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

2016 Annual Restructuring Report Guidelines

PLEASE NOTE:

The information included in the agency's report will appear online for all legislators and the public to view.

Agency Name:	**S.C. Military Department**
Date Report Submitted:	**January 12, 2016**

Agency Head

First Name	ROBERT E.
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General Instructions

SUBMISSIONS	
What to submit?	Please submit this document in electronically only in both the original format (Excel) as well as in a PDF document. Save the document as "2016 - Agency ARR (*insert date agency submits report*)."
When to submit?	The deadline for submission is by the first day of session, January 12, 2016.
Where to submit?	Email all electronic copies to HCommLegOv@schouse.gov.

NOTE: If the agency enters its Name and the Date of Submission in the "Cover Page" tab, it should automatically populate at the top of each tab in this report.

WHERE INFORMATION WILL APPEAR	
Where will submissions appear?	The information included in the agency's report will appear online for all legislators and the public to view. On the South Carolina Statehouse Website it will appear on the Publications page as well as on the individual agency page, which can be accessed from the House Legislative Oversight Page.

QUESTIONS	
Who to contact?	House Legislative Oversight at 803-212-6810.

OTHER INFORMATION	
House Legislative Oversight	
Mailing	Post Office Box 11867
Phone	803-212-6810
Fax	803-212-6811
Email	HCommLegOv@schouse.gov
Web	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."

Legal Standards

This is the first chart in the report because the legal standards which apply to the agency should serve as the basis for the agency's mission, vision and strategic plan.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16

Instructions : List all state and federal statutes, regulations and provisos that apply to the agency ("Laws") and a summary of the statutory requirement and/or authority granted in the particular Law listed. If the agency grouped Laws together last year, they can continue to do so this year. However, please be aware that when the agency goes under study, the House Legislative Oversight Committee will ask it to list each Law individually. The Committee makes this request so the agency can then analyze each of the Laws to determine which current Laws may need to be modified or eliminated, as well as any new Laws possibly needed, to allow the agency to be more effective and efficient or to ensure the Law matches current practices and systems. Included below is an example, with a partial list of Laws which apply to the Department of Juvenile Justice. 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.

Item #	Statute, Regulation, or Proviso Number	State or Federal	Summary of Statutory Requirement and/or Authority Granted	Is the law a Statute, Proviso or Regulation?
1	25-1-100	State	Establishes pensions for members of the National Guard who are wounded or disabled while in service of State.	Statute
2	25-1-110	State	Establishes eligibility/process for presenting flag of the State of SC appropriate for use as a burial flag.	Statute
3	25-1-310	State	Establishes the method of Administration of the State militia.	Statute
4	25-1-320	State	Establishes position of Adjutant General.	Statute
5	25-1-3640	State	Establishes protocol in case of vacancy of TAG position.	Statute
6	25-1-350	State	Establishes general powers and duties of Adjutant General.	Statute
7	25-1-380	State	Establishes Assistant Adjutant General for Army.	Statute
8	25-1-390	State	Establishes Assistant Adjutant General for Air.	Statute
9	25-1-400	State	Establishes duties of Assistants during absence of Adjutant General.	Statute
10	25-1-410	State	Establishes audit and allowance of department expenses.	Statute

Legal Standards

11	25-3-10	State	Establishes the SC State Guard.	Statute
12	25-3-20-210	State	Sets forth who may be in the Guard, when the Guard may be called into duty, service and pay regulations.	Statute
13	25-17-10	State	Establishes the SC Military Museum.	Statute
14	25-17-20	State	Sets forth the duties of the museum board.	Statute
15	25-17-30	State	Sets for maintenance of museum and collection.	Statute
16	25-17-40	State	Authorizes board to (1) accept certain loans, grants, donations, and the like, and (2) acquire land or items by purchase, lease, or contract.	Statute
17	25-17-50	State	Establishes responsibility for the collection, preservation, and exhibition of items.	Statute
18	99.1	State	Establishes how unit maintenance funds may be used.	Statute
19	99.2	State	Establishes how revenues collected by National Guard units may be used.	Statute
20	99.3	State	Sets forth maximum fee that an armory may charge for uses of its premises for election purposes.	Statute
21	99.4	State	Establishes means whereby the State Military Dept. parking lot spaces may be rented during events at USC's Williams-Brice Stadium and how revenue derived from the rentals may be used.	Statute
22	99.5	State	Authorizes armory rental program and establishes how such revenue may be used.	Statute
23	99.8	State	Authorizes lease of SCMD real property and establishes how such revenue may be used.	Statute
24	99.9	State	Authorizes retention of revenues collected by the Billeting and Dining Facility and establishes protocol for expenditure of such funds.	Statute
25	99.13	State	Establishes means whereby the Columbia Armory parking lot spaces may be rented during events at USC's Williams-Brice Stadium and how revenue derived from the rentals may be used.	Statute
26	99.15	State	Prohibits any reduction of funds for the Funeral Caisson in the event of a mandated general fund budget reduction.	Statute
27	100.15	State	Establishes position of Mental Health Care Facilitator/Coordinator and sets forth the duties and requisite experience for the person hired into this position.	Proviso

Legal Standards

28	Title 25 Article 11 Property and Finances Generally, 25-1-1370	State	This article allows for the establishment of unit maintenance funds and other revenue sources which will be deposited in state accounts for operations and maintenance of the state military department.	Statute
29	Title 25 Article 13 Training Facilities, 25-1-1640	State	This article requires the Adjutant General to properly maintain training facilities and authorizes the expending of funds for this purpose.	Statute
30	Title 10 Armed Forces 10 USC 18236	Federal	Federal law governing the funding of National Guard facilities on state owned property.	Statute
31	NGR 415-5	Federal	This regulation provides guidance for planning, programming, budgeting, and executing all Army National Guard military construction projects funded in whole or in part with a military construction appropriation.	Regulation
32	NGR 420-10	Federal	This regulation sets the responsibilities, organization, functions, and personnel for State Construction and Facilities Management Offices.	Regulation
33	AR 210-20	Federal	This regulation defines the real property master planning concept and requirement and establishes policies and responsibilities for implementing the real property master planning process for Army communities.	Regulation
34	NGR 5-1	Federal	These Appendices to the Master Cooperative Agreement (MCA) prescribes the terms, conditions, policies and administrative procedures related to the National Guard Bureau's (NGB) federal contribution for Facilities Operation and Maintenance Activities (FOMA), Fire and Emergency Services (FES) and Environmental Management within the state.	Regulation
35	NGP 210-20	Federal	This pamphlet describes processes for conducting real property development planning within the National Guard.	Regulation
36	Code of Federal Regulations Title 44, as amended	Federal	Emergency Management and Assistance basic policy and procedures.	Regulation
37	Public Law 106-390	Federal	Robert T. Stafford Disaster Relief and Emergency Assistance Act.	Statute

Legal Standards

38	SC Code of Laws 25-1-420 through 25-1-460	State	South Carolina Emergency Management Division of Office of Adjutant General; administration; duties; Additional powers and duties of Governor during declared emergency;Duties of state, county, and municipal governments for mutual assistance in emergencies; Loans for emergency and recovery operations	Statute
39	SC Code of Regulations 58-1	State	Local Government Preparedness Standards	Regulation
40	SC Code of Regulations 58-101	State	State Government Preparedness Standards	Regulation
41	Proviso 99.14	State	Allows for emergency commodities purchases	Proviso
42	Proviso 99.10	State	Allows for personnel compensatory payment during emergencies	Proviso
43	Proviso 99.6	State	Allows for meal provision for emergency operations center during events and exercises	Proviso
44	Proviso 117.56	State	FEMA flexibility allowing use of state share appropriations for subsequent disasters	Proviso
45	SC Code of Laws 25-	State	Circumstances requiring active duty	Statute
46	SC Code of Laws 25-1-2200	State	Pay of National Guard on Active Duty	Statute

Mission, Vision and Goals

This is the second chart because the agency's mission and vision should have a basis in the legal standards, which the agency provided in the previous chart. After the agency knows the laws it must satisfy, along with its mission and vision, it can then set goals to satisfy those laws and achieve that vision (and the strategy and objectives to accomplish each goal - see next chart). To ensure accountability, one person below the head of the agency should be responsible for each goal. The same person is not required to be responsible for all of the goals.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Provide the agency's mission, vision and laws (i.e. state and/or federal statutes) which serve as the basis for the agency's mission and vision.

