

Legislative Oversight Committee
South Carolina House of Representatives
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Columbia, South Carolina 29211
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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

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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 (HCommLegOv@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).

OVERVIEW: RESTRUCTURING & SEVEN-YEAR PLAN

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

Forestry Commission

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	Henry E. (Gene) Kodama	January 1, 2008	Kodama@scfc.gov
Previous Agency Director	Robert (Bob) Schowalter	January 1, 2001	

	Name	Phone	Email
Primary Contact:	Larry D. Moody	803-896-8876	LMoody@scfc.gov
Secondary Contact:	Tom Patton	803-896-8849	TPatton@scfc.gov

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):

	South Carolina Forestry Commission
Henry E. (Gene) Kodama	

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

(Type/Print Name):

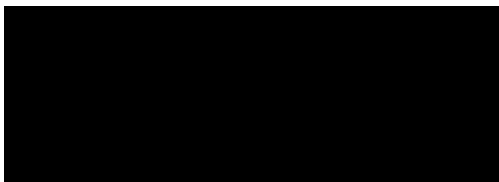
	
Mitchell S. Scott	

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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. Results of Agency's Key Performance Measurements

- Manned Frontline Firefighting Units
- Average Wildfire Response time (minutes)
- Landowner Assistance (landowners, acres, and foresters)
- Staffing Levels (FTEs)

B. Most Critical Performance Measures

- Manned Frontline Firefighting Units
- Landowner Assistance (landowners, acres, and foresters)
- Industry Timber Product Output Report
- Directory of Primary and Secondary Mills

C. Databases/Document Management

- Business Intelligent Systems or Programs
- Administration/Financial/HR Databases

- Protection Section Databases
- Forest Management Section Databases
- Resource Development Division Databases
- Technology Division Databases

D. Recommended Restructuring

None

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);
 Performance measures are tied directly to the agency's mission, strategic plan and implementation/status of goals and action items in the plan.

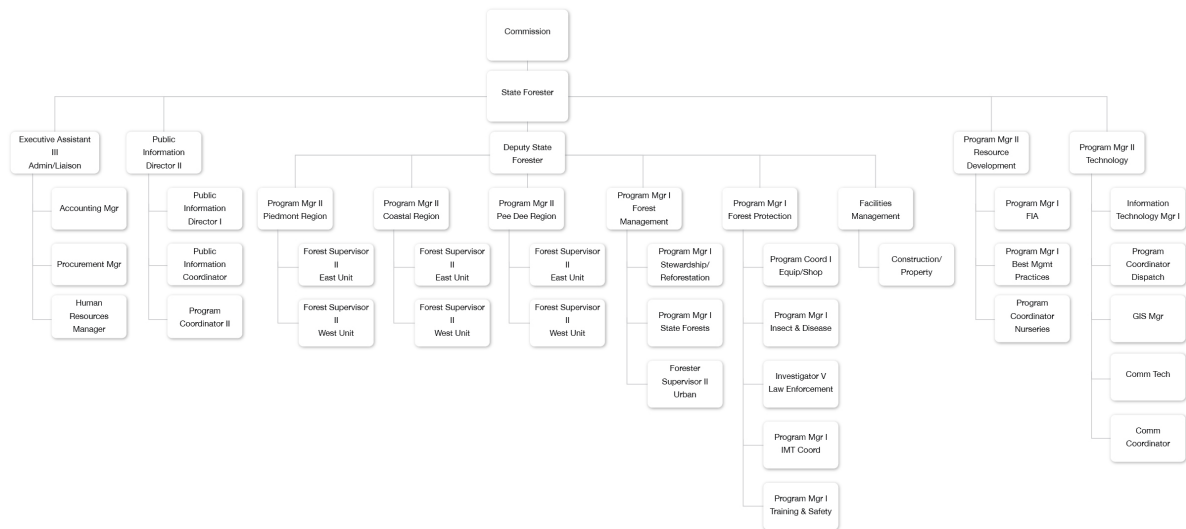
Performance expectations are determined through one or more of the following: review of past organizational performance, review of other organizations' performance, input from employees primarily responsible for carrying out and monitoring the program, and feedback from customers. The results of the review and input are assessed and evaluated

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."

to ensure current needs of the customers are met. Performance expectations may be modified based on the information. Progress toward strategic goals and objectives is monitored and reported on by the Senior Consultant within the Division of Forest Protection.

Performance expectations are deployed and communicated through the strategic and action plans, the performance review planning process, and follow-up meetings/discussions. Commitment and performance are achieved and supported through periodic and on-going reviews of expectations and progress. Specific goals and action items are incorporated into employees' performance planning stages to the lowest supervisory level within our organization.

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."
9. Please identify any emerging issues the agency anticipates may have an impact on its operations in the upcoming five years.

Equipment Replacement and Restoring Lost Firefighting Capacity – extension of Act 271 to capture fifth year of 5-year sunset provision and/or extend the Act for an additional five years. Funding is needed to increase firefighter safety through replacing open-cab dozers with enclosed cab dozers and replacing unreliable equipment (110 out of

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160 dozers still need to be replaced). Funding is also needed to restore firefighting personnel, maintain dispatch and communication systems, and support functions.

Load-restricted Bridges – bridges with weight restrictions can prohibit SCFC wildfire response vehicles from using them, lengthening response times, impacting fire size, and increasing suppression costs. These bridges can also restrict movement of fire department apparatus and can increase the cost of transporting forest products to processing facilities which results in lower timber prices to landowners.

Workforce Planning – staffing was reduced from 380 FTEs in 2008 to 280 in 2011. Staffing is currently at 350 FTEs and needs to return to approximately 380 for the agency to accomplish its mission. We reportedly have the 3rd lowest average salary of any state agency. We are requesting funding to increase salaries for firefighters and to adjust other employee salary discrepancies. As of June 2014, the Commission has 126 employees eligible to retire in five years. This is 44% of our current workforce. These challenges affect the agency's ability to recruit and retain skilled, competent workers while staying competitive with comparable entities and impact the agency's efforts in achieving its strategic goals and objectives.

Landowner Assistance – Budget reductions have limited the agency's ability to provide technical assistance to private forestland owners. This lack of capacity has resulted in reduced use of the forest resource, which will in turn result in lower economic return for the landowners, less tax revenue, and a smaller amount of job creation. Additionally, this reduced assistance will result in an increase in the conversion of forest land to other uses.

Reduced Federal Funding – Federal grant funding to the agency has been reduced over \$1 million over the past five years.

Expanding Urban Interface – Development continues to occur in areas that were previously rural. This expanding urbanization creates challenges for fire managers and forest landowners, making it more difficult to conduct timber harvests to support forest industry, prescribed burns to reduce fuel loads and maintain forest health, and increases the complexity and risk to firefighters and the public when wildfires occur.

Wood Supply Imbalance – South Carolina's forest industry is the state's largest manufacturing segment regarding job numbers (90,000 total), and wages paid (\$4.1 billion). The state's forest industry is expanding and seeking to expand and increase its job numbers and capital investment but cannot do so beyond what the timber resource will allow. Unlike other industries, forest products mills cannot acquire raw materials (timber) beyond their "freight" range of about a 75 mile radius. Therefore, suitable timber has to be present near the mills for today and tomorrow. Since 2006, the Commission has been warning the state and the industry about an upcoming shortage of pulpwood-sized trees. That shortage has started and will put wood supplies for pulp and paper and OSB and any pellet business under tremendous stress for many years. Stresses like this on timber availability and abnormal price increases will be difficult for mills to absorb. Over 40% of paper mills have left the US for other countries over the past few

decades due to production, economic, and environmental compliance stresses. (Remember the textile industry that left!) The last two paper mills built in the US were in SC around 1981 and 1990. Pulp & Paper produces over half of the industry's \$17.4B in economic impact and a very high percentage of the best paying jobs due its inherent high value added component. To help remedy this wood shortage situation, which will take time, we should encourage and incent sawmilling expansion to use the record levels of sawtimber-sized pines currently available which will also generate wood chips to substitute for scarce pulpwood-sized pine. Landowners must also be encouraged to practice more active forest management and tree planting. The agency has therefore requested 16 more forester positions to work with landowners to get more trees growing which will recover about 75% of the number that used to be in place. In addition, more landowner reforestation incentive programs are needed beyond SCFC foresters. Incentives are a proven tool to increase tree planting and timber production. Studies have confirmed that this will work, and there is an extremely high benefit cost ratio of 10 or 20 to 1 for investments in forester positions working with landowners. Also, additional tax revenue on the additional wood produced by just one forester can exceed \$1M per year. The number of jobs supported annually by the wood addition generated by each forester is close to 200.

Air Quality and Smoke Management – As air quality regulations become stricter and as more development occurs in previously rural areas, smoke from wildfires impacts larger segments of the population, leading to public health concerns. Tighter air quality regulations also reduce the opportunities to conduct prescribed burning that reduces fuel loads, thereby reducing the severity of wildfires. Prescribed fires are also critical to maintaining the health of forests and associated ecosystems, including benefits for insect & disease control, rare species, and reducing competition for crop tree species.

Cybersecurity – Adequate staffing and funding to meet state mandated information security requirements to protect personally identifiable and confidential information and provide day to day support of the agency's mission critical functions such as wildfire dispatch operations, computer and communications networks, and computer systems. Ever increasing risk of security breaches and ability to detect and thwart cyber security attacks in a timely manner.

Fragmentation and Parcelization – As South Carolina's population grows, forested tracts of land continue to become fragmented by the addition of roads, powerlines, and buildings. Many larger tracts are also being subdivided into parcels that make traditional forest management difficult to accomplish. This trend has implications for the long-term sustainability of the forest resources of South Carolina.

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: *See attached spreadsheet titled, "Performance Measure Benchmarks."*

- 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?))?

Measurements and Levels

- a. **Manned Frontline Firefighting Units** – 150 Units with a goal of 160.
- b. **Forest Inventory and Analysis (FIA) Plot Production** – 641 plots – 100% of goal
- c. **Landowner Assistance** – 2,434 landowners with a goal of 3,200 / 136,132 acres with a goal of 190,000 acres / 16 project foresters with a goal of 28
- d. **Forest Best Management Practices (BMP) Compliance** – 93.4% with a goal of >95%.

