements	No	Army Operations, Buildings and Grounds
SCARRNG - CFMO	Attorney General's Office	Regulatory and Legal requirements	No	Army Operations, Army Contract Support, Capital Projects
OTAG-SCEMID	SC National Guard	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SCDOT	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SCDSS	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SCDHEC	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SC Budget and Control Board	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SC SLED	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SC DPS	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SC Forestry Commission	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMID	SC Dept. of Commerce	SC Emergency Operations Plan	Yes	EMD

Agency Name: Office of the Adjutant General
 Agency Code: 99
 Agency Section: E240

Key Partner Agencies Chart

OTAG-SCEMD	SC Public Service Commission	SC Emergency Operations Plan	Yes	EMD
OTAG-SCEMD	Clemson U. Livestock-Poultry Health	SC Emergency Operations Plan	Yes	EMD

Overseeing Body - General Chart

INSTRUCTIONS: Provide information about the body that oversees the agency and to whom the agency head reports including what the overseeing body is (i.e. board, commission, etc.); total number of individuals on the body; whether the individuals are elected or appointed; who elects or appoints the individuals; the length of term for each individual; whether there are any limitations on the total number of terms an individual can serve; whether there are any limitations on the number of consecutive terms an individual can serve; and any other requirements or nuisances about the body which the agency believes is relevant to understanding how the agency performs and its results.

Agency Submitting Report	Type of Body (i.e. Board, Commission, etc.)	# of Times per Year Body Meets	Total # of Individuals on the Body	Are Individuals Elected or Appointed?	Who Elects or Appoints?	Length of Term	Limitations on Total Number of Terms	Limitations on Consecutive Number of Terms	Challenges imposed or that Agency staff and the Body have faced based on the structure of the overseeing body	Other Pertinent Information
ADJUTANT GENERAL	MILITARY DEPARTMENT			ELECTED	CITIZENS	4 YEARS	Last election			This is the last year of election. The Adjutant General will be appointed by the Governor.

Overseeing Body - Individual Members Chart

INSTRUCTIONS: Provide information about the individual members on the body that oversees the agency including their name, contact information, length of time on the body, profession and whether they are a Senator or House Member. The Major Program Areas Cross References Column should link the individual to the major program area, in the Major Program Areas Chart, in which the individual has a particular influence, if any, by way of serving on a subcommittee within the body, task force, etc. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name of Individual on Body	Contact Information	Profession	Date First Started Serving on the Body	Last Date Served on the Body	Length of Time on the Body (in years)	Senator or House Member? (put Senate or House)	Major Program Areas Cross Reference
Adjutant General	MG Robert E. Livingston, Jr. Governor (in the event of a declared emergency, the Governor will take control of the National Guard as the State Commander in Chief)	803-299-4217	Military	Jan-11		5		

INSTRUCTIONS: Provide information about the agency's Major Program Areas as those are defined in the Appropriations Act. When completing columns B - K, the agency can copy and paste the information the agency submitted in the Program Template of the FY 2013-14 Accountability Report. Just make sure of the following:

Note: _____

Agency Submitting Report	Program/Title	Purpose	FY 2012-13 Expenditures		FY 2013-14 Expenditures		TOTAL	% of Total Budget	Key Performance Measures Cross Reference	Legal Standards Cross Reference	
			General	Other	General	Other					
Office of the Adjutant General	I Administration	Provide all costs related to Administration, TAG, DAG, 855, HR, Grants, Procurement, SMO, Museum, Admin Building	\$ 870,558.05	\$ 151,191.18	\$ 223,868.48	\$ 1,351,697	\$ 1,179,553	30.281	\$ 747,306	\$ 1,957,140	All legal Standards
Office of the Adjutant General	II 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.	\$ 1,671.00			\$ 1,671	\$ 1,671			\$ 1,671	All legal Standards
Office of the Adjutant General	III Administration- Funeral Calson	The Adjutant General may make its calson available for the funeral of dignitaries and military-oriented activities and events.	\$ 62,428.99			\$ 62,428	\$ 62,425			\$ 62,425	All legal Standards
Office of the Adjutant General	IV Administration- Civil Air Patrol	SCNG pass through funding for the Civil Air Patrol	\$ 5,000.00			\$ 5,000	\$ 5,000			\$ 5,000	All legal Standards
Office of the Adjutant General	V Army Operators	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	\$ 1,695,925	\$ 987,341		\$ 2,683,166	All legal Standards
Office of the Adjutant General	VI Buildings and Grounds	Department to inspect and repair the Readiness Centers around the State	\$ 204,461			\$ 204,461	\$ 198,139			\$ 198,139	All legal Standards
Office of the Adjutant General	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	\$ 17,932,820	\$ 265,419	\$ 552	\$ 20,164,099	\$ 20,430,070	All legal Standards
Office of the Adjutant General	VIII Enterprise	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	\$ 2,595,789	\$ 860,695		\$ 2,201,093	\$ 2,697,017	All legal Standards
Office of the Adjutant General	IX McEntire Air NG Base	National Guard program to provide briefing and dining facilities at the National Guard Training Sites	\$ 321,510	\$ 2,506,789		\$ 3,895,436	\$ 359,483	\$ 2,697,017		\$ 3,930,304	All legal Standards
Office of the Adjutant General	IX A Starbase	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			\$ 3,523,926	\$ 216,631	\$ 3,570,821		\$ 243,666	\$ 243,666	All legal Standards
Office of the Adjutant General	X Emergency Preparedness	National Guard Youth program designed to improve the STEM skills primarily targeting at risk fifth grade students.	\$ 1,366,106	\$ 1,105,168	\$ 7,295,747	\$ 9,767,021	\$ 1,370,514	\$ 1,075,692	\$ 8,551,028	\$ 10,997,694	All legal Standards
Office of the Adjutant General	X A Previous Year EMD	Reduce or loss of life and property from disasters and terrorism. Provide State and Federal assistance to respond, recover, and mitigate from disasters.					\$ 353,265	\$ 43,448	\$ 6,310,941	\$ 6,707,654	All legal Standards
Office of the Adjutant General	XI State Guard	Provide State and Federal assistance to recover and mitigate from disasters in previous years	\$ 125,424			\$ 125,424	\$ 108,483			\$ 108,483	All legal Standards
Office of the Adjutant General	XII Employee Benefits	Volunteers supporting the Military Department in state missions consisting of maintaining public safety, supporting local civil authorities and assisting other state and community services	\$ 584,931	\$ 498,199	\$ 3,164,097	\$ 4,244,227	\$ 708,960	\$ 518,931	\$ 3,423,005	\$ 4,650,985	All legal Standards
Office of the Adjutant General	State Active Duty	All fringes for payroll including SS, Health, Retirement, etc.					\$ 535,625			\$ 535,625	All legal Standards
Office of the Adjutant General	Capital Projects	Guardman called to state Active Duty by the Governor in times of declared emergencies		\$ 952,098	\$ 17,895,138	\$ 18,807,236		\$ 202,421	\$ 8,681,124	\$ 8,833,545	All legal Standards
Remainder of Programs: List any programs not included above and show the remainder of expenditures by source of funds.			% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	% of Total Budget	

INSTRUCTIONS: List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice and Department of Transportation. The agency will see that a statute should be listed again on a separate line for each year there was an amendment to it. Please delete the example information before submitting this chart in final form. **NOTE:** Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Item #	Statute/Regulation/ Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Office of the Adjutant General	1	25-1-100	State	Establishes pensions for members of the National Guard who are wounded or disabled while in service of State.
Office of the Adjutant General	2	25-1-110	State	Establishes eligibility/process for presenting flag of the State of SC appropriate for use as a burial flag.
Office of the Adjutant General	3	25-1-310	State	Establishes the method of Administration of the State militia.
Office of the Adjutant General	4	25-1-320	State	Establishes position of Adjutant General.
Office of the Adjutant General	5	25-1-3640	State	Establishes protocol in case of vacancy of TAG position.
Office of the Adjutant General	6	25-1-350	State	Establishes general powers and duties of Adjutant General.
Office of the Adjutant General	7	25-1-380	State	Establishes Assistant Adjutant General for Army.
Office of the Adjutant General	8	25-1-390	State	Establishes Assistant Adjutant General for Air.
Office of the Adjutant General	9	25-1-400	State	Establishes duties of Assistants during absence of Adjutant General.
Office of the Adjutant General	10	25-1-410	State	Establishes audit and allowance of department expenses.
Office of the Adjutant General	11	25-1-Article 4	State	Establishes within the Office of the Adjutant General the SC Emergency Management Division. Establishes administration and duties of the SCEMID.
Office of the Adjutant General	12	25-3-10	State	Establishes the SC State Guard.
Office of the Adjutant General	13	25-3-20-210	State	Sets forth who may be in the Guard, when the Guard may be called into duty, service and pay regulations.
Office of the Adjutant General	14	25-17-10	State	Establishes the SC Military Museum.
Office of the Adjutant General	15	25-17-20	State	Sets forth the duties of the museum board.
Office of the Adjutant General	16	25-17-30	State	Sets for maintenance of museum and collection.