Mission	The South Carolina Air & Army National Guard's mission is to provide trained and ready units for National Contingencies and for state emergencies. Command and control any military units that come into South Carolina with the Governor as the Commander in Chief.
Legal Basis for agency's mission	Title 25 establishes the SC military department.
Vision	The South Carolina National Guard is an EXTRAORDINARY ORGANIZATION- READY to execute its missions today, with a RELEVANT force structure, composed of RESILIENT Service Members, Employees, and Families, who are RESPONSIBLE to our Nation, Comunities, Families, Soldiers, and Airmen.
Legal Basis for agency's vision	Title 25 establishes the SC military department.

Instructions:
1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal is satisfying. All of the laws mentioned in the previous chart (i.e. Legal Standards Chart) should be included next to one of the agency's goals. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. SC Code 63-19-320 thru 63-19-450). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.
2) Under the "Goals and Description" column, enter the number and description of the goal which will help the agency achieve its vision (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). The agency should have 3-4 high level goals.
3) Under the "Describe how the Goal is SMART" column, enter the information which shows the goal is Specific, Measurable, Attainable, Relevant and Time-bound.
4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing the goal.
5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal. The Responsible Person has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives to accomplish the goal. In addition, this is the person who monitors the progress and makes any changes needed to the strategies and objectives to ensure the goal is accomplished. Under the "Position" column, enter the Responsible Person's position/title at the agency.

Legal Responsibilities Satisfied	Goals & Description	Describe how the Goal is S.M.A.R.T.	Public Benefit/Intended Outcome	Responsible Person Name:	Number of months person has been responsible for the goal or objective:	Position:
(i.e. state and federal statutes or provisos the goal is satisfying)	(i.e. Goal 1 - insert description)	**S**pecific **M**easurable **A**ttainable **R**elevant **T**ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome			
SOUTH CAROLINA MILITARY DEPARTMENT						
Title 25 establishes the SC military department.	Goal 1 - Effectively Man the Force	Achieve and Maintain 103% Authorized End Strength through 2020 and Maintain Operationally Available personnel above 82% through 2020.	This will allow the SCNG to meet or exceed our State and Federal customers and Stakeholders mission requirements.	LTC Marion Collins (Army) & Lt Col James Roth (Air)	1 month	Army G1 & Air A1

Mission, Vision and Goals

Title 25 establishes the SC military department.	Goal 2 - Ready the Force to maximize Federal and State Missions	Maintain 85% DMOSQ on personnel and 80% equipment on hand through FY 2016. This goal is specific to prepare our force to meet the needs of the customer. It is attainable and relevant to the common needs of our State and Federal customers and measured by a Unit Analysis Tool and Unit Status Reporting systems	A trained, equipped, and ready force will posture SCNG for relevant future force structure to generate combat ready troops to conduct State and Federal operations and provide command and control for State military operations.	COL Ken Rosado (Army & Col Micheal Metzler (Air)	1 Year (Army) 1 month (Air)	Army G3 & Air A3
Title 25 establishes the SC military department.	Goal 3 - Provide infrastructure to meet current and future force needs	Provide the adequate armory facilities to effectively station the authorized force structure NLT FY 2021. Reduce 65 Readiness Centers to 50-55 by 2021.	This will enable the SCARNG to effectively station the relevant future force structure in population centers that promotes overall readiness.	COL Andrew Batten	3 years	Army Facilities Management Office
Title 25 establishes the SC military department.	Goal 4 - Leverage Interagency and International partnerships	Attain Multi-Compo Cyber Unit By 2018, Maintain DMOSQ at or above 90% through 2016, Acquire a 2nd State Partnership country by 2020, Develop SRS to Regional Training Site by 2025, Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020, Develop Southeastern Aviation Training Site as DOMOPS Aviation Center by 2025.	Attaining and maintaining international and interagency partnerships will advance the SCNG's relevancy in the areas of international affairs and security cooperation, cyber initiatives, Aviation training, and Situational Awareness.	(1) MAJ Barbara Mesaros (2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples	1 year (All)	(1) J2 Cyber;(2) G3 Operations; (3) J5 Strategic Plans and Policy (4) J3 Directorate of Military Support (5) SAAO (6) G4 Logistics
SC EMERGENCY MANAGEMENT DIVISION						
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101 establishes the SC Emergency Management Division within the Office of the Adjutant General.	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	SCEMD's five year strategic goal summarizes numerous programmatic enhancements to be implemented statewide. Measurable attributes with time-bound metrics are included within supporting objectives.	This will allow the SCEMD to meet or exceed our Local, State and Federal mission requirements and ensure SC is ready for the next emergency.	Kim Stenson, SCEMD Director	3 years	Director
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101 establishes the SC Emergency Management Division within the Office of the Adjutant General.	Goal 2: Continue to develop effective partnerships across the whole community and build, strengthen and retain high quality employees NLT 2020.	SCEMD's five year strategic goal summarizes numerous partnership efforts underway statewide. Measurable attributes with time-bound metrics are included within supporting objectives.	Attaining and maintaining interagency partnerships will advance the SCEMD's relevancy and effectiveness. Workforce retention and enhancement opportunities will ensure high quality employees are ready to meet our mission.	Kim Stenson, SCEMD Director	3 years	Director
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101 establishes the SC Emergency Management Division within the Office of the Adjutant General.	Goal 3: Refine and sustain existing emergency management capabilities while building resilient communities NLT 2020 NLT 2020.	SCEMD's five year strategic goal summarizes numerous sustainment actions to ensure our current capability does not decline. Measurable attributes with time-bound metrics are included within supporting objectives.	A trained, equipped, and ready workforce will ensure SCEMD can support local and state level emergency management and programmatic needs.	Kim Stenson, SCEMD Director	3 years	Director

Strategy, Objectives and Responsibility

This is the next chart because once the agency determines its goals, and those responsible for each goal, it then needs to determine the strategy and objectives to accomplish each goal. To ensure accountability, one person should be responsible for each objective. This can be the same person responsible for the goal, if it is a small agency, or, for larger agencies, a person who reports to the person responsible for the goal. The same person is not required to be responsible for all of the objectives.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions:

1) Under the "Legal Responsibilities Satisfied" column, enter the legal responsibilities (i.e. state and/or federal statutes and provisos) the goal or objective is satisfying. For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. All of the legal standards mentioned for a particular goal should be included next to one of the objectives under that goal. When listing the Legal Responsibilities Satisfied, the agency can group the standards together when applicable (i.e. 63-19-320 thru 63-19-370). Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute.