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?

Measurements and Levels

- a. **Average Wildfire Response time (minutes)** – 35 minutes with a goal of 30 minutes
- b. **Forest Inventory and Analysis** – on target for plot completion and sampling cycle
- c. **Timber Production Output Report** – updated to ensure accuracy
- d. **Directory of Primary and Secondary Mills** – updated to ensure accuracy
- e. **Recovery of Timber Theft/Fraud Losses Reported** – 55% recovered
- f. **Average Wildfire Size** – 5.6 acres (lowest in Southeast with a goal to remain lowest)

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?

Measurements and Levels

- a. **Forest Stewardship Program Customer Satisfaction Level** – 95% with a goal of 100%
- b. **Forest Management Plan Customer Satisfaction Level** – 95% with a goal of 100%
- c. **Forestry Services Customer Satisfaction Level** – 98% with a goal of 100%
- d. **Nursery Customer Satisfaction Level** – 92.3% with a goal of 100%

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?

Measurements and Levels

- a. **Staffing Levels (FTEs)** – 349.55 with a goal of 380
- b. **Agency Turnover Rate** – 5.37% with a goal of 5%

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?

Measurements and Levels

- a. **Staffing Levels (FTEs)** – 349.55 with a goal of 380
- b. **Lost Work Day Rating** – rating of 1.8 (2014) with a goal of 1.0 (OSHA Injury and Illness Incident Rate for Lost Work Days)
- c. **Average Wildfire Response Time (minutes)** – 35 minutes with a goal of 30 minutes
- d. **Average Wildfire Size** – 5.6 acres (lowest in Southeast with a goal to remain lowest)
- e. **Forest Renewal Program Reforestation Backlog** – \$1,410,313 cost share payments currently backlogged with a goal to reduce to \$500,000.
- f. **Forest Stewardship Program Implementation Rate** – 96.8% with a goal of 100%
- g. **Incident Management Team participation exercises** – IMT has participated in one full-scale, complex exercise annually with a goal of participation in one every year
- h. **Active groups of endangered red-cockaded woodpeckers on Sand Hills State Forest** – 77 with a goal of 127 (mandated by US Fish & Wildlife Service recovery plan)

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?
 - **Manned Frontline Firefighting Units** – 150 Units with a goal of 160.
 - **Landowner Assistance** – 2,434 landowners with a goal of 3,200 / 136,132 acres with a goal of 190,000 acres / 16 project foresters with a goal of 28
 - **Industry Timber Production and Consumption Report completed** – Directory of primary and secondary mills continuously updated to ensure accuracy

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.

Business Intelligent Systems or Programs

- OHR Human Resource Information System (HRIS)
- SC Online Hire Center (NEOGov)
- Employee Insurance Program (PEBA)
- SC Retirement System
- State Accident Fund
- First Lab – Drug Testing
- eVerify
- SC Enterprise Information System (SCEIS)
- SC Homeland Security Grant Draw Down Application
- SC Interactive – Forest Permits Application
- NIC Payment Engine with SC Interactive
- SAM.gov Federal Grant Award Management System
- SABAR-BGP/PEP – Accounting, Purchasing, Training and Personnel System (prior to SCEIS)
- Bank of America Works State Procurement Card
- DHEC Vehicle and Fleet Management Program
- Logistic System Computer Aided Dispatch System

- Logistic System DataTrak/NFIRS Record Management System
- Avtec's Scout Communications Console System
- CVDS Comlog Communications Recording System
- Weather Information Management System (WIMS)
- National Fire Danger Rating System (NFDRS)
- FireFamily Plus
- Southern Wildfire Risk Assessment
- Criminal Justice Information System – NCIC
- Federal Excess Property Program
- Incident Qualification System (IQS)
- I-Suite Incident Management
- Wildland Fire Management Information (WFMI)
- Salamander Incident Credentialing and Badging Program
- FAMWeb
- CalendarWiz.com
- ArcGIS Analysis and Modeling Programs
- Spatial Accomplishments Reporting Application (SARA)
- BMP Compliance and Monitoring Application

Databases

Administration/Financial/HR Databases

- Accounting, Purchasing, Fixed Assets, Training and Personnel (prior to SCEIS)
- County Forestry Board Members
- Employee Training Records
- Employee Physical Fitness Testing
- Property Inventory

Protection Section Databases

- Wildland Fire Reports
- Fire Department Survey
- Remote Weather Station Weather and NFDRS Readings
- Volunteer Fire Department Grants
- Federal Excess Property
- Certified Prescribed Fire Managers
- Fire Department Training
- Law Enforcement Activity and Summary Information
- Wildland/Urban Interface GIS Database files
- Community Wildfire Protection Plans GIS Database files
- Large Wildfire Incidents GIS Database files
- Fleet Management

Forest Management Section Databases

- Certified Tree Planters

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."
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- Forestry Consultants
- Forest Stewardship Program Participants
- Stewardship Accomplishment Reporting System
- Forest Management Activity
- Reforestation Cost Share Programs
 - Forest Renewal Program (FRP)
 - Southern Pine Beetle Program (SPB)
 - Longleaf Reforestation Program (LRP)
 - Forest Land Enhancement Program (FLEP)
 - Emergency Forest Restoration Program (EFRP)
- State Forest Recreation Permits
- State Forest Land Management GIS Database files
- Red Cockaded Woodpecker Den Trees
- State Lands GIS Database files
- Project Learning Tree Participants
- SC Teachers Tour
- Wood Magic Participants

Resource Development Division Databases

- Forest Tree Seedling Orders
- Primary and Secondary Forestry Mills
- Forest Inventory Analysis Plots
- BMP Site Inspection Database files

Technology Division Databases

- Information Technology Asset Inventory
- CyberSecurity Awareness Training
- Paging System
- Computer Aided Dispatch
- Dispatch Center Emergency Contact Numbers
- 1-800 Calls to Dispatch and Automated Burn Notification System
- Dispatch Operations GIS Database files

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

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."

within each department of the agency to provide a more efficient administration of government services?

No. The agency is already a responsible steward of state, federal, and other funding, and an efficient and cost-effective administrator of government services.

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

SEVEN-YEAR PLAN

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?

Yes.

If yes, go to Current/Recommended Actions Section.

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

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.

The Forestry Commission budget (inflation adjusted) has been reduced from \$25 million in 2001 and \$19 million in 2008 to \$14 million in 2015. Dramatic cost reductions and program efficiencies were achieved during this period while the agency's core functions were retained. Further funding reductions or structure changes would (1) endanger the lives of citizens and firefighters and property in the state and (2) would prevent the agency from accomplishing the development portion of its mission, which is to help retain and grow the industry's economic impact and job numbers. The agency will continue to focus on accomplishing its mission to protect and develop the forest resources of the state according to its statutory mandates. The agency's strategic plan, periodic reporting, and stakeholder interactions will be used to ensure that its actions are aligned with its mission. The agency will continue to request state funding, seek federal funding, and create "other funds" revenue needed for mission accomplishment.

As stated in the Performance Measures Processes, continued progress toward accomplishing agency mission and goals will improve its ability to deliver the services needed by the state's citizens and as required by state law. For this progress to happen, funding must be restored for agency programs. State Forester, Gene Kodama, and

Deputy State Forester, Tom Patton, under the “supervision and control” of the Forestry Commission, are responsible for overseeing the agency’s actions and plans.

2. What are the anticipated cost savings and/or efficiencies that would be achieved by each action?

Significant cost savings, approximately \$5 million, were achieved by the agency during the period from 2008 through the present. Since 2001, the agency has had savings of more than \$10 million when funding levels are adjusted for inflation.

3. Is legislative action required to allow the department/agency to implement the current or recommended actions?

Increased funding is needed to restore the agency to safe levels of firefighting capacity, provide safe enclosed environmental cab dozers for firefighters and restore management and forest resource development programs that have been reduced over past years. Specific supportive legislation is needed to ensure that forest industry can be retained and grow.

4. If legislative action is required, please explain the constitutional, statutory or regulatory changes needed.

See answer to Question 3.

5. Describe the agency actions that will be implemented to generate the desired outcomes for each recommendation.

Firefighting capacity will be increased to protect citizens and property while providing firefighters with a safer working environment. Forest landowner assistance will be increased to encourage active forest management, including increased tree planting, to help correct the state’s pine wood supply imbalance.

6. What is the timeline for implementation of the change and realization of the anticipated benefits for each recommended action/change?

Timeline will coincide with funding received.

Now go to Additional Questions.

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?

Protect the Resource, Manage the Resource and Develop the Resource

2. What are the fundamentals required to accomplish the objectives?

As indicated in the performance measures processes continued improvement toward our goals will allow the agency to improve our ability to respond to the needs of the state's citizens. For this improvement to happen there must be continued restoration of the agency's programs.

- 3.
4. 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?

www.trees.sc.gov

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

No.

6. 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 and Report: 300 hours total

7. 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.).

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	20
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Purpose, Mission Chart	22
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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."

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 them, please list all that are applicable.