Office of the Adjutant General	17	25-17-40	State	Authorizes board to (1) accept certain loans, grants, donations, and the like, and (2) acquire land or items by purchase, lease, or contract.
Office of the Adjutant General	18	25-17-50	State	Establishes responsibility for the collection, preservation, and exhibition of items.
Office of the Adjutant General	19	99.1	State	Establishes how unit maintenance funds may be used.
Office of the Adjutant General	20	99.2	State	Establishes how revenues collected by National Guard units may be used.
Office of the Adjutant General	21	99.3	State	Sets forth maximum fee that an armory may charge for uses of its premises for election purposes.
Office of the Adjutant General	22	99.4	State	Establishes means whereby the State Military Dept. parking lot spaces may be rented during events at USC's Williams-Brice Stadium and how revenue derived from the rentals may be used.
Office of the Adjutant General	23	99.5	State	Authorizes armory rental program and establishes how such revenue may be used.
Office of the Adjutant General	24	99.8	State	Authorizes lease of SCMD real property and establishes how such revenue may be used.
Office of the Adjutant General	25	99.9	State	Authorizes retention of revenues collected by the Billeting and Dining Facility and establishes protocol for expenditure of such funds.
Office of the Adjutant General	26	99.13	State	Establishes means whereby the Columbia Armory parking lot spaces may be rented during events at USC's Williams-Brice Stadium and how revenue derived from the rentals may be used.
Office of the Adjutant General	27	99.15	State	Prohibits any reduction of funds for the Funeral Caisson in the event of a mandated general fund budget reduction.
Office of the Adjutant General	28		State	Establishes position of Mental Health Care Facilitator/Coordinator and sets forth the duties and requisite experience for the person hired into this position.
Office of the Adjutant General	29	Title 25 Article 11 Property and Finances Generally, 25-1-1370	State	This article allows for the establishment of unit maintenance funds and other revenue sources which will be deposited in state accounts for operations and maintenance of the state military department.
SCARNG - CFMO	30	Title 25 Article 13 Training Facilities, 25-1-1640		This article requires the Adjutant General to properly maintain training facilities and authorizes the expending of funds for this purpose.
SCARNG - CFMO	31	Title 10 Armed Forces 10 USC 18236	Federal	Federal law governing the funding of National Guard facilities on state owned property.
SCARNG - CFMO	32	NGR 415-5	Federal	This regulation provides guidance for planning, programming, budgeting, and executing all Army National Guard military construction projects funded in whole or in part with a military construction appropriation.
SCARNG - CFMO	33	NGR 420-10	Federal	This regulation sets the responsibilities, organization, functions, and personnel for State Construction and Facilities Management Offices.
SCARNG - CFMO	34	AR 210-20	Federal	This regulation defines the real property master planning concept and requirement and establishes policies and responsibilities for implementing the real property master planning process for Army communities.