2) Under the "Strategic Plan Part and Description" column, enter the strategic plan part number and description (i.e. Goal 1 - Increase the number of job opportunities available to juveniles to 20 per juvenile within the next 2 years). For each goal, the agency can copy and paste the information from the Mission, Vision and Goals Chart. If the agency is still utilizing the same strategies and objectives it submitted as part of the Accountability Report, it can copy and paste those into this chart, then fill in the remainder of the columns. However, if the agency has trouble explaining how each objective is SMART, it may need to revise its objectives. In addition, if the agency has revised its strategic plan since submitting its last Accountability Report, please provide information from the most current strategic plan.

3) Under the "Describe how it is SMART" column, enter the information which shows how each goal and objective is Specific, Measurable, Attainable, Relevant and Time-bound.

4) Under the "Public Benefit/Intended Outcome" column, enter the intended outcome of accomplishing each goal and objective.

5) Under the "Responsible Person" columns, provide information about the individual who has primary responsibility/accountability for each goal and objective. The Responsible Person for a goal has different teams of employees beneath him/her to help accomplish the goal. The Responsible Person for an objective has employees and possibly different teams of employees beneath him/her to help accomplish the objective. The Responsible Person for a goal is the person who, in conjunction with his/her team(s) and approval from higher level superiors, determines the strategy and objectives needed to accomplish the goal. The Responsible Person for an objective is the person who, in conjunction with his/her employees and approval from higher level superiors, sets the performance measure targets and heads the game plan for how to accomplish the objective for which he/she is responsible. Under the "Position" column, enter the Responsible Person's position/title at the agency. Under "Office Address" column, enter the address for the office from which the Responsible Person works. Under the "Department/Division" column, enter the department or division at the agency in which the Responsible Person works. Under the "Department/Division Summary" column, enter a brief summary (no more than 1-2 sentences) of what that department or division does in the agency.

Legal Responsibilities Satisfied:	**Strategic Plan Part and Description**	**How it is S.M.A.R.T.:**	**Public Benefit/Intended Outcome:**	**Responsible Person Name:**	**Number of months person has been responsible for the goal or objective:**	**Position:**	**Office Address:**	**Department or Division:**	**Department or Division Summary:**
(i.e. state and federal statutes or provisos the goal or objective is satisfying)	(i.e. Goal 1 - Insert description, Strategy 1.1 - Insert Description, Objective 1.1.1 - Insert Description)	Describe how each goal and objective is... **S**pecific; **M**easurable; **A**ttainable; **R**elevant; and **T**ime-bound	(Ex. Output = rumble strips are installed on the sides of a road; Outcome = incidents decrease and public perceives that the road is safer) Just enter the intended outcome						
SOUTH CAROLINA MILITARY DEPARTMENT									
Title 25 establishes the SC military department.	**Goal 1** - Effectively Man the Force	Achieve and Maintain 103% Authorized End Strength through 2020 and Maintain Operationally Available personnel above 82% through 2020.	This will enable the SCNG to meet or exceed our State and Federal Customers and Stakeholders requirements.	LTC Marion Collins (Army) & Lt Col James Roth (Air)	1 month	Army G1 & Air A1	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air)	SCARNG & SCANG	Personnel
The agency does not need to insert the information for the rest of the columns for any strategy, type "n/a"	Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020	Achieve short term end strength objective (STO) of 9375 NLT 30 Sep 2016, and long term objective (LTO) of 10,000 end strength NLT 2025	This end strength objective will ensure the SCNG's relevance for future force structure, as well as meet our State and Federal Customers and Stakeholders requirements.	LTC Marion Collins (Army) & Lt Col James Roth (Air)	1 month	Army G1 & Air A1	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air)	SCARNG & SCANG	Personnel
Title 25 establishes the SC Military Department.	Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020	Attain and maintain a STO of an operationally available force at 82% NLT 30 Sep 2016, and sustain this readiness objective through 2025.	Maintaining this operationally available level will ensure the SCNG is ready to meet or exceed our State and Federal Customers and Stakeholders requirements.	COL James Finley (Army COS), Col Michael Metzler (Air COS) COL Ken Rosado (G3), LTC Marion Collins (G1), COL Larry Peeples (G4), Lt. Col James Roth (A1)	3 years	Army COS, Air COS, Army's G1, G3, & G4 & Air A1	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air)	SCARNG & SCANG	Overall readiness metrics (Personnel, Training, and Logistics)

Strategy, Objectives and Responsibility

Title 25 establishes the SC Military Department.	Strategy 1.3 Implement (fully utilize) personnel and leader development programs at all levels	Support traditional Soldiers and their family members with obtaining civilian employment opportunities to reduce their unemployment rate below 5% by 2017	This supports the TAG Vision of a Ready, Resilient, Relevant, and Responsible force to meet or exceed our State and Federal Customers and Stakeholders requirements	COL Ronald Taylor (Army's J1 & J1.1)	4 years	Army's J1 & J1.1	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air) & 1225 Bluff Road, Columbia, SC 29201	SCARNG & SCANG	Service Member and Family Care
Title 25 establishes the SC Military Department.	Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025	Ensure an STO 100% of deployed and redeployed Soldiers and Airmen attend a Yellow Ribbon Reintegration event by 30 Sep 2016, and sustain this as a LTO through 2025.	This provides invaluable veterans benefits and services for the returning Soldiers, Airmen and their family members, which support the TAG's Vision of a resilient force.	COL Ronald Taylor (Army's J1 & J1.1)	4 years	Army's J1 & J1.1	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air) & 1225 Bluff Road, Columbia, SC 29201	SCARNG & SCANG	Service Member and Family Care
Title 25 establishes the SC Military Department.	**Goal 2** - Ready the Force to maximize Federal and State Missions	Maintain 85% DMOSQ on personnel and 80% equipment on hand through FY 2016. This goal is specific to prepare our force to meet the needs of the customer. It is attainable and relevant to the common needs of our State and Federal customers and measured by a Unit Analysis Tool and Unit Status Reporting systems	A trained, equipped, and ready force will posture SCNG for relevant future force structure to generate combat ready troops to conduct State and Federal operations and provide command and control for State military operations.	COL Ken Rosado (Army & Col Michael Metzler (Air)	1 Year (Army) 1 month (Air)	Army G3 & Air A3	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Plans, Training Readiness and Operations
Title 25 establishes the SC Military Department.	Strategy 2.1 Organize the Force	Obtain a TAG's LTO of gaining a Brigade Combat Team (BCT) and the associated Force Structure of 10,000 Forces by 2025	A well trained, equipped, and ready force will posture the SCNG for relevant future force structure to generate combat ready troops to conduct State and Federal operations, and provide command and control for State military operations.	COL Ken Rosado (Army & Col Michael Metzler (Air)	1 Year (Army) 1 month (Air)	Army G3 & Air A3	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Plans, Training Readiness and Operations
Title 25 establishes the SC Military Department.	Strategy 2.2 Train the Force	Attain and maintain an operationally LTO of an available and ready force at 82%, and DMOSQ at 87% by 2017	A trained, equipped, and ready force will posture SCNG for relevant future force structure to generate combat ready troops to conduct State and Federal operations and provide command and control for State military operations.	COL Ken Rosado (Army & Col Michael Metzler (Air)	1 Year (Army) 1 month (Air)	Army G3 & Air A3	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Plans, Training Readiness and Operations
Title 25 establishes the SC Military Department.	Strategy 2.3 Resource the Force	Prioritize and execute 100% of allocated funding resources toward accomplishing State and Federal Customers and Stakeholders requirement NLT 30 Sep 16	Providing adequate and timely resources to the SC Military Department will enable us to accomplish mission requirements.	COL James Finley (Army COS), Col Michael Metzler (Air COS), COL Chris Eaker (USPF&O J8)	3 years	Army COS, Air COS, USPF&O / J8	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air)	SCARNG & SCANG	Funding Personnel, Training, and Logistics
Title 25 establishes the SC Military Department.	Strategy 2.4 Station F35 Joint Strike Fighter at McEntire JNGB NLT 2025	Execute an Air Base Study to address strategic concerns regarding land ownership, conservation, and potential encroachment issues by 2020	This will facilitate preparation of the McEntire Joint National Guard Base for stationing the F35 Joint Strike Fighter Jets by 2025	BG Russell Rushe, Col David Myer & Col Michael Metzler	1-2 years	Assistant AG Air, Commander Air Wing & Air COS	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air)	SCANG	SC Air Guard Wing