Agency Submitting Report	Restructuring Report Question #	Name of Other Report	Section of Other Report	Entity Requesting Report	Freq. Other Report is Required
Forestry Commission	#6 Agency Organizational Structure	Senate Oversight Report	Section II. Organization	Senate	TBD
Forestry Commission	V. Item A - Key Performance Measurements	Accountability Report 2013 - 2014	Performance Measurement Template	Executive Budget Office	Annually
Forestry Commission	V. Item D - Recommended Restructuring	Senate Oversight Report	Restructuring Templates	Senate	TBD
Forestry Commission	VI. Seven-Year Plan - Recommended Actions	Senate Oversight Report	Restructuring Templates	Senate	TBD
Forestry Commission	VI. Item B - #1,2,3	Senate Oversight Report	Restructuring Templates	Senate	TBD

Agency Name: Forestry Commission
Agency Code: P120
Agency Section:

Historical Perspective

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	Description of Restructuring that Occurred	Description of Major Change in Agency's Purpose or Mission
Forestry Commission	N/A	None	None

Purpose, Mission, Vision

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	Purpose	Mission	Vision	Legal Standards Cross References
Forestry Commission	1927	Protect and develop the forest resources of SC and raise awareness of the importance of this resource to the state's economy.	The mission of the SC Forestry Commission is to protect, promote, enhance, and nurture the woodlands of SC, and to educate the public about forestry issues, in a manner consistent with achieving the greatest good for its citizens.	Across all ownerships, South Carolina's forest resources are well-protected and managed sustainably to support an expanding forest products manufacturing industry while providing environmental services such as clean air, clean water, recreation, and wildlife habitat.	Purpose: 1, 3 Mission: 1 - 31 Vision: 1 - 31

Key Deliverables

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

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 once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
Forestry Commission	1 Protect The Resource	1	Wildland fire suppression is provided through a network of firefighters and equipment strategically located throughout the state, using special equipment (primarily tractor-pow units and wildland fire engines). SC Forestry Commission firefighters suppress wildfires in the incorporated areas of the state. Dispatching the closest available unit is accomplished through three regional dispatch centers, and results in rapid response times and low average wildfire size in South Carolina. The SC Forestry Commission conducts wildfire prevention and encourages communities with high risk from wildfire to participate in the "Firewise" program. Community Wildfire Protection Plans (CWPPs) are developed jointly with stakeholders, including the local fire department and residents. These plans provide communities and first responders with actions needed to reduce wildfire hazard. SC Forestry Commission personnel conduct and assist others with prescribed burns to reduce hazardous fuels, improve wildlife habitat, and prepare sites for reforestation. The SC Forestry Commission provides and manages Certified Prescribed Fire Manager program. The SC Forestry Commission Law Enforcement Program reduces wildfire occurrence, woods arson, and forest product theft through the enforcement of state laws. Origin and cause is determined for every wildfire, arson-caused fires are investigated by specially trained officers, and forest product theft cases are investigated and prosecuted. Incident Management Teams (IMTs): The SC Forestry Commission trains and develops nationally qualified incident management teams to improve the capability of the state to respond to wildfires, natural disasters, and man-made disasters. During rapidly growing incidents, IMTs provide planning expertise, resource accountability, and financial tracking. The SC Forestry Commission also facilitates the development of four multi-disciplinary IMTs located in each region of the state. Using federal funds, the SC Forestry Commission provides agency foresters and landowners with up-to-date information, diagnosis of specific problems, and recommendations for control. Agency staff includes a forest entomologist, a forester, and a technician working from a fully equipped diagnostic lab. The SC Forestry Commission has instituted a Southern Pine Beetle (SPB) Prevention program to provide advice to landowners and a cost-share program to aide in restoring areas impacted by the SPB and treating at-risk areas to minimize future SPB damage.	Fire prevention and community planning can reduce the occurrence of wildfires over time. More than 95% of wildfires in SC are human-caused, and approximately 50% are caused by escaped backyard leaf burning. An additional 20% of wildfires are arson-caused. Education of the public about safe outdoor burning and aggressive enforcement of outdoor burning laws can reduce wildfire occurrence. Participation in FireWise or development of Community Wildfire Protection Plans can reduce the impact of wildfires on developed areas. With over 9,500 communities at moderate or high risk to wildfire in SC, increased staffing and funding to design and implement community wildfire protection plans is necessary.	The SC Forestry Commission responds to wildfires across the state. Due to fuels present and the random nature of wildfires and variety of causes, the SC Forestry Commission services are often needed repeatedly in the same areas.	Adequate staffing and reliable equipment to allow rapid response to wildfires, to conduct fire prevention and enforce laws, and staff to promote and encourage community preparedness.	Forest Protection
Forestry Commission	2 Protect The Resource		The SC Forestry Commission educates landowners and organizations in how to manage their land to reduce the risk of wildfires, including brush, tree snags, and insects or diseases that affect forests. In actual incidents, the SC Forestry Commission assist the public and other agencies with damage control and disaster response.		CWPPs need to be updated as communities grow and infrastructure changes.		Forest Protection
Forestry Commission	3 Protect The Resource		Incident Management Teams (IMTs): The SC Forestry Commission trains and develops nationally qualified incident management teams to improve the capability of the state to respond to wildfires, natural disasters, and man-made disasters. During rapidly growing incidents, IMTs are deployed to manage the incident, coordinate, and facilitate the SC Forestry Commission also facilitates the development of four multi-disciplinary IMTs located in each region of the state.	Fuels in forested areas of the state have accumulated over time. Increased use of prescribed fire as a land management tool will reduce fuel loads to acceptable levels over time, but regular prescribed fire is necessary to maintain manageable fuel loads.	Prescribed burning to maintain low fuels loads and reduce the severity of wildfires and threats to communities must be conducted on a 3-5 year cycle to remain effective.		Forest Protection
Forestry Commission	4 Protect The Resource		The SC Forestry Commission Law Enforcement Program reduces wildfire occurrence, woods arson, and forest product theft through the enforcement of state laws. Origin and cause is determined for every wildfire, arson-caused fires are investigated by specially trained officers, and forest product theft cases are handled by the SC Forestry Commission.	Fire prevention and education about wildfire and outdoor burning can improve compliance with outdoor burning laws. Cooperation with forest industry helps reduce forest product related law enforcement problems.	The SC Forestry Commission responds to wildfires across the state. Due to fuels present and the random nature of wildfires and variety of causes, SC Forestry Commission services are often needed repeatedly in the same areas.		Forest Protection
Forestry Commission	5 Protect The Resource		IMTs respond to wildland fires, hurricanes, or other naturally occurring and man-made disasters.	IMTs respond to wildland fires, hurricanes, or other naturally occurring and man-made disasters.	IMTs respond to wildland fires, hurricanes, or other naturally occurring and man-made disasters.		Forest Protection
Forestry Commission	6 Protect The Resource		Using federal funds, the SC Forestry Commission provides agency foresters and landowners with up-to-date information, diagnosis of specific problems, and recommendations for control. Agency staff includes a forest entomologist, a forester, and a technician working from a fully equipped diagnostic lab. The SC Forestry Commission has instituted a Southern Pine Beetle (SPB) Prevention program to provide advice to landowners and a cost-share program to aide in restoring areas impacted by the SPB and treating at-risk areas to minimize future SPB damage.	Dependent on the occurrence of natural and man-made disasters.	Dependent on the occurrence of natural and man-made disasters.		Forest Protection
Forestry Commission	7 Protect The Resource		The SC Forestry Commission is the designated agency for technical forest management guidance for technical forest management practices. The agency has published approved Best Management Practices (BMPs) and routinely monitors compliance with BMP guidelines on sites where timber harvesting or other forestry practices are in progress to ensure prescribed management and compliance with state and federal laws and policies.	Dependent on the occurrence of southern pine beetles, invasive species, and cyclical weather patterns.	Dependent on the occurrence of southern pine beetles, invasive species, and cyclical weather patterns.		Forest Protection
Forestry Commission	8 Protect The Resource			BMP evaluations are conducted when timber harvests, site preparation, road construction, and other forest management practices are conducted.	BMP evaluations are conducted when timber harvests, site preparation, road construction, and other forest management practices are conducted.		Forest Protection