Legal Standards Chart

SCARNG - CFMO	35	NGR 5-1	Federal	These Appendices to the Master Cooperative Agreement (MCA) prescribes the terms, conditions, policies and administrative procedures related to the National Guard Bureau's (NGB) federal contribution for Facilities Operation and Maintenance Activities (FOMA), Fire and Emergency Services (FES) and Environmental Management within the state.
SCARNG - CFMO	36	NGP 210-20	Federal	This pamphlet describes processes for conducting real property development planning within the National Guard.
OTAG-SCEMD	37	Code of Federal Regulations Title 44, as amended	Federal	Emergency Management and Assistance basic policy and procedures.
OTAG-SCEMD	38	Public Law 106-390	Federal	Robert T. Stafford Disaster Relief and Emergency Assistance Act.
OTAG-SCEMD	39	SC Code of Laws 25-1-420 through 25-1-460	State	
OTAG-SCEMD	40	SC Code of Regulations 58-1	State	Local Government Preparedness Standards
OTAG-SCEMD	41	SC Code of Regulations 58-101	State	State Government Preparedness Standards
OTAG-SCEMD	42	Proviso 99.14	State	Allows for Emergency Commodities purchases
OTAG-SCEMD	43	Proviso 99.10	State	SCEMD personnel compensatory payment during emergencies
OTAG-SCEMD	44	Proviso 99.6	State	meals provision for emergency operations center during events and exercises
OTAG-SCEMD	45	Proviso 117.56	State	FEMA flexibility allowing use of state share appropriations for subsequent disasters

Agency Reporting Requirements Chart

INSTRUCTIONS: List all reports, if any, the agency is required to submit to a legislative entity. Beside each include the following under the appropriate column: a) Name of the report; b) Legislative entity that requires the report; c) Law(s) that require the agency to provide the report; d) Stated legislative intent from legislative entity, statute, regulation or other source) in providing the report; e) Frequency with which the report is required (i.e. annually, monthly, etc.); f) Approximate cost to complete the report and any positive results from compiling and submitting the report; and h) Method by which the agency receives, completes and submits the report (i.e. include fax number, email address, log into or open program, enter data and click submit, etc.). Included below are examples of reports the agency may have to submit. The examples do not include information in the columns under # of staff needed to complete the report, total amount of time to complete the report and number of times below that have a asterisk around them, please list all that are applicable.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Frequency	# of Days in which to Complete Report	Month Report Template is Received by Agency	Month Agency is Required to Submit Report	# of Staff Members Needed to Complete Report	Cost to Complete Report (Total Agency Report Cost to Complete Report (consider # of staff time, etc.))	Positive Results of Reporting	Method in which Report Template is Sent to Agency (i.e. via email, hardcopy)	Format in which Report Template is Sent to Agency	Method in which Agency Submits Report (i.e. email, mail, disk, submit on web based form, etc.)	Format in which Agency Submits Report (i.e. Word, Excel, text, etc.)
Adjutant General	1	Restructuring Report	House Legislature's Oversight Committee	1-30-10(GX)1	Increased Efficiency	2015	Annually	30	February	March			TBD	Word and Excel	Word and Excel	Email and Hardcopy	Word and Excel
Adjutant General	2	Accountability Report	Executive Budget Oversight Committee	Chapter 4, 4.5 A.1, Manual for Planning and Execution of State Permanent Improvements	Summation of Work Orders Issued to contractors for each quarter.	2008	Quarterly	28th day of N/A month of each calendar quarter	N/A	April, July, October, January	1	\$300	TBD	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
SCARRIG - CRM	3	Indefinite Delivery Contract Quarterly Report	SEC State Engineers' Office, SACD	4.5 A.1, Manual for Planning and Execution of State Permanent Improvements										Word and Excel	Word and Excel	Hardcopy	Word and Excel

INSTRUCTIONS: Identify the agency's internal audit system and policies during the past five fiscal years including the date the agency first started performing audits, individuals responsible for filing the internal auditors, individuals to whom internal auditors report, the head internal auditor, general subject matters audited, the individual or body that makes decision of when internal audits are performed, the date and when determining whether to conduct an internal audit, total number of audits performed in the last five fiscal years, # of months it took for shortest audit, # of months for longest audit, average number of months to complete an internal audit, and date of the most recent Peer Review of Self-Assessment by SIC State Internal Auditors Association or other entity, if other entity, name of that entity.

Note: All audits are not the result of suspicious activity or alleged improper action. Often times regular audits are required by statute regulation or an agency's standard operating procedure simply as a method of ensuring operations are staying on track.