Strategy, Objectives and Responsibility

Title 25 establishes the SC Military Department.	Strategy 2.5 Attain/Retain relevant ARNG Force Structure	Attain a LTO of gaining a Brigade Combat Team (BCT) by 2025 and a STO of gaining a Cyber Protection Command Unit by 2017.	This provides a relevant force to meet or exceed State and Federal Customer and Stakeholders requirements, in addition to partnering with local, state and federal agencies to address cyber security initiatives.	COL Ken Rosado (Army & Col Michael Metzler (Air), COL David Coldren & MAJ Barbara Mesaros (G2)	1-2 years	COL Ken Rosado (Army & Col Michael Metzler (Air), COL David Coldren & MAJ Barbara Mesaros (G2)	1 National Guard Road, Columbia SC 29201 (Army) 1 South Carolina Road, Eastover SC 29044 (Air)	SCARNG & SCANG	Plans, Training Readiness and Operations
Title 10 Armed Forces 10 USC 18236, NGR 415-4	**Goal 3** - Provide infrastructure to meet current and future force needs	Provide the adequate armory facilities to effectively station the authorized force structure NLT FY 2021. Reduce 65 Readiness Centers to 50-55 by 2021.	This will enable the SCARNG to effectively station the relevant future force structure in population centers that promotes overall readiness.	COL Andrew Batten	3 years	Army Facilities Management Office	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Facilities & Infrastructure
Title 10 Armed Forces 10 USC 18236, NGR 415-4	Strategy 3.1 Implement Armory consolidation plan by 2025	Design, build and sustain quality facilities and infrastructure that support the SCNG's readiness and relevance within the CFMO 5 Year Plan by FY 2020.	Provides quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.	COL Andrew Batten	3 years	Army Facilities Management Office	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Facilities & Infrastructure
Title 25 Article 13 Training Facilities, 25-1-1640	Strategy 3.2 Expand Technical/Post-Secondary School Initiatives by 2017	Establish partnership for joint use of the Greenville Readiness Center with Greenville Technical College by 30 Sep 2017	Provides a partnership opportunity for cost sharing and co-use to optimize limited resources to fund the readiness center.	Command Group, COL Andrew Batter CFMO, G3, NGASC & NGB	3 years	Command Group, COL Andrew Batter CFMO, G3, & NGB	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Facilities & Infrastructure
Title 10 Armed Forces 10 USC 18236	Strategy 3.3 Identify, validate, and design regional facilities based on demographically supported SCNG foot print by 2020	Conduct Geographic Information System (GIS) demographic studies and predictive recruiting analysis of SC's populated urban areas to determine the best location for new facilities by 2017 in order to complete construction by 2020.	Provides quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.	Command Group, COL Andrew Batter CFMO, G3, NGASC & NGB	3 years	Command Group, COL Andrew Batter CFMO, G3, & NGB	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Facilities & Infrastructure
Title 10 Armed Forces 10 USC 18236	Strategy 3.4 Expand and leverage facility partnerships for innovative approaches by 2025	Establish effective partnerships with state Technical Colleges and other local, state and federal agencies for innovative approaches to optimize limited facilities resources by 2025.	Provides quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.	Command Group, COL Andrew Batter CFMO, G3, NGASC & NGB	3 years	Command Group, COL Andrew Batter CFMO, G3, & NGB	1 National Guard Road, Columbia SC 29201	SCARNG	Facilities & Infrastructure
Title 10 Armed Forces 10 USC 18236	Strategy 3.5 Align State funding needs with NGASC/Legislative approach by 2016	Ensure the SC Military Department's state funding needs are fully aligned with NGASC Legislative approach by 30 Sep 2016.	Provides state match funding to federal funding received for quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.	Command Group, COL Andrew Batter CFMO, G3, NGASC & NGB	3 years	Command Group, COL Andrew Batter CFMO, G3, & NGB	1 National Guard Road, Columbia SC 29201	SCARNG	Facilities & Infrastructure

Strategy, Objectives and Responsibility

Title 25 establishes the SC Military Department.	**Goal 4** - Leverage Interagency and International partnerships	Attain a LTO of acquiring Multi-Compo Cyber Unit By 2017, Acquire a LTO of being approved for a 2nd State Partnership country by 2020, Develop SRS to Regional Training Site by 2025, Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020, and a LTO of Developing the Southeastern Aviation Training Site as DOMSOPS Aviation Center by 2025.	Attaining and maintaining international and interagency partnerships will advance the SCNG's relevancy in the areas of international affairs and security cooperation. The cyber initiatives will posture the state for cyper protection measures. The regional aviation facility will support aviation training readiness. The COP Situational Awareness will enhance domestic operations readiness.	(1) MAJ Barbara Mesaros & COL Coldren(2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples	1 year (All)	(1) MAJ Barbara Mesaros & COL Coldren(2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Intelligence, Operations, Strategic Plans, Military Support, Aviation, Logistics
Title 25 establishes the SC Military Department.	Strategy 4.1 Develop Cyber Fusion Cell	Attain a LTO of gaining a Cyber Fusion Cell and TDA / MTOE unit by 2017	This provides a relevant force to meet or exceed State and Federal Customer and Stakeholders requirements, in addition to partnering with local, state and federal agencies to address cyber security initiatives.	(1) MAJ Barbara Mesaros (2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples	1 year (All)	(1) MAJ Barbara Mesaros (2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Cyber Protection
Title 25 establishes the SC Military Department.	Strategy 4.2 Expand the State Partnership Program and on-going International Engagements	Attain a LTO of being approved for a second state partnership program country by 2020	Attaining and maintaining international and interagency partnerships will advance the SCNG's relevancy in the areas of international affairs and security cooperation.	BG Brad Owens DJS, COL Raymond Strawbridge J5, NGB J53	1 year	BG Brad Owens DJS, COL Raymond Strawbridge J5, NGB J53	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	SPP
Title 25 establishes the SC Military Department.	Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025	Continue the LTO of a partnership with the Savannah River Site to attain commitment for fiscal cost sharing from state and or local agencies to match available federal / NGB MILCON construction funding by 30 Sep 2017.	Provides quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.	Command Group, COL Andrew Batter CFMO, G3, NGASC & NGB	3 years	Command Group, COL Andrew Batter CFMO, G3, & NGB	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Facilities & Infrastructure
Title 25 establishes the SC Military Department.	Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020	Achieve a LTO of the National Leader in Domestic Common Operating Pictures (COP) and Shared Situational Awareness by VG 2020.	This will allow the SCNG and SCEMD to meet or exceed our Local, State and Federal mission requirements, and ensure SC is ready for the next all hazards emergency.	Command Group, BG Brad Owens (DJS), COL Jody Dew (J3), Mr. Kim Stenson, Director SCEMD	2-3 years	Command Group, BG Brad Owens (DJS), COL Jody Dew (J3), Mr. Kim Stenson, Director SCEMD	1 National Guard Road, Columbia SC 29201 & 2779 Fish Hatchery Road, West Columbia, SC 29170	SCARNG, SCANG & SCEMD	Domestic Operations
Title 25 establishes the SC Military Department.	Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025	Achieve a LTO of obtaining and operating an Aviation Center of Excellence with FORSCOM and 1st Army curriculum by 2025	Provides a quality regional aviation support facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.	COL James Barkley, SAAO	2-3 years	COL James Barkley, SAAO	1 National Guard Road, Columbia SC 29201	SCARNG & SCANG	Aviation
SC EMERGENCY MANAGEMENT DIVISION									