Key Deliverables

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 once)	If deliverable is identified as one of the three most significant, what would allow the agency to focus on it more?	Major Program Areas Cross Reference
Forestry Commission	9 Manage the Resource	2	Provide forest management services to landowners to improve timber production, and efficient use of the timber resource, while maintaining and multiple use of the forest resource.	Use of these services by landowners is desirable, not a condition that the agency seeks to reduce. Increased use of the agency's forest management services will result in improved use of the forest resource and improved economy, including an increase in tax revenue and job creation. Additionally, use of these services will result in an increase in retention of forest land.	Repeated use of these services by landowners is desirable, not a condition that the agency seeks to reduce. Repeated use of the agency's forest management services will result in improved use of the forest resource and improved economy, including an increase in tax revenue and a favorable effect on the state's economy.	Increased funding for personnel who provide direct assistance to landowners and increased funding for outreach efforts (personnel, materials, contractual services).	Forest Management
Forestry Commission	10 Manage the Resource		Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction.	Use of these services by landowners is desirable, not a condition that the agency seeks to reduce. Increased use of the agency's special services such as prescribed burning and firebreak plowing will result in a reduction in wildfire hazard (improved public safety). These services also promote healthier forests, resulting in higher economic return for the landowners and an increase in tax revenue and a favorable effect on the state's economy.	Repeated use of these services by landowners is desirable, not a condition that the agency seeks to reduce. Repeated use of the agency's special services such as prescribed burning and firebreak plowing will result in a reduction in wildfire hazard (improved public safety). Continued use of these services also promote healthier forests, resulting in higher economic return for the landowners and an increase in tax revenue and a favorable effect on the state's economy.		Forest Management
Forestry Commission	11 Manage the Resource		Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices.	Use of these programs by landowners is desirable, not a condition that the agency seeks to reduce. Increased use of these programs will result in improved use of the forest resource which will in turn provide economic return for the landowners and an increase in tax revenue and a favorable effect on the state's economy.	Repeated use of these programs by landowners is desirable, not a condition that the agency seeks to reduce. Repeated use of these programs will result in improved use of the forest resource which will in turn provide economic return for the landowners and a favorable effect on the state's economy.		Forest Management
Forestry Commission	12 Manage the Resource		Use landholdings to demonstrate forest management techniques.	Use of landholdings to demonstrate forest management techniques is desirable, not a condition that the agency seeks to reduce. These demonstration areas will increase landowners' knowledge of forest management techniques which will result in improved use of the forest resource which will in turn provide economic return for the landowners and an increase in tax revenue and a favorable effect on the state's economy.	Repeated use of landholdings to demonstrate forest management techniques is desirable, not a condition that the agency seeks to reduce. These demonstration areas will increase landowners' knowledge of forest management techniques which will result in improved use of the forest resource which will in turn provide economic return for the landowners and an increase in tax revenue and a favorable effect on the state's economy.		Forest Management
Forestry Commission	13 Manage the Resource		Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups, and professional organizations.	Assessing needs and providing technical assistance are desirable activities, not a condition that the agency seeks to reduce. If the recipients of this advice take the recommended action, the state's urban trees and forests will be healthier and more able to provide the optimum amount of energy savings, positive economic impact, environmental benefits, and public health benefits.	Repeated use of this form of technical assistance is desirable, not a condition that the agency seeks to reduce. If the recipients of this advice take the recommended action, the state's urban trees and forests will be healthier and more able to provide the optimum amount of energy savings, positive economic impact, environmental benefits, and public health benefits.		Forest Management
Forestry Commission	14 Manage the Resource		Develop and/or acquire tools to facilitate technical, educational, and financial assistance and services.	Developing and/or acquiring these tools is a desirable activity for personnel involved in providing urban and community forestry assistance, not an activity that the agency seeks to reduce. These tools enable personnel to provide better assistance to those involved in community forestry, which will help ensure that the state's urban trees and forests will be healthier and more able to provide the optimum amount of energy savings, positive economic impact, environmental benefits, and public health benefits.	Developing and/or acquiring these tools is a continuous process, not an activity that the agency seeks to reduce. These tools enable personnel to provide better assistance to those involved in community forestry, which will help ensure that the state's urban trees and forests will be healthier and more able to provide the optimum amount of energy savings, positive economic impact, environmental benefits, and public health benefits.		Forest Management
Forestry Commission	15 Manage the Resource		Conduct on-site programs, provide literature and website information, and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of trees and forests. Provide targeted audiences.	Providing information related to the management of urban trees and forests is desirable, not a condition that the agency seeks to reduce. Through this increase in knowledge, those involved in community forestry will be better equipped to ensure that the state's urban trees and forests will be healthier and more able to provide the optimum amount of energy savings, positive economic impact, environmental benefits, and public health benefits.	Repeated use of this form of assistance is desirable, not a condition that the agency seeks to reduce. Through this increase in knowledge, those involved in community forestry will be better equipped to ensure that the state's urban trees and forests will be healthier and more able to provide the optimum amount of energy savings, positive economic impact, environmental benefits, and public health benefits.		Forest Management
Forestry Commission	16 Develop the Resource	3	Serve as a catalyst for promotion, development, and expansion of the forest resource and forestry-related industry and jobs in SC to capture the advantages of forestry and the benefits to derive from forest cultivation.	This service, provided by the SC Forestry Commission, is vital to the health and vigor of our forestland and to the state's economy. Markets for forest products create value for landowners and incents them to actively manage their forestlands.	Positive ongoing relationship with economic development professionals and the forestry community in general can ensure the sustainable development of our forest resource.	Funding is needed to adequately staff this program and allow positions to focus on economic development. The focus of current position is split among multiple programs.	Resource Development
Forestry Commission	17 Develop the Resource		Cooperate with economic development organizations and forestry-related interests to promote forestry in SC.	Cooperation with existing economic development organizations is an important strategy to leverage SC Forestry Commission resources throughout the state.	Cooperation with existing statewide, regional and county economic development organizations is encouraged on an ongoing basis.		Resource Development
Forestry Commission	18 Develop the Resource		Identify and recommend new mechanisms that would encourage management of forestlands for forest products and forest-related amenities.	New approaches and mechanisms that improve management of forestlands and positively impact the state's economy are to be encouraged. For example, mechanisms that create value for non-timber forest products would be of value to forest landowners and the general well-being.	Sustainable forestry is reliant on raising awareness of the value of forestland to the economy, the environment, and to our general well-being.		Resource Development
Forestry Commission	19 Develop the Resource		Maintain funds and personnel to re-measure the state's Forest Inventory and Analysis (FIA) plots on a five-year cycle.	Accurate up-to-date forest resource data is the single most important factor in developing our forest resource. Maintaining a five-year cycle is a minimum, ongoing standard.	State funding is needed for the FIA program to prevent repeated requests for funding in annual budget requests.		Resource Development, Forest Inventory and Analysis
Forestry Commission	20 Develop the Resource		Survey adequate forest plots to assess forest health and timber inventory.	The general public as well as other interests desire county-level forest resource data. The current level of data is reported at the FIA Unit level: Piedmont, Northern Coastal Plain and Southern Coastal Plain for SC. Increasing the intensity of plot layout would provide more accurate forest resource data at the local level.	State funding is needed for the FIA program to allow adequate plots to be established to assess forest health and timber inventory at the local level. County-level forest resource information is frequently requested by the public.		Resource Development, Forest Inventory and Analysis

Key Deliverables

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Forestry Commission	21		Produce genetically improved loblolly and longleaf seed to maximize timber production on public and private timberlands.	The SC Forestry Commission's Tree Improvement Program produces genetically improved loblolly and longleaf seed to benefit forest landowners. Increased timber production per acre through tree breeding is essential to meet the demand for wood products if the forestland base declines.	The SC Forestry Commission's Tree Improvement Program assures forest landowners of pine seedlings that are uniquely suited to SC forest landowners.		Resource Development, Nursery and Tree Improvement
Forestry Commission	22		Partner with nursery and tree improvement research cooperatives to maintain access to technical expertise and high-value plant material.	The SC Forestry Commission relies on public/private research cooperatives based at Southern universities to provide the technical expertise needed to produce genetically improved seed and seedlings to forest landowners.	The SC Forestry Commission has a 40+ year relationship with research cooperatives. These relationships are a valuable way to gain specialized technical expertise at an affordable price.		Resource Development, Nursery and Tree Improvement
Forestry Commission	23		Produce softwood and hardwood seedlings to meet the demand for planting stock by forestland owners and Christmas tree growers.	SC's forest landowners must be encouraged to reforest after harvest in order to provide the raw material that feeds our \$17.4 billion economic engine. Currently, tree planting is at a 40-year low. The SC Forestry Commission's nursery program provides forest landowners with a reasonably priced alternative for their planting stock.	Seedling demands is not constant over the years. It often fluctuates based on several factors including the availability of government cost-share funds, wood prices, catastrophic loss, etc. The SC Forestry Commission should maintain a nursery program to buffer the extreme demands for forest seedlings.		Resource Development, Nursery and Tree Improvement
Forestry Commission	24		Use Harbison State Forest and the Piedmont Forestry Center as forestry education centers, and expand programs to selected field locations. Provide forest education programs such as Wood Magic Forest Fair and Project Learning Tree.	The promotion of our state forests as education centers offering evidence-based information and programs about forestry, conservation, and environmental science is a service this agency hopes to expand, not reduce.	Education – forestry-related or otherwise – is a continuous process. Information must be provided to new generations and new audiences all the time. No better places exist than state-sanctioned working forests to provide educational and informational content about forestry and its allied environmental sciences.		Education
Forestry Commission	25		Partner with the SC Forestry Association to provide the annual Teachers' Tour and provide forestry educational material.	Conducting educational programs related to forestry, conservation, and environmental science for teachers – who then amplify the message to students – is a service the Commission hopes to continue, not curtail.	For the same reason forestry-related educational content is provided to new generations of students, new teachers and those who are otherwise uninformed about such content are a key target of the agency's educational outreach efforts.		Education
Forestry Commission	26		Reach out to landowners through civic involvement, group meetings, tours, workshops, advertising, and other opportunities.	Making contact with, establishing relationships with and educating landowners, who are among the agency's most important audiences, through all manner of outreach is a statutory mandate that the Commission strives to improve, not reduce.	While individual landowners who have been assisted by the Commission's management efforts may not -- or may not need to -- return for this deliverable, the promotion of forestry principles and the importance of active forest management to achieve a wide variety of land-use objectives is a process that must be continued for its benefits to be realized.		Education, Forest Information and Outreach
Forestry Commission	27		Market the agency's programs and services to targeted audiences.	Expanding the agency's reach, audience and network of allied interests as they relate to forestry, its conservation, quality of life, and economic impact, is a priority. Outreach is a quality of life issue in which the agency will persist, not seek to avoid. In fact, marketing the agency's programs and services to its many targeted audiences is a statutory obligation.	Marketing the agency's programs and services to its many audiences is a continuous process. Outreach is a quality of life issue in which the agency will persist, not seek to avoid. In fact, marketing the agency's programs and services to its many targeted audiences is a statutory obligation.		Education, Forest Information and Outreach
Forestry Commission	28		Partner with SCFA, AF&PA, ACF, Clemson University, NASF, SGSF, and other related organizations to identify common messages and deliver to targeted audiences.	Partnering with allied figures, interests and organizations to identify and deliver common messages to the many publics we serve is a set of activities the agency hopes to continue, not curtail.	Reducing the general public's and/or other agencies' need to return for this deliverable is not desirable, as it is unlikely that one-time or otherwise limited messaging about any forestry-related issue will be effective.		Education, Forest Information and Outreach
Forestry Commission	29		Improve contacts and communication with local governments.	Improving contact and communication with local governments is a set of activities the agency wants to continue, not reduce.	This deliverable is not applicable to either the general public's and/or other agencies' need to return for its provision. It is a service and responsibility expected of the agency, not one whose need should be reduced.		Education, Forest Information and Outreach
Forestry Commission	30		Encourage SC Forestry Commission members to participate in conservation and other forestry and conservation-related organizations.	The engagement of agency employees in activities and organizations related to their chosen field outside of the workplace demonstrates commitment, competence, leadership, authority and accountability. The Commission intends to continue such encouragement, not dampen it.	This deliverable is not applicable to either the general public's and/or other agencies' need to return for its provision. It is a highly encouraged behavior of the agency's professional staff, not a burden from which responsibility should be sacrificed.		Education, Forest Information and Outreach
Forestry Commission	31		Maintain a capable, well-trained and diverse work team. Review staffing levels and organizational structure to ensure agency is in a position to supply needed services.	Maintain a capable, well-trained and diverse work team. Review staffing levels and organizational structure to ensure agency is in a position to supply needed services.	Actively recruit and employ highly qualified individuals who are committed to providing excellent customer service. Support and encourage development and networking opportunities for agency personnel in work-related professional organizations/associations/societies. Use the Exit Interview as a tool to improve work conditions, employee satisfaction, and employee retention. Use the EPMS program to encourage positive feedback and opportunities, address challenges, and provide a continuous communication tool between management and staff.		All Programs