Agency Submitting Report	Does agency have internal auditors?	Date Internal Audits Began	Individuals responsible for filing internal audits	Individuals to whom internal auditors report	Name and contact information for head Internal Auditor	General subject matters audited	Who makes decision of when an internal audit is conducted?	Information considered when determining whether to conduct an internal audit	Do internal auditors conduct an agency wide risk assessment routinely? Y/N	Do internal auditors routinely evaluate the agency's performance measurement and improvement systems? Y/N	Total Number of Audits performed in last five fiscal years	# of months for shortest audit	# of months for longest audit	Avg. # of months needed to conduct audit	Date of most recent Peer Review of Self-Assessment by SIC/IAA or other entity, name of that entity
Adjutant General	Y		Frank Garrick	Frank Garrick	Joe Hick	Purchasing Cards, Frank Garrick and Maintenance Funds	Frank Garrick	Monthly Purchases and Agency regulations	Y	Y	Numerous	1	6	3	
	Y		US Property and Fiscal Office	USPFO	Ken Snow	Cooperative Agreements	USPFO/AGB	Required every three years	Y	Y	Numerous	2	6	3	

Personnel Involved Chart

INSTRUCTIONS: List the name of all personnel at the agency who were consulted or performed work to obtain the information utilized when answering the questions in these reports, their title and their specific role in answering the question (i.e. searched the agency documents, asked for information because they are in charge of the department, etc.) Please delete the example information and instructions row before submitting this chart in final form. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Office of the Adjutant General	Frank Garrick	803-299-2031	garrickf@tag.scmd.state.sc.us	Budget & Finance	Chief Financial Officer	All	Research, Input, and compilation
OTAG-SCEMD	Kim Stenson	803-737-8550	kstenson@emid.sc.gov	SCEMD	Director	I,II,III,IV,V,VI	Input, Overview and Approval for SCEMD
OTAG-SCEMD	Steven Batsou	803-737-8595	sbatsou@emid.sc.gov	SCEMD	Chief of Staff	I,II,III,IV,V,VI	Input and Overview
OTAG-SCEMD	Morgan Denny	803-737-8559	mdenny@emid.sc.gov	SCEMD	C, Finance and Adm'n	I,II,III,IV,V,VI	Research and Input
Office of the Adjutant General	Robin Hopkins	299-2965	hopkinrs@tag.scmd.state.sc.us	Budget & Finance	Budget Accountant	I,II,III,IV,V,VI	Research and Input
OTAG-USPFO	Mike Harmon	299-1456	james.m.harmon04.mil@mail.mil	USPFO	Auditor	II	Research and Input
OTAG-USPFO	Ken Snow	299-1444	kenneth.n.snow.mil@mail.mil	USPFO	Auditor	II	Research and Input
OTAG-CFMO	Maj Dwight Hanks	299-4160	hanksdm@tag.scmd.state.sc.us	CFMO	Plans and Procurement Mgr.	I,II,III,IV,V,VI	Research and Input
OTAG-CFMO	Col Andrew Batten	299-4304	andrew.m.batten.mil@mail.mil	CFMO	CFMO	I,II,III,IV,V,VI	Research and Input
OTAG-CFMO	Ed Morehead	299-4275	edwin.c.morehead.fhg@mail.mil	CFMO	Strategic Planner	I,II,III,IV,V,VI	Research and Input
OTAG-YC	Jackie Fogel	299-4875	foglei@tag.scmd.state.sc.us	Youth Challenge Academy	Director	I,II,III,IV,V,VI	Research and Input
OTAG-YC	Milton Montgomery	920-6396	montgomelm@tag.scmd.state.sc.us	Youth Challenge Academy	Deputy Director	I,II,III,IV,V,VI	Research and Input
Office of the Adjutant General	Robert Faulk	299-4337	faulkr@tag.scmd.state.sc.us	Human Resources	Director	I,II,III,IV,V,VI	Research and Input
Office of the Adjutant General	Matt Nichols	319-4148	mnichols3@gmail.com	Administration	Legislative Liaison	All	review
Office of the Adjutant General	BG McCarty	299-4218	roy.m.mccarty.mil@mail.mil	Deputy Adjutant General	Deputy Adjutant General	All	Research, Input and review
Office of the Adjutant General	Danny Stewart	299-4445	stewartdl@tag.scmd.state.sc.us	Administration	State Operations Chief of Staff	All	Research, Input and review