Strategy, Objectives and Responsibility

SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	SCEMD's five year strategic goal summarizes numerous programmatic enhancements to be implemented statewide. Measurable attributes with time-bound metrics are included within supporting objectives.	This will allow the SCEMD to meet or exceed our Local, State and Federal mission requirements and ensure SC is ready for the next emergency.	Kim Stenson	3 years	Director	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Oversees the state's preparedness, response, recovery and mitigation activities and is responsible for coordination efforts with emergency management personnel at the local, state and national levels.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 1.1 Enhance the planning, training and exercises programs NLT 2020.	Numerous project metrics support these program enhancements over the five year period.	Comprehensive planning, training and exercise programs ensure SC is ready to respond to all-hazard emergencies and disasters.	Ken Braddock	6 months	Chief of Preparedness	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Coordinates and maintains SC's emergency operations plan and supporting appendices and coordinates training and exercises at the state and local levels.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 1.2 Enhance the regional emergency management and radiological emergency preparedness programs NLT 2020.	Numerous project metrics support these program enhancements over the five year period.	Regional emergency management program enhancements directly support local governments prepare for, respond to and recovery from emergencies and disasters. Fixed nuclear facility program enhancements will ensure SC's emergency preparations are sufficient to address an unlikely nuclear facility emergency.	Mike Russell	6 months	Chief of Operations	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Maintains and operates the State Emergency Operations Center (SEOC) and develops procedures used to coordinate the state's response to emergencies. Manages the fixed nuclear facility program and regional emergency management (REM) staff.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 1.3 Enhance operations support programs to deliver rapid disaster logistics support with modernized communication and information technology systems NLT 2020.	Numerous project metrics support these program enhancements over the five year period.	Ensuring the State Emergency Response Team can communicate and provide disaster logistical support to local jurisdictions while providing a coordination facility with robust information technology is critical for the safety of SC.	Melissa Potter	6 months	Chief of Operations Support	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Oversees the division's communications, information technology, facility and logistics functions and maintains technical communications in the state warning point.

Strategy, Objectives and Responsibility

SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 1.4 Enhance the ability to recover from disaster through recovery and mitigation planning, training, exercise actions NLT 2020:	Numerous project metrics support these program enhancements over the five year period.	Ensuring programs provide for the repair of damaged infrastructures and support to human services programs administered to the public.	Elizabeth Ryan	6 months	Chief of Recovery and Mitigation	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Oversees the Public and Individual Assistance programs and planning. Also coordinates FEMA's Pre-Disaster Mitigation and Hazard Mitigation Grant Programs.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 1.5 Enhance citizen disaster preparedness through education and awareness NLT 2020.	Numerous project metrics support these program enhancements over the five year period.	Ensures coordination with broadcast, print and social media to disseminate life safety information that is accurate and timely, and promotes public education for citizen preparedness and emergency management.	Joe Farmer	6 months	Chief of External Affairs and Public Information	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Responsible for communicating vital information to the public before, during and after disasters.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Goal 2: Continue to develop effective partnerships across the whole community and build, strengthen and retain high quality employees NLT 2020.	SCEMD's five year strategic goal summarizes numerous partnership efforts underway statewide. Measurable attributes with time-bound metrics are included within supporting objectives.	Attaining and maintaining interagency partnerships will advance the SCEMD's relevancy and effectiveness. Workforce retention and enhancement opportunities will ensure high quality employees are ready to meet our mission.	Kim Stenson, SCEMD Director	3 years	Director	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Oversees the state's preparedness, response, recovery and mitigation activities and is responsible for coordination efforts with emergency management personnel at the local, state and national levels.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 2.1 Enhance and sustain partnerships between SCEMD, federal, state, county emergency management agencies and the private sector NLT 2020.	Numerous project metrics support these program enhancements over the five year period.	Effective coordination within all levels of government and the private sector ensures SC can implement comprehensive emergency management activities before during and after a disaster.	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	6 months	Chief	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	SCEMD's 6 major sections are responsible for implementation within their area of supervision.

Strategy, Objectives and Responsibility

SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 2.2 Enhance professional development and implement internal qualification standards for all positions that cultivates an environment that nurtures, recognizes and rewards superior productivity and performance NLT 2020.	Numerous project metrics support these program enhancements over the five year period.	A ready workforce is necessary to conduct local, state and Federal support operations and safeguard SC's citizens and private businesses.	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	6 months	Chief	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	SCEMD's 6 major sections are responsible for implementation within their area of supervision.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Goal 3: Refine and sustain existing emergency management capabilities while building resilient communities NLT 2020.	SCEMD's five year strategic goal summarizes numerous sustainment actions to ensure our current capability does not decline. Measurable attributes with time-bound metrics are included within supporting objectives.	A trained, equipped, and ready workforce will ensure SCEMD can support local and state level emergency management and programmatic needs.	Kim Stenson, SCEMD Director	3 years	Director	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	Oversees the state's preparedness, response, recovery and mitigation activities and is responsible for coordination efforts with emergency management personnel at the local, state and national levels.

Strategy, Objectives and Responsibility

SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 3.1 Continue to reinforce SCEMD's relevance and capabilities, and maintain its professional image in the emergency management community.	Numerous project metrics support these program enhancements over the five year period.	Sustainment of the Division's core functions is critical to ensure SC's is ready to respond and recover from disasters.	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	6 months	Chief	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	SCEMD's 6 major sections are responsible for implementation within their area of supervision.
SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Objective 3.2 Sustain the Division's core mission areas and support activities within preparedness, response, operations support, recovery/mitigation, administration/finance and public information.	Numerous project metrics support these program enhancements over the five year period.	Sustainment of the Division's core functions is critical to ensure SC's is ready to respond and recover from disasters.	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	6 months	Chief	2779 Fish Hatchery Road, West Columbia, SC 29172	SC Emergency Management Division	SCEMD's 6 major sections are responsible for implementation within their area of supervision.

Associated Programs

This is the next chart because once the agency has determined its goals, strategies and objectives, the agency needs to determine which of its programs will help achieve those objectives and goals and which programs may need to be curtailed or eliminated. If one program is helping accomplish an objective that a lot of other programs are also helping accomplish, the agency should consider whether the resources needed for that program could be better utilized (i.e. so the agency can most effectively and efficiently accomplish all of its goals and objectives) if they were distributed among the other programs that are helping accomplish the same objective or among programs that are helping accomplish other objectives.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions :
1) Under the "Name of Agency Program" column, enter the name of every program at the agency on a separate row.
2) Under the "Description of Program" column, enter a 1-3 sentence description of the agency program.
3) Under the "Legal Statute Requiring Program" column, enter the legal statute which requires (this is different than allows) the program, if the program is required by a state or federal statute or proviso. Make sure it is clear whether the agency is referencing state or federal laws and whether it is a proviso or statute. If the program is not required by a state or federal statute or proviso, enter "none."
3) Under the "Objective the Program Helps Accomplish" column, enter the strategic plan objective number and description. The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart. Enter ONLY ONE objective per row. If an agency program helps accomplish multiple objectives, insert additional rows with that agency program information and enter each different objective it helps accomplish on a separate row.