Key Customers

INSTRUCTIONS: Provide information about the key customer segments identified by the agency and each segment's key requirements/expectations. A customer is

Agency Submitting Report	Item #	Customer Segments	Requirements/Expectations	Deliverables Cross References
Forestry Commission	1	Owners and users of forestland	Enhance forest resource production to ensure that SC's forest industry and markets for forest products remain financially healthy, create jobs, and positively impact forest law and policy to enhance owner opportunities.	Management, 9 - 15 Raise Awareness, 24 - 30 Protection, 1-8
Forestry Commission	2	Other State Agencies (who own woodlands)	Protect their woodlands and property, help manage forests by providing professional assistance, and assist them in being good stewards of the public lands for which they are responsible.	Management, 9 - 15 Protection, 1-8
Forestry Commission	3	SC Law Enforcement Division/SC Emergency Management Division	Enhance state capability to respond to catastrophic events by developing all-hazard IMTs; provide incident command system (ICS) training to other agencies to ensure that natural and man-made disasters are managed effectively.	Protection, Management, 1 - 15
Forestry Commission	4	City and county fire and emergency services	Partner with them in wildland/interface fire control and fire prevention; raise the awareness regarding the challenges facing SC with wildland fires, especially the fires occurring in wildland-urban interface (WUI) areas.	Protection, Management, 1 - 15
Forestry Commission	5	Rural-Urban interface residents and interest groups	Protect their lives and property from wildland fire; raise the awareness regarding the challenges facing SC from wildland fires; especially the fires occurring in WUI areas and educate residents about measures they can take to reduce this risk, enhance the forest resource to provide better stewardship of all SC's natural resources.	Protection, Management, 1 - 15 Raise Awareness, 24 - 30

Forestry Commission	6	Forest industry	Protect their woodlands; provide management assistance to private forest owners to help ensure stable wood supplies; enhance the resource to help ensure future wood supplies and a strong forest industry within the state; address infrastructure and policy issues that inhibit forestry's economic impact; help prepare to meet the future demands that will be placed on our forest resources; create jobs; provide basic forest resource data to evaluate resource sustainability; and assist in industry retention and growth and full use of forest resource opportunities.	Management, Development, 9 - 23 Protection, 1-8
Forestry Commission	7	Universities and other education institutions	Assist in educating SC citizenry on forestry, conservation, and the environment.	Raise Awareness, 24-30
Forestry Commission	8	State forests visitors and user groups	Protect SC owned woodlands, provide management to meet their recreational needs; enhance our state forests by being good stewards of the land; raise awareness about the importance and benefits of our state forests.	Management, 9 - 15 Raise Awareness, 24 - 30
Forestry Commission	9	Urban residents and businesses	Provide management assistance for the urban forests located in the towns and cities of SC; assist in the protection of our urban forests from insect, disease, and fire threats; raise awareness about the importance of urban forests and the entire forest resource.	Management, 9 - 15 Raise Awareness, 24 - 30
Forestry Commission	10	Earth science teachers and students	Help raise the awareness about SC forest resources by providing educational training, resources, and opportunities to teachers and students.	Raise Awareness, 24 - 30
Forestry Commission	11	Media	News media expect a timely, responsive, informative and professional communications function from government agencies. Keeping news media informed about forestry's importance generally and the agency's programs and initiatives specifically helps amplify the Commission's messaging goals and maintain its reputation as an authority in the industry.	Raise Awareness, 24 - 30

Key Stakeholders

INSTRUCTIONS: Provide information about the agency's key stakeholder groups and their key requirements and expectations. 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/Expectations	Deliverables Cross References
Forestry Commission	1	Employees	SC Forestry Commission employees actively promote the value of forestry and the benefits of managing the forest resources to the state. SC Forestry Commission employees raise the awareness and educate the public about the economic and environmental benefits of well-managed forest resources through Commission programs, presentations, services, and community and professional relationships.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	2	Commissioners	The SC Forestry Commission consists of nine members appointed by the Governor for six-year terms. The chairman, selected by the Commissioners from their number, calls the Commission together as often as the public interests and need demand. The Commission appoints and employs a qualified State Forester who shall perform all such duties as shall be directed by the Commission.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	3	County Forestry Boards	County Forestry Boards (CFB) serve in an advisory capacity to the SC Forestry Commission in all matters relative to the general forestry (fire and management) program in South Carolina. Each CFB consists of five members appointed for 5-year terms by the SC Forestry Commission on the recommendation of a majority of the county legislative delegation. The CFB represents the people of the county in all matters pertaining to forestry. County, region, and state meetings are held each year to report and discuss forestry issues.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31

Key Stakeholders

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
Forestry Commission	4	Local governments: county and city councils	Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups, and professional organizations. Conduct on-site programs, provide literature and website information, and work through partners to sponsor/present information regarding arboriculture, community forestry issues, and the value of ecosystem services.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	5	Governmental Regulatory Agencies	Federal and state regulatory agencies have expectations that the SC Forestry Commission will have the technical expertise on staff to interpret silvicultural applications regarding environmental issues, such as water and air quality.	Protection, Management, Development, Raise Awareness, 1 - 31
Forestry Commission	6	State Legislative members	Provide information concerning budgets, funding, and legislation that have direct or indirect impacts on the ability of the SC Forestry Commission to accomplish its mission. Issue an annual report on the State of the Forest Resource to members of the House of Representatives and Senate.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	7	State Congressional members	Provide information about legislation on a national scale concerning forestry and/or environmental issues. Work through the National Association of State Foresters to keep Congressmen and Senators informed on these issues.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	8	SC Governor's Office	Communicate and provide needed information concerning forest industry expansion or location in the state. Provide information concerning budget, funding, and legislation that have direct or indirect impact on the SC Forestry Commission.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	9	Natural resource and conservation-based private organizations	Provide forest management services to landowners to improve timber production, aid in efficient use of the timber resource, and foster conservation and multiple use of the forest resource. Partner to enhance the forest resource and meet common goals.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31

Key Stakeholders

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
Forestry Commission	10	Forest Industry	Forest industry has a reasonable expectation that the SC Forestry Commission will support the industry by providing accurate, up-to-date forest resource data, protecting our forest resource from wildfire, supporting sustainable timber production, and taking a leadership role in diverse forest resource issues such as water quality, air quality, and endangered species.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	11	Volunteer Fire Departments (VFDs)	Partner with VFDs in wildland/interface fire control and fire prevention. Raise the awareness regarding the challenges facing SC with wildland fires, especially the fires occurring in wildland-urban interface (WUI) areas. Provide funding through federal Volunteer Fire Assistance Grants and equipment through Federal Excess property programs. Provide wildland firefighting training and ensure interoperable communications. VFDs expect and need the SC Forestry Commission to have sufficient resources and equipment to respond quickly to wildfires in their jurisdictions.	Protection, Management, Raise Awareness, Meet Future Demands, 1 -15, 24-31
Forestry Commission	12	Forest Landowners	Provide forest management advice and education to landowners to improve timber production. Promote multiple use and conservation of the forest resource. Provide special services, for a fee, that are not adequately provided by the private sector, such as prescribed burning, firebreak plowing, and water bar construction. Administer current reforestation programs. Actively seek partnerships that increase the diversity of sources for reforestation assistance and the funding available for forestry practices. Use state forests and other landholdings to demonstrate forest management techniques.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31
Forestry Commission	13	Rural Urban Interface and Interest Groups	Protect lives and property from wildland fire. Raise the awareness of the challenges facing SC from wildland fires, especially the fires occurring in WUI areas. Educate residents about measures they can take to reduce the risk from wildfire. Enhance the forest resource to provide better stewardship of all SC's natural resources.	Protection, Management, Raise Awareness, Meet Future Demands, 1 - 15, 24-31

Key Stakeholders

Agency Submitting Report	Item #	Stakeholder Group	Requirements/Expectations	Deliverables Cross References
Forestry Commission	14	Urban Residents and Businesses	Assess needs and provide technical assistance in the development and management of public trees and forests by periodically contacting local government personnel, advocacy groups, and professional organizations. Conduct on-site programs, provide literature, and website information. Work with partners to sponsor and present information regarding arboriculture, community forestry issues, and the value of ecosystem services.	Protection, Management, Raise Awareness, Meet Future Demands, 1 - 15, 24-31
Forestry Commission	15	State Forests Visitors and User Groups	Use landholdings to demonstrate forest management techniques and the value of forests and forestry. Provide a variety of recreational opportunities at a reasonable cost with attention to public safety.	Protection, Management, Development, Raise Awareness, Meet Future Demands, 1 - 31

Key Partner Agencies

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 established and performance measures routinely reviewed with the other entity. The Major Program Areas Cross References Column should link the Partner Agency to the major program area, in the Major Program Areas Chart, on which it has the biggest impact. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable and a minimum of three.

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Forestry Commission	SC Department of Health and Environmental Control	Memorandum of Understandings in place related to air quality (prescribed fire and smoke management) and related to water quality (Forestry Best Management Practices).	All wildfire and prescribed fire data is shared with DHEC every 10 minutes. Annual meetings occur to discuss issues and best practices. Monthly summary report of forest management activities and compliance with Forestry Best Management Practices is provided to DHEC.	II. Forest Protection and Development
Forestry Commission	SC Emergency Management Division	SC Forestry Commission is the lead for ESF-4, Wildland Firefighting, and participates in state-level activations of the state emergency operations center. Provide input to response plans, staffing at SEOC, expertise on incident management, firefighting, and assist with response to natural and man-made disasters. Provide law enforcement support, aircraft support, and debris removal crews after hurricanes and when lane reversal operations occur. EMD supports the SC Forestry Commission when large wildfires occur, assisting with resource requests and interfacing with FEMA.	Annual operating plans updated; the SC Forestry Commission participates in state and regional exercises. After action reviews are conducted to evaluate coordination and cooperation during incidents.	II. Forest Protection and Development
Forestry Commission	SC Department of Natural Resources	SC Forestry Commission provides forest management assistance to the SC DNR including timber sale assistance, prescribed burning, and firebreak plowing. The agencies also have an agreement regarding Wildlife Management Areas. SC Forestry Commission is a cooperating agency in SC Quail Council and the Heritage Trust Advisory Board.	Acres prescribed burned; Revenue generated from timber sales.	II. Forest Protection and Development, III. State Forests
Forestry Commission	SC National Guard	Conduct annual joint training. Participate in tabletop and functional exercises to prepare for wildland firefighting. During high wildfire periods, use SC NG aircraft equipped with Bambi buckets to suppress wildfires and protect homes from damage. Provide military appreciation hunts and forestry awareness programs.	Annual joint training conducted to test mission readiness. Pre-wildfire season coordination meetings held. Daily briefings conducted during periods of high wildfire occurrence.	II. Forest Protection and Development, V. Education

Key Partner Agencies

Agency Submitting Report	Agency w/ Impact on Mission Success	Partnership Arrangement Established	Performance Measures Routinely Reviewed Together	Major Program Areas Cross Reference
Forestry Commission	SC Law Enforcement Division - SLED	Provide state incident management team to support response to man-made or natural disasters. Coordinate response, account for responders, and formulate plans for incidents. use SLED helicopter equipped with Bambi bucket provided by the SC Forestry Commission under the existing MOU to suppress wildland fires. Provide law enforcement assistance to SLED as requested for support of hurricanes and other disasters.	Joint training conducted annually. Periodic meetings held to ensure readiness and communications are in order.	II. Forest Protection and Development
Forestry Commission	SC Department of Commerce	The SC Forestry Commission has an MOU with the SC Department of Commerce to work together to grow the impact of forestry to the state's economy.	A suite of IMPLAN statistics are periodically reported (jobs, labor income, value-added, and total economic impact). Industry announcements for agribusiness are routinely reported by the SC DOC.	II. Forest Protection and Development
Forestry Commission	Clemson University	The SC Forestry Commission has agreements with Clemson University for insect and disease control, landowner outreach, disaster response, guest lecturers, and wood use and design.	The agencies review the number of acres treated for invasive species, conduct surveys to gauge effectiveness of control measures, and record number of outreach programs conducted.	II. Forest Protection and Development V. Education

Overseeing Body - General

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 nuances 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
Forestry Commission	Commission	Five	Nine	Appointed	Governor	Six Years	No	No	None	Two members appointed by the Governor are from the public at large upon the advice and consent of the Senate and one member shall be the President of Clemson University or the Dean of the School of Forestry to serve as his designee.

Overseeing Body - Individual Members

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
Forestry Commission	George Askew	104 Barre Hall Clemson University Clemson, SC 29634 (864) 656 3141	University Professor/ Vice President	3/17/14	2015	1	No	All Programs
Forestry Commission	Dr. A. G. Burris	411 Wild Turkey Trail Varnville, SC 29944 (843) 525-6228	Orthodontist/Forest Landowner	8/21/06	2015	9	No	All Programs
Forestry Commission	Sam Coker	1662 Shull Ave. Gilbert, SC 29054 (803) 532-5806	Forest Products Mill Co-owner/Forester/ Forest Landowner	8/25/09	2015	6	No	All Programs
Forestry Commission	Walt McPhail	2 Jenkins Court Mauldin, SC 29662 (864) 288-7618	Veterinarian/Forest Landowner	7/1/14	2015	1	No	All Programs
Forestry Commission	H. Stro Morrison	1068 Browning Gate Rd. Estill, SC 29918 (803) 625-2757	Consulting Forester/Forest Landowner/Realtor	4/1/04	2015	11	No	All Programs
Forestry Commission	G. Ed Muckenfuss	125 Gadsden Street Summerville, SC 29483 (843) 873-4338	Retired Industry Forester/Forest Landowner	2/1/93	2015	22	No	All Programs
Forestry Commission	Jesse Neville	Post Office Box 398 Walhalla, SC 29681 (864) 638-2531	Businessman /Forest Landowner	3/5/15	2015	0	No	All Programs
Forestry Commission	Mitchell S. Scott	4624 River Road Allendale, SC 29810 (803) 584-3451	Forest Products Mill Co-owner/Forester/ Forest Landowner	7/15/97	2015	18	No	All Programs
Forestry Commission	James B. Thompson	2210 Highway 72 West Greenwood, SC 29649 (864) 229-0098	Consulting Forester/Forest Landowner	5/22/09	2015	6	No	All Programs

Major Program Areas

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:
a) List only the programs that comprise at least 80% of the total budget and include the % of total budget. The remainder of the programs should be "listed ONLY" in the box labeled "Remainder of Expenditures." If the agency has trouble
b) The "Associated Objective(s)" column in the Program Template of the FY 2-13-14 Accountability report has been changed to "Key Performance Measures Cross References." The Key Performance Measures Cross References column should link major programs to charts/graphs in the Key Performance Measurement Processes
c) An additional column, titled "Legal Standards Cross References," has been added at the end. The Legal Standards Cross Reference column should link major programs to the statutes, regulations and provisions listed in the Laws Section of this report, which they satisfy.
Included below is an example, with a partial list of past Major Program Areas from the Department of Transportation. The example does not include information in the columns under expenditures, key performance measures cross reference, legal standards cross references, however the agency must

Note:
-Key Performance Measures Cross References Column links major programs to the charts/graphs in the Key Performance Measurement Processes Section of the Restructuring Report.
-Legal Standards Cross References Column links major programs to the statutes, regulations and provisions they satisfy which are listed in the Laws Section of the Restructuring Report.

Agency Submitting Report	Program Title	Purpose	FY 2012-13 Expenditures		TOTAL	General	FY 2013-14 Expenditures		TOTAL	Key Performance Measures Cross Reference	Legal Standards Cross References
			General	Other			General	Other			
Forestry Commission	III. Forest Protection and Development Forest Protection	Forest Protection -- To ensure their future health, South Carolina's forests must be protected from harm to include fire, disease, pests and other natural and human-caused factors.	\$11,085,931 47% of Total Budget	\$1,274,601 5% of Total Budget	\$15,190,440 64% of Total Budget	\$12,735,710 45% of Total Budget	\$4,911,404 17% of Total Budget	2,317,265 of Total Budget	\$19,965,379 70% of Total Budget	A.1.a-A.2.e-A.2.e- A.4.a-A.4.b-A.5.a- A.5.0.a-A.5.1-c-d- A.5.g-B.1-C	1 - 35
Forestry Commission	II. Forest Protection and Development Forest Management	Forest Management -- The SCFC delivers financial and technical assistance to landowners, communities and the public while addressing social and environmental concerns.	\$1,319,102 5% of Total Budget	\$955,195 4% of Total Budget	\$3,190,278 14% of Total Budget	\$1,411,044 5% of Total Budget	\$759,815 3% of Total Budget	\$954,737 3% of Total Budget	\$3,105,596 11% of Total Budget	A.1.b-A.1.c-A.1.d- A.2.b-A.3.a-A.3.b- A.3.c-A.3.d-A.4.a- A.4.b-A.5.a-A.5.b- A.5.c-A.5.e-A.5.f- B.1.C	1 - 35
Forestry Commission	III. State Forests	State Forests -- Management, development and protection of timber, wildlife and endangered species and other resources. An ample productive forestland base and an economic climate conducive to forestry based business are essential if forest landowners of SC are to practice sustainable forest management.	\$0	\$2,698,404 11% of Total Budget	\$2,698,404 11% of Total Budget	\$0	\$2,769,335 10% of Total Budget	\$0	\$2,769,335 10% of Total Budget	A.2.b-A.4.a-A.4.b- A.5.a-A.5.c-A.5.e- A.5.h	1 - 35

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

I. Administration	Forest Information and Outreach	Forest Information and Outreach									
IV. Education	Forest Protection and Development - Programs not included above	Forest Protection and Development - Programs not included above									
	Resource Development	Resource Development									
	Forest Inventory and Analysis	Forest Inventory and Analysis									
	Best Management Practices	Best Management Practices									
	Nursery and Tree Improvement	Nursery and Tree Improvement									

Remainder of Expenditures:	\$1,536,644 6% of Total Budget	\$543,077 of total Budget	2%	\$628,263 3% of Total Budget	\$2,707,984 11% of Total Budget	\$1,629,740 6% of Total Budget	\$432,421 2% of Total Budget	\$574,812 of Total Budget	2%	\$2,636,972 9% of Total Budget
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INSTRUCTIONS: List all state and federal statutes, regulations and provisions 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/Provisions	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Forestry Commission	1	Sections 48-23-10 through 48-23-60	State	Establishes the SC Forestry Commission, terms of office, and qualifications of Commissioners, meetings, and reimbursement, qualifications of State Forester.
Forestry Commission	2	Sections 48-23-70 through 48-23-86	State	Defines unlawful acts on State Forests. Authorizes the SC Forestry Commission to buy, sell, and rent property, cooperate with federal agencies in reforestation, negotiate agreements for fire suppression, develop forest disaster plans.
Forestry Commission	3	Section 48-23-90: General duties of Commission	State	Reports to the General Assembly on forest conditions. Prevent, control, and extinguish fires. Enforce forest laws. Advise and assist private land owners. Promote public appreciation of the advantages of forestry and the value of forests.
Forestry Commission	4	Sections 48-23-95 through 97: Forest law enforcement	State	Defines forest law enforcement jurisdiction, responsibilities, and procedures.
Forestry Commission	5	Section 48-23-100: Growing and selling forest tree seedlings and transplants	State	Defines the growth and sale of forest tree seedlings and transplants; restrictions; receipts to revolving fund; purchase for resale and revolving fund.
Forestry Commission	6	Section 48-23-130: Acquisition by Commission of Lands for State Forests	State	Allows the agency to enter into agreements with federal or other agencies for the acquisition of lands.
Forestry Commission	7	Section 48-23-260: Counties containing State Forest Lands Shall Share in Revenues	State	25% of gross revenue earned from certain privileges on state forest land each year is provided to the counties in which revenue is earned to be spent for "general school purposes."
Forestry Commission	8	Section 48-23-265: Defines Timber Theft and Fraud	State	Defines timber theft and fraud.
Forestry Commission	9	Section 48-23-295: Forestry Services to Landowners	State	Scientific, technical, practical. Provides for assistance with afforestation, reforestation, maximum production of woodlands. Specialized equipment/operators or rental of same. Reasonable fees may be charged and receipts retained.
Forestry Commission	10	Chapter 28: The Forest Renewal Program	State	Implementation of cost share. Eligibility of landowners.
Forestry Commission	11	Chapter 30: Primary Forest Product Assessment	State	Describes how funds will be collected for Forest Renewal Program.
Forestry Commission	12	Chapter 33: Forest Fire Protection Act	State	Definitions of forest land/forest fire. The SC Forestry Commission shall direct forest fire protection work. County forestry boards: terms and duties.
Forestry Commission	13	Chapter 34: Prescribed Fire Act	State	Establishes requirements for conducting prescribed fires. Established Certified Prescribed Fire Manager course and provides limited liability protection to certified burners. Defines prescribed fire and clarifies the role of the certified burner.
Forestry Commission	14	Chapter 35: Regulation of Fires on Certain Lands	State	Requires notification to the SC Forestry Commission and precautions before conducting outdoor burning. Establishes the ability for State Forester and the Governor to enact burning bans.
Forestry Commission	15	Chapter 36: Best Management Practices Act	State	Sets guidelines for silvicultural activities to protect water quality, soil quality, and productivity, wildlife habitat, and the aesthetic integrity of the forest.
Forestry Commission	16	Chapter 37: Southeastern Interstate Forest Fire Protection Compact	State	Allows sharing of wildland firefighting resources between the 13 states in the Southern Region through mutual aid via the Southeastern Interstate Forest Fire Protection Compact.
Forestry Commission	17	Proviso 43.1	State	Grant Funds Carry Forward - Authorizes unexpended grant funds in the current year to pay for expenditures incurred in the prior year.