Name of Agency Program	Description of Program	Legal Statute or Proviso Requiring the Program	Objective the Program Helps Accomplish (The agency can copy the Objective number and description from the first column of the Strategy, Objective and Responsibility Chart) List **ONLY ONE** strategic objective per row.
Army Communities of Excellence (ACOE)	ACOE is a Chief of Staff of the Army (CSA) program that emphasizes strategies to achieve a performance-driven management system, maximize efficiencies, innovation, sustainability, and continuous process improvement in installation management. The program assesses all components and dimensions of Army installation management consistent with all statutory and regulatory requirements using the tenets of the Baldrige Performance Excellence Program as developed by the National Institutes of Science and Technology (NIST) and the standard measurements for installation management contained in the Army's Installation Status Report. The annual ACOE competition measures and recognizes the best performing installations and communities in the Army.	AR 5-1	The ACOE Program's goal is to improve operations and readiness of organizations and training sites by implementing business transformation processes. The program aligns with HQDA's business transformation initiative and its Service and Infrastructure Core Enterprise, which is one of the four enterprises aligned to create readiness. The program utilizes an Integrated Management System that enables leadership to make resource-informed decisions and provide trained and ready forces at best value by identifying management strengths and key areas for improvement that are essential to achieving high levels of performance as part of Army-wide transformation to business excellence initiatives. The South Carolina National Guard (SCNG) Strategic Plans and Policy (J5) Joint Staff is tasked with the responsibility of developing, maintaining and facilitating execution of our Strategic Plan (Palmetto Horizon 2014 -2019) in conjunction with appropriate staff/directorates. The plan outlines the Vision of the agency as directed by the Adjutant General, the agency's Mission, and the Strategic Goals. The Strategic Plan addresses critical focus areas (generally next three to five years' time frame) that are statistically linked to the agency's ability to maintain the resources (personnel, force structure, equipment, and infrastructure) needed to meet both its Federal and State missions. The Strategic Goals and supporting objectives Lines-of-Effort are briefed on a quarterly basis (Palmetto Horizon Update Brief) by the appropriate staff/directorate responsible for the Goal and supporting objectives Line-of-Effort. Annually the Adjutant General, Senior Staff, and appropriate staff/directorates attend a three day off-site meeting to review progress and update the Strategic Plan as necessary. The State Operations infrastructure support plan is closely synchronized and nested with our SCNG's Strategic Plan to facilitate meeting these critical requirements.

Associated Programs

DPRO - USR - UAT Metrics	**Director's Personnel Readiness Overview (DPRO)** is a comprehensive information management system providing access to thousands of metrics, updated daily and available for current and historical dates. **Unit Status Report (USR)** is a Headquarters Department of the Army (HQDA) established by the Secretary of Defense (SECDEF), the Chairman, Joint Chiefs of Staff (CJCS), and the Secretary of the Army (SA), pursuant to their responsibilities under Title 10, United States Code (10 USC), for determining and reporting the readiness of military forces to conduct their assigned missions, and it establishes the specific readiness status reporting requirements that are applicable to Army units, organizations, and installations. Department of Defense (DOD) and Joint Staff policy require military units to report their readiness status for their "designed" capabilities and for their "assigned" missions. **Unit Analysis Tool (UAT)** averages five years of Personnel Availability and Unit Status Report (USR) data. The data is then used to compare and rank like type units (SRC). Personnel Availability data consists of seven individual soldier focused categories determined by the UAT working group as the most significant areas to differentiate readiness in like type units. The UAT utilizes four USR readiness categories based on their readiness Aimpoints identified by the five year Army Force Generation Model (ARFORGEN). Averaging data over five years provides an operation readiness assessment of the units ability to increase readiness over time.	AR 220-1, ARNG Force Structure General Officer's Advisory Committee (GOAC) State's Chiefs of Staff Advisory Committee (COSAC) 2014 Guard Senior Leader Conference	**DPRO** provides metrics on agency's readiness status and a comparative analysis with other states. **USR** program's goal is to provide a "snapshot" of the readiness status of the unit at a particular point in time for leadership up to the HQDA level. USR is a Commander's report intended to convey the Commander's concerns and personal assessments to the chain of command and Army resource managers. The unit's core functional and designed capabilities are measured in four areas: personnel, equipment and supplies on hand, equipment readiness/serviceability, and unit training proficiency level. Commanders utilized these four measured areas to assess their overall (C-level) and assigned (A-level) unit readiness. Results of USR provide commanders and leadership situational awarenss of areas to focus on improving core capabilities of all reporting units. **UAT** is one part of a formalized Force Structure Reduction Process established to assist senior leaders in selecting ARNG units for divestment. Process was developed through a collaboration of States, Territories, the District of Columbia, executive committees, and the ARNG Directorates. Designed to inform ARNG Senior Leaders on potential force structure reduction and rebalance decisions based on matrices applied to like type units.
FMO	Design, build and sustain quality facilities and infrastructure that support SCARNG readiness & relevance. Continue to consolidate training and logistics facilities, increase facility utilization, improve facility quality, and maximize limited resources.	NGR 415-5, NGR 420-10, 25 Article 11 Property and Finances, SC Code 25-1-1370 Allowances for maintenance, Title 25 Article 13 Training Facilities, SC Code 25-1-1640 Maintenance of Training Facilities, Title 10 Armed Forces 10 USC 18236 OMB Circular A-87	Provide functional leadership for all agency programs, including facility construction, maintenance, and real estate with an emphasis on safegaurding the environment and providing quality training areas and work environments that support the readiness and relevance of assigned units and Soldiers.
DSCA/DOMOPS/State Active Duty	On Order, SCNG alerts, rapidly mobilizes and deploys forces to conduct Defense Support to Civilian Authorities (DSCA) operations in designated area of operation, provide temporary critical life support, conduct security operations, facilitate evacuation operations, provide public information, and transition assigned missions to civil authorities, while sustaining the public trust.	NGR 500-1, Homeland Security Presidential Directive – 5 (HSPD-5), Nation Response Framework (NRF) Nation Incident Management System (NIMS) DODD 3025.18 Defense Support to Civil Authorities JP 3-27, Homeland Defense JP 3-28, Defense Support of Civil Authorities JP 3-0, Joint Operations JP 5-0, Joint Operations Planning JP 3-33, Joint Task Force Headquarters NGR 500-1, National Guard Domestic Operations	We began the year focused on preparations for the large scale disaster response exercise called Vigilant Guard. While the multi-state event was centered on responding to a simulated hurricane much like Hurricane Hugo in 1989, the interagency coordination and activities were reflective of a variety of capabilities needed during any emergency response. Little did we know we'd be executing these life-saving skills months later during the devastating flooding in October. Vigilant Guard South Carolina 2015 was recognized for the highest involvement of community support ever in the history of the exercise, with over 5,000 county, state and volunteer agency personnel participating alongside our more than 3,000 Soldiers and Airmen. When we faced the unprecedented state-wide floods, these strong partnerships under the leadership of Gov. Nikki Haley were key to the unbridled success of our response and recovery efforts. More than 4,000 of you answered the call when your state needed you and I am immensely proud of you. Team South Carolina has demonstrated to the world time and time again, the resiliency, compassion, and character of our state; more than390 S.C. National Guard Soldiers mobilized to fill and transport 13,500 sandbags to 8 counties; 700 S.C. National Guard personnel including swift water rescue assets from VA, TN and GA prepositioned for life saving response; S.C. Helicopter Aquatic Rescue Team (SC-HART) conducts 25 hoist rescues/lives saved in 4 hours in Midlands; S.C. Military Department executed flood response operations, peaking between 8-11 OCT with over 4,100 personnel on the ground;