Agency Submitting Report	Item #	Statute/Regulation/Provisos	State or Federal	Summary of Statutory Requirement and/or Authority Granted
Forestry Commission	18	Proviso 43.2	State	Retention of Emergency Expenditure Refunds - Authorizes agency to retain all funds received as reimbursement of expenditures from other state or federal agencies when personnel and equipment are mobilized due to an emergency.
Forestry Commission	19	Proviso 43.3	State	Commissioned Officers' Physicals - Authorizes the Commission to pay the cost of physical examinations for agency personnel who are required to receive such physical examinations prior to receiving a law enforcement commission.
Forestry Commission	20	Proviso 43.4	State	Compensatory Payment - Authorizes exempt employees of the agency may be paid for actual hours worked in lieu of compensatory time, at the discretion of the agency director, and providing funds are available.
Forestry Commission	21	Proviso 101.4	State	Wireless Communications Tower BCB control of all tower leases and new tower constructions.
Forestry Commission	22	Proviso 101.23	State	Sale of surplus real property - Authorizes SC Forestry Commission to retain the net proceeds from the sale of surplus land for use in firefighting operations and replacement of firefighting equipment.
Forestry Commission	23	Proviso 101.32	State	Cyber Security - Adoption and Implementation of cyber security policies, guidelines, and standards.
Forestry Commission	24	Proviso 117.16	State	Allowance for Residences & Compensation Restrictions - Authorizes residences for forestry aides and caretaker at central headquarters.
Forestry Commission	25	Proviso 117.89	State	Websites - Providing link on agency website to monthly state procurement card statements or report with same information.
Forestry Commission	26	Proviso 117.117	State	Data Breach Notification - Requirements for state agencies.
Forestry Commission	27	Proviso 117.131	State	Information Technology Disaster Recovery Plan.
Forestry Commission	28	Proviso 117.132	State	Information Technology and Information Security Plans.
Forestry Commission	29	42 U.S.C. Section 5191: Stafford Disaster Relief and Emergency Assistance Act	Federal	Allows the Federal Government to provide assistance to state government to relieve hardship and damage that occur from disasters. Provides access to grants and severity funds after disasters.
Forestry Commission	30	7 U.S.C. Section 138: Endangered Species Act	Federal	Designed to protect species from extinction. Requires the SC Forestry Commission to manage for threatened & endangered species on state forests.
Forestry Commission	31	42 U.S.C. Section Chapter 85, Section 7401: Clean Air Act	Federal	Designed to control air pollution on a national level. Administered in SC by DHEC, this law impacts wildfire suppression, prescribed burning, and forest management. The SC Forestry Commission and DHEC jointly administer South Carolina's Smoke Management Guidelines.
Forestry Commission	32	P.L. 95-313: Cooperative Forestry Assistance Act	Federal	Authority of the United States Forest Service to provide financial and technical assistance to states and private landowners on a variety of forestry issues, including forest management and stewardship, fire protection, insect and disease control, reforestation and stand improvement, and urban forestry.
Forestry Commission	33	33 U.S.C. Section 1251-1387: Clean Water Act	Federal	Primary federal law governing water pollution. Administered in SC by DHEC, this law governs forest management activities in wetlands, road construction, and impacts to water quality. The SC Forestry Commission administers South Carolina's Best Management Practices for Forestry through an MOU with SCDHEC.

Agency Reporting Requirements

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 intent 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, biennially, etc.); f) Approximate year the agency first started providing the report; g) Approximate cost to complete the report; h) Approximate number of staff needed to complete the report; i) Method in which the report is submitted to the legislative entity; j) Method in which the report is received by the agency; k) Method in which the report is completed; l) Method in which the report is submitted to the legislative entity; m) Method in which the report is received by the agency; n) Method in which the report is completed; o) Method in which the report is submitted to the legislative entity; p) Method in which the report is received by the agency; q) Method in which the report is completed; r) Method in which the report is submitted to the legislative entity; s) Method in which the report is received by the agency; t) Method in which the report is completed; u) Method in which the report is submitted to the legislative entity; v) Method in which the report is received by the agency; w) Method in which the report is completed; x) Method in which the report is submitted to the legislative entity; y) Method in which the report is received by the agency; z) Method in which the report is completed. NOTE: Responses are not limited to the number of rows below that have borders around them, please list all that are applicable must complete these columns when submitting this chart in final form. Please delete the example figures before submitting this chart in final form.

Agency Submitting Report	Item #	Report Name	Legislative Entity Requesting Report	Law Requiring Report	Stated Intent of Report	Year First Required to Complete Report	Reporting Freq.	# 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	Approx. Total Amount of Time to Complete Report	Approx. Total Cost to Agency to Complete Report (considering staff time, etc.)	Positive Results of Reporting	Method in which Report is Completed	Method in which Report is Received by Agency	Format in which Report is Submitted to Agency	Method in which Agency Submits Report (i.e., email, click submit on web based form, etc.)	Format in which Report is Completed
Forestry Commission	1	Restructuring Report	House Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	March	March	9	300 hours	\$16,000	TBD	Email and Hardcopy	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
Forestry Commission	2	Restructuring Report	Senate Legislative Oversight Committee	1-30-10(G)(1)	Increased Efficiency	2015	Annually	30	December	January	9	150 hours	\$8,000	TBD	Email and Hardcopy	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
Forestry Commission	3	Accountability Report	Executive Budget Office	1-1-810	Identify key program area descriptions and expenditures and link those to key metrics and performance results		Annually		July	September	15	300 hours	\$20,000	Permanent record of activities	Email and Hardcopy	Email and Hardcopy	Word and Excel	Email and Hardcopy	Word and Excel
Forestry Commission	4	Annual Report to Legislature on the State of Forestry	General Assembly	48-23-90	State of forestry	1927	Annual report and/or verbal address to governing committees	N/A	N/A	During Session				Inform legislature of agency activities and issues	N/A	N/A	N/A	Verbal and/or email	PowerPoint
Forestry Commission	5	Debt Collection Report	Senate Finance and Ways and Means	Proviso 117.37	Report detailing agency's amount of debt obligations and methods it has used to collect that debt.		Annually	30	N/A	February	1	1 hour	\$25.00		email	email	Word	email	Word
Forestry Commission	6	Bank Account Transparency and Accountability	Budget and Control Board	Proviso 117.88	Report composite reservoir bank accounts not included in the Comptroller General's Statewide Accounting and Reporting System or the South Carolina Enterprise Information System.		Annually	30	September	October	1	1 hour	\$25.00		email	email	Word	email	Word

Internal Audits

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 hiring the internal auditors; individuals responsible for hiring 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 conducted; information considered

Note: All audits are not the result of suspicious activity or alleged improper actions. 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? Y/N	Date Internal Audit System Began	Individuals responsible for hiring internal auditors	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 internal controls 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 agency (if other entity, name of that entity)
Forestry Commission	Yes. But due to budget restrictions the agency's internal auditor was reassigned to the Forest Protection Section. Internal audits continue to be performed at the request of the State Forester or Commission. The agency's internal auditor was reassigned to the organization and preparation of the agency's Strategic Plan and Accountability Report.	1996	State Forester	State Forester if performing an Internal Audit	Judy Lucas (803) 896-8851	Fixed Assets and Inventory	State Forester or Internal Auditor if on request of the State Forester such as annually.	Internal audits are typically performed when opportunities are identified and/or assistance is sought by program managers.	N	Y	Total number of fixed assets and shop inventory audits conducted in 11- present 3/25/15 is 47.	<1	<1	<1	N/A

Personnel Involved

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.

Agency Submitting Report	Name	Phone	Email	Department/Division	Title	Question	Role in Answering Question
Forestry Commission	Tim Adams	(803) 896-8802	TAdams@scfc.gov	Resource Development	Director of Resource Development	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report.
Forestry Commission	Jeff Baumann	(803) 896-8808	JBaumann@scfc.gov	Information Technology	Information Technology Director	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report.
Forestry Commission	Russell Hubright	(803) 896-8823	RHubright@scfc.gov	Forest Management	Forest Management Chief	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report. Input information into document as decisions and responses were formulated.
Forestry Commission	Darryl Jones	(803) 896-8817	DJones@scfc.gov	Forest Protection	Protection Chief	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report.
Forestry Commission	Gene Kodama	(803) 896-8801	Kodama@scfc.gov	Administration	State Forester	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report.
Forestry Commission	Larry Moody	(803) 896-8876	LMoody@scfc.gov	Administration	Director of Administrative and Legislative Services	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report. Input information into document as decisions and responses were formulated.
Forestry Commission	Tom Patton	(803) 896-8849	TPatton@scfc.gov	Administration	Deputy State Forester	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report.
Forestry Commission	Lynn Rivers	(803) 896-8879	LRivers@scfc.gov	Administration	Human Resources Director	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report.
Forestry Commission	Doug Wood	(803) 896-8820	DWood@scfc.gov	Information and Education	Director of Communication and Planning	All questions in Sections I - VI	Participated in meetings about, provided input concerning, conducted research for or otherwise contributed to the responses requested in this report. Input information into document as decisions and responses were formulated.