Associated Programs

SCEMD	The South Carolina Emergency Management Division leads the state emergency management program to minimize the loss of life and property from all-hazard events.	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	The South Carolina Emergency Management Division, a division of the Adjutant General's Office, is the coordinating agency responsible for the statewide emergency management program. SCEMD's mission is to develop, coordinate, and lead the state emergency management program, enabling effective preparation for, response to and recovery from emergencies and disasters in order to save lives, reduce human suffering and minimize property loss. South Carolina is threatened by many natural and technological hazards. Disasters and emergency situations can happen anytime and anywhere.
SMFC	The Service Member and Family Care Directorate continues to be a national model for the other 53 states and terrorities in employment of our Service Members their Families. The SMFC has established seven SMFC Centers across the state to expand services to all of our Service Members, Veterans, and their Family Members across the state in the areas of employment, ID Cards, TriCare, DEERS, Veterans Assistant, Behavioral Health, and Wellness. These programs have increased the personnel readiness and reduced at Risk Behavioral across the force while maintaining our uncompromising values to become a ready, relevant, resilient, and responsible force.	NGR 600-12 ANGR 211-1 DOD Directive 1342.17 Public Law 114-19 DOD Directive 13.15 AR 600-63	The South Carolina National Guard's Service Member and Family Care Directorate provides programs that are designed to posture, promote, and provide regionally accessible Service Member and Family Care Programs that support the Comprehensive Soldier Fitness Dimensions and Employment to reduce stressors for our Service Members and their Families enabling them to thrive personally and professionally. These programs continually Increase Personnel Readiness and Reduce at Risk Behavior.
Youth Challenge Program	Provides a wealth of educational enrichment offered by the staff and facilities with the SC National Guard's commitment to serving the state's at-risk youth. This collaboration makes an unprecedented pledge of success to our at-risk youth–youth who represent South Carolina's future.	CA W912QG-16-2-4001	The Youth Challenge Academy is designed to help youth acquire the basic skills and education necessary to succeed in life. Youth will have the opportunity to earn their General Equivalency Diploma or GED. After graduation eligible Youth Challenge graduates will have an opportunity to enroll in the Department of Labor (DOL) Job ChalleNGe Program. It is a residential program that will expand and enhance the National Guard Youth ChalleNGe program's job skills component. The DOL Job ChalleNGe will provide a robust vocational experience over a 5-month period to participants who (a) complete the 6-month residential phase of the National Guard Youth ChalleNGe program, and (b) choose to participate in the DOL Job ChalleNGe for the first five months of the 12-month mentorship phase of the National Guard Youth ChalleNGe, The DOL Job ChalleNGe vocational experience will place participants on a pathway towards credential attainment and/or employment. The DOL Job ChalleNGe must include the following six (6) activities: 1) recruitment of court-involved youth; 2) occupational skills training; 3) individualized career counseling and academic counseling; 4) work-based learning and exposure to the world of work; 5) leadership development activities that encourage responsibility, employability, and other positive social behaviors; and 6) employer engagement to ensure participants' skills align with employer needs at program completion.
STARBASE	STARBASE Swamp Fox is a DoD-sponsored activity hosted by the SC Air and Army National Guard at McEntire Joint National Guard Base. The program works with local 5th grade students as they participate in a myriad of "hands-on"/minds-on" experiential activities in the fields of science, technology, engineering, and math (STEM). Students will have an opportunity to see how these academic areas are important as they interact through various work centers on McEntire Joint National Guard Base. Teamwork and goal setting are also a constant theme as students work together to explore, explain, elaborate, and evaluate concepts learned in the academic environment at STARBASE. The nationally mandated curriculum contains approximately twenty (20) of the SC Department of Education's Math and Science standards and/or indicators.	CA W912QG-16-2-4002	STARBASE Swamp Fox is working vigorously to meet the Department of Defense STARBASE program's goal of exposing our nation's youth to the technological environments and positive civilian and military role models found on Active, Guard, and Reserve military bases and installations, nurture a winning network of collaborators, and build mutual loyalty within our communities, by providing 25 hours of exemplary hands-on instruction and activities that meet or exceed the National Standards.

Associated Programs

State Guard	The South Carolina State Guard is an all-volunteer state military force which provides support to civil authorities during times of disaster or other emergencies.	US Code Title 32 - 109c SC Code 25-3-10	The SC State Guard goal is to create the best State Guard in the nation by developing the capability to respond to disasters in South Carolina with unique assets. These assets included land, water, and equestrian search and rescue teams, professional trained law enforcement augmentation teams, medical support teams of doctors and nurses, professional engineering teams and judge advocate general (professional lawyers) teams.

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and

Agency Responding	SC Military Department
Date of Submission	1/12/2016
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and

Part A Instructions: **Estimated Funds Available this Fiscal Year (2015-16)**
Part B Instructions: **How Agency Budgeted Funds this Fiscal Year (2015-16)**

Explanations from the Agency regarding Part A: Insert any additional explanations the agency would like to provide related to the information it provides below.

PART A
Estimated Funds Available this Fiscal Year (2015-16)

Source of Funds:	Totals	State Appropriations	Youth ChalleNGe from Dept of Education	Youth ChalleNGe	Post ChalleNGe	Enterprise Operations	Unit Maintenance Fund	State Capital Funding	Federal Military Funding	Fixed Nuclear Facility	State Emergency Funding	State Emergency Funding	Federal Funding EMD	
Is the source state, other or federal funding:	Totals	State	State	Federal	Federal	Other Funds	Other Funds	State	Federal	Other Funds	Federal	Other Funds	Federal	
Is funding recurring or one-time?	Totals	Recurring	Recurring	Recurring	One time	Self Generating	Rentals	One time	One time	Self Generating	One time as needed	One Time	Recurring	
$ From Last Year Available to Spend this Year														
Amount available at end of previous fiscal year	$4,033,842	367,317	232,207			1,061,724	207,960			543,794		1,620,840		
Amount available at end of previous fiscal year that agency can actualiy use this fiscal year:	$4,033,842	367,317	232,207			1,061,724	207,960			543,794		1,620,840		
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right					May retain 3 months for operational expenses							Plus any other funds that will result or have resulted from an emergency	
$ Estimated to Receive this Year														
Amount budgeted/estimated to receive in this fiscal year:	$52,312,835	6,681,354	1,000,000	2,744,447	3,994,000	2,815,000	300,000		22,291,852	1,486,182			11,000,000	
Total Actually Available this Year														
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):	$53,686,011	7,048,671	1,232,207	2,744,447	1,333,333	3,876,724	507,960	-	22,291,852	2,029,976		1,620,840	11,000,000	$107,372,021

Explanations from the Agency regarding Part B: Insert any additional explanations the agency would like to provide related to the information it provides below.