Performance Measure Benchmarks

Performance Measure	V.a.i. Benchmark Agencies / Entities	V.a.i. Why These Agencies are Considered the Best	V.a.ii. Why Benchmark from Other States Not Used	V.a.ii. How Goal Chosen	V.a.iii. Subject Matter Experts	V.b. Senior Leaders - for titles, see Personnel Involved Chart	V.c. Trends	V.d. Reasonable Control >50%
1. Mission Effectiveness								
Manned Firefighting Units	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	Historical wildfire occurrence, average response time, employee turnover, and cooperater capacity were evaluated to determine the goal.	David Frederick (SGSF), Jim Prevette (SGSF)	Darryl Jones, Gene Kodama, Tom Patton, Regional Foresters - monitor monthly	Agencies are replacing open cab dozers with closed cab dozers. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
FIA Plot Production	USDA Forest Service, Southern Group of State Foresters (13 member states)	All states are required to meet the federal standard for this program. SCFC leads the nation in meeting this standard.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	N/A	Bill Burkman (USFS)	Tim Adams, Gene Kodama, Tom Patton - monitor monthly	Has been steady, but reduced federal funding may cause challenges in meeting future production goals. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Landowner Assistance	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	Historical data, land ownership trends, demands for services, and staffing levels were evaluated to determine the goal.	Kay Reed (USFS) (404) 347-6218	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Reduced federal funding, causing challenges in meeting goals. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
BMP Compliance	Southern Group of State Foresters (13 member states)	SGSF member states have similar climate, terrain, soils, and forestry practices.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	Historical compliance data, forest ownership trends, and staffing levels were evaluated to determine the goal.	Mike Aust (VA Tech), Erik Shilling (NCASI)	Tim Adams, Gene Kodama, Tom Patton - monitor monthly	Reduced federal funding, causing challenges in meeting goals. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
2. Mission Efficiency								
Average Wildfire Response Time	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	Historical data and desired staffing levels were evaluated to determine the goal.	David Frederick (SGSF), Jim Prevette (SGSF)	Darryl Jones, Gene Kodama, Tom Patton, Jeff Baumann, Regional Foresters - monitor monthly	Average response time has remained relatively stable, although did increase during periods of lower staffing levels. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Average Wildfire Size	Southern Group of State Foresters (13 member states)	SGSF member states have similar fuels, weather, and topography and use similar tactics for wildfire suppression.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	N/A	David Frederick (SGSF), Jim Prevette (SGSF)	Darryl Jones, Gene Kodama, Tom Patton, Regional Foresters - monitor annually	Average wildfire size has remained relatively stable in South Carolina, but has continued to increase in other states. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
FIA Plot Production	USDA Forest Service, Southern Group of State Foresters (13 member states)	All states are required to meet the federal standard for this program. SCFC leads the nation in meeting this standard.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	N/A	Bill Burkman (USFS)	Tim Adams, Gene Kodama, Tom Patton - monitor monthly	Has been steady, but reduced federal funding may cause challenges in meeting future production goals. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Timber Product Output (TPO) Report	none	N/A	SCFC often leads the South in completion in the data collection for this report.	US Forest Service sets goal	James Bentley (USFS)	Tim Adams, Gene Kodama, Tom Patton - monitor bi-annually	Agency has consistently provided the data for this report to the US Forest Service. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Primary and Secondary Mill Directories	none	N/A	SCFC is the benchmark for other Southern forestry agencies.	The goal was established to ensure an accurate record of facilities.	Daniel Drummond, Darryl Outlaw (University of Georgia)	Tim Adams, Gene Kodama, Tom Patton - monitor bi-annually	The directories have been continuously updated. There is consistent interest in both of these directories. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Timber Theft/Fraud Recovery	none	N/A	SCFC is the benchmark for other Southern forestry agencies.	Historical data, staffing levels, and forest industry trends were evaluated to determine this goal.	Bryan Clavier (Georgia Forestry Commission)	Darryl Jones, Gene Kodama, Tom Patton - monitor monthly	Has been relatively stable. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
3. Quality								
Forest Stewardship Program Customer Satisfaction	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	100% customer satisfaction is the goal of all state agencies.	Kay Reed (USFS) (404) 347-6218	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Has been relatively stable. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Forest Management Plan Customer Satisfaction	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	100% customer satisfaction is the goal of all state agencies.	Brett Butler (USFS)	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Has been relatively stable. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Forestry Services Customer Satisfaction	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	100% customer satisfaction is the goal of all state agencies.	Nathan Strong (USC)	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Has been relatively stable. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Nursery Customer Satisfaction	Southern Group of State Foresters (13 member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	100% customer satisfaction is the goal of all state agencies.	Nathan Strong (USC)	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Has been relatively stable. This trend was determined through an analysis of historical data.	Yes, contingent upon funding

Performance Measure Benchmarks - SC Forestry Commission

Performance Measure	V.a.i. Benchmark Agencies / Entities	V.a.i. Why These Agencies are Considered the Best	V.a.ii. Why Benchmark from Other States Not Used	V.a.ii. How Goal Chosen	V.a.iii. Subject Matter Experts	V.b. Senior Leaders - for titles, see Personnel Involved Chart	V.c. Trends	V.d. Reasonable Control >50%
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4. Workforce Engagement

Staffing Levels	Southern Group of State Foresters (member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	Historical data, anticipated workload, and budget limitations were evaluated to determine the goal.	Society of Human Resource Management, International Personnel Management Association (www.ipma-hr.org), National Compensation Association of State Government, Sam Wilkins, State Human Resource Division	Lynn Rivers, Gene Kodama, Tom Patton, Larry Moody - monitor monthly	Increasing after a substantial downturn associated with the Great Recession. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Agency Turnover Rate	none	N/A	SGSF agencies have similar structures and processes. However, we do share best practices and common issues.	Historical turnover rates	Sam Wilkins, State Human Resource Division	Lynn Rivers, Gene Kodama, Tom Patton, Larry Moody - monitor quarterly	Slightly decreasing over the past 2 years. This trend was determined through an analysis of historical data.	Yes, contingent upon funding

5. Work System Performance

Staffing Levels	Southern Group of State Foresters (member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar structures and processes. However, we do share best practices and common issues.	Historical data, anticipated workload, and budget limitations were evaluated to determine the goal.	Society of Human Resource Management-www.shrm.org; International Public Management Association for Human Resources (www.ipma-hr.org); National Compensation Association of State Government (www.ncsa.org); Sam Wilkins, State Human Resource Division	Lynn Rivers, Gene Kodama, Tom Patton, Larry Moody - monitor monthly	Increasing after a substantial downturn associated with the Great Recession. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Lost Day Work Rating	Bureau of Labor Statistics - US Department of Labor	This agency sets the standard for safety performance ratings	Varies too highly by agency and profession across all states.	Historical data (number of accidents, number of employees, etc.)	Bureau of Labor Statistics - US Department of Labor - Regional Office	Lynn Rivers, Gene Kodama, Tom Patton, Larry Moody - monitor quarterly	Has fluctuated over the past few years and increased in 2014. This trend was determined through an analysis of historical data.	Yes, contingent upon staffing and funding
Wildfire Response Time	Southern Group of State Foresters (member states)	Southern Group of State Foresters (SGSF) is comprised of 13 state forestry agencies that meet regularly to compare processes.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	Historical data and desired staffing levels were evaluated to determine the goal.	David Frederick (SGSF), Jim Prevette (SGSF)	Darryl Jones, Gene Kodama, Tom Patton, Jeff Baumann, Regional Foresters - monitor monthly	Average response time has remained relatively stable, although did increase during periods of lower staffing levels. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Average Wildfire Size	Southern Group of State Foresters (member states)	SGSF member states have similar fuels, weather, and topography and use similar tactics for wildfire suppression.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	N/A	David Frederick (SGSF), Jim Prevette (SGSF)	Darryl Jones, Gene Kodama, Tom Patton, Regional Foresters - monitor annually	Average wildfire size has remained relatively stable in South Carolina, but has continued to increase in other states. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Forest Renewal Program (FRP) Backlog	Southern Group of State Foresters (member states)	Forest ownership patterns and management objectives are similar across the South.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	N/A	Barry New, NC Forest Service (919) 857-4843	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Has remained relatively stable due to added funding levels. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Forest Stewardship Implementation Rate	Southern Group of State Foresters (member states)	Forest ownership patterns and management objectives are similar across the South.	These agencies have similar missions, but have different structures and processes. However, we do share best practices and common issues.	N/A	Kay Reed (USFS) (404) 347-8218	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	Implementation rates have increased in South Carolina over the past few years. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Incident Management Team (IMT) Exercises	none	N/A	IMT participates in all state-level exercises. However, exercise opportunities are limited. The number of exercises vary across the South.	Goal was set in consultation with SLED.	Shardul Ravai (USFS)	Darryl Jones, Gene Kodama, Tom Patton - monitor monthly	Has remained relatively stable. This trend was determined through an analysis of historical data.	Yes, contingent upon funding
Active Groups of Red-cockaded Woodpeckers	US Fish & Wildlife Service	USF&WS has adequate staffing and funding support to allow attainment of recovery goals	N/A	US Fish & Wildlife Service sets goal, since Sand Hills State Forest is a recovery site.	Joe Cookrell, US Fish & Wildlife Service (843) 727-4707	Russell Hubright, Gene Kodama, Tom Patton - monitor annually	The number of active groups of woodpeckers have been increasing. This trend was determined through an analysis of historical data.	Yes - required by federal law.