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State Appropriations	Youth ChalleNGe from Dept of Education	Youth ChalleNGe	Post ChalleNGe	Enterprise Operations	Unit Maintenance Fund	State Capital Funding	Federal Military Funding	Fixed Nuclear Facility		State Emergency Funding	Federal Funding EMD
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	State	Federal	Federal	Other Funds	Other Funds	State	Federal	Other Funds		Other Funds	Federal
Restrictions on how agency is able to spend the funds from this source:	n/a	State	State	Federal	Federal	Other Funds	Other Funds	State	Federal	Other Funds	0	Other Funds	Federal
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$53,686,011	$7,048,671	$1,232,207	$2,744,447	$1,333,333	$3,876,724	$507,960	$2,800,000	$22,291,852	$2,029,976		$1,620,840	$11,000,000
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes		Yes	Yes
Where Agency Budgeted to Spend Money this Year													
I Administration	$1,282,340	1,282,340											
IA Administration-Burial Flags	$11,871	11,871											
IB Administration-Funeral Caisson	$100,205	100,205											
IC Administration-Civil Air Patrol	$55,000	55,000											
II Armory Operations	$2,300,004	2,000,004					300,000						
V Buildings and Grounds	$178,328	178,328											
VII Army Contract Support	$17,678,540	137,226							17,541,314				
VIIA Youth Challenge	$5,309,987		1,232,207	2,744,447	1,333,333								
VIII Enterprise Operations	$3,176,724					3,176,724							
IX McEntire Air NG Base	$4,889,897	439,359							4,450,538				
IX A Starbase	$300,000								300,000				
X Emergency Preparedness	$14,649,954	1,405,846								2,029,976			11,214,132
XI State Guard	$127,033	127,033											
XIV Employee Benefits	$2,781,424	879,388	32,000	864,000	426,667	26,539	5,000			547,830			
State Active Duty	$0												
Capital Projects	$5,666,000							2,833,000	2,833,000				

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1 - Effectively Man the Force	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	Title 25 establishes the SC military department.	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020; Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020; Strategy 1.3 Implement (fully utilize) personnel and leader development programs at all levels; Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020; Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020; Strategy 1.3 Implement (fully utilize) personnel and leader development programs at all levels; Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	N/A	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	This will enable the SCNG to meet or exceed our State and Federal Customers and Stakeholders requirements.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Goal 1- LTC Marion Collins (Army) & Lt Col James Roth (Air)	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Objective Details

Number of Months Responsible:	Variable, See Column F of the Startegy, Objective, Responsibility Chart
Position:	Variable, See Column G of the Startegy, Objective, Responsibility Chart
Office Address:	1 National Guard Road, Columbia SC 29201
Department or Division:	SCARNG & SCANG
Department or Division Summary:	Variable, See Column J of the Strategy, Objective, Responsibility Chart
Amount Budgeted and Spent To Accomplish Objective	
Total Budgeted for this fiscal year:	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	Agency will provide next year

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance		
Objective Number and Description	Goal 1 - Effectively Man the Force	
Performance Measure:	Overall National Readiness Ranking Report (See attached metric)	
Type of Measure:	Outcome	
Results		
2013-14 Actual Results (as of 9/30/13):	84% out of 100%; 15 out of 54 states and territories (See attached document)	
2013-14 Target Results:	78.5% out of 100% (See attached document)	
2014-15 Actual Results (as of 9/30/14):	81% out of 100%; 15 out of 54 states and territories (See attached document)	
2014-15 Minimum Acceptable Results:	85% out of 100% (See attached document)	
2014-15 Target Results:	78.5% out of 100% (See attached document)	
Details		
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal	Insert any further explanation, if needed
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General and Deputy Adjutant General	
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customers needs	
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A	
What are the names and titles of the individuals who chose the target value for 2015-16?	National Guard Bureau	

Objective Details

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were our Federal Customers Readiness objective
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability to meet our State and Federal customers and Stakeholders requirements, which may result in loss of life, limb and property
Level Requires Outside Help	State and Federal customers resourcing support (ie-funding of training, personnel, and logistics)
Outside Help to Request	State and Federal Agencies, Stakeholders and Partners
Level Requires Inform General Assembly	When the Agency's Readiness measurements are in danger of not meeting State and Federal and Stakeholders requirements
3 General Assembly Options	State and Federal customers resourcing support (ie-funding of training, personnel, and logistics)

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Government Purchase Card - Army Guard	Internal Request	USPFO-Internal Review Office (Internal)	10/30/2012 and 02/03/2015
Multiple Army Guard Sensitive Items Special Reviews	Internal Request	USPFO-Internal Review Office (Internal)	03/01/2014 and 03/18/2015
Convenience Checks Quaterly Reviews -Army Guard	Internal Request	USPFO-Internal Review Office (Internal)	08/14/2013 and 10/22/2013
Commercial Transportation Office - Army Guard	Internal Request	USPFO-Internal Review Office (Internal)	07/14/2014 and 08/15/2014
STARBASE - Air Guard	Internal - mandated requirement	USPFO-Internal Review Office (Internal)	05/06/2014 and 03/05/2015
AGR Leave Management - Army Guard	Internal Request	USPFO-Internal Review Office (Internal)	10/01/2011 and 09/12/2014
Multiple Inactive Duty Attendance Reviews	Internal Request	USPFO-Internal Review Office (Internal)	03/01/2014 and 05/02/2014
College Assistance Program - Army Guard	Internal Request	USPFO-Internal Review Office (Internal)	06/01/2014 and 01/23/2015
Youth Challenge 2014 CORE Evaluation - Army Guard	Natianal Guard Bureau's Internal Policy	Challenge Operational & Resources Effectiveness Inspection Team (External)	11/14/14 and 12/19/2014
Army National Guard Security Guards	Internal - mandated requirement	USPFO-Internal Review Office (Internal)	08/25/2014 and 03/04/2015
SCNG Military Funeral Honors Program	Internal - mandated requirement	USPFO-Internal Review Office (Internal)	10/18/2013 and 03/12/2015
Appenidx 10 - Anti-Terrorism	Internal - mandated requirement	USPFO-Internal Review Office (Internal)	05/29/2014 and 10/02/2014
Logistics	Natianal Guard Bureau's Internal Policy	NGB Command Logistics Review Inspection Team	24MAR14 and 28MAR14
Physical Security	NGB External compliance review	NGB OPSEC Team	2JUL15

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Objective Details

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
SC Military Department		
State Partnership Program with the Republic of Colombia	International Security Cooperation	State/Local Government Entity
Savannah River Site	Regional Training Facililty	State/Local Government Entity
State Universities and Technical Colleges	Education Collaboration/Marketing Studies	College/University
United Services Organization (USO)	Military and Family Support	Business, Association or Individual
Family Member Service Center	Department of Workforce	State/Local Government Entity
Local Military Bases	Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities	State/Local Government Entity
The Govenor's military base task force	Local military base Commanders working in collaboration to mitigate future decisions regarding base closures	State/Local Government Entity
Joint Army Compatible Use Buffers	Collaborate on environmental compliance issues impacting training areas	State/Local Government Entity
USC Upstate Spartenburg	Education Collaboration	College/University
Citadel	Education Collaboration	College/University
Youth Challenge	Education Collaboration	State Technical College
Clemson University's Camp Long Facility Aiken	Provides Housing for Youth Challenge graduates enrolled in DOL Job Challenge	State University
Aiken Technical College	Provides specialized courses/training for Youth Challenge graduates enrolled in DOL Job Challenge	State Technical College
Midlands Technical College	Provides specialized courses/training for cadets enrolled in the residential phase of the Youth Challenge Program.	State Technical College
Greenville Technical Readiness Center	Education Collaboration	College/University

This is the next chart because once the ag
agency needs to ensure it has proper perf
agency also needs to consider potential n
addressing issues raised in previous audit
accomplish each objective.

Agency Responding
Date of Submission
Fiscal Year for which information below pertains

Instructions: Below is a template to complete for each Ob
while it is still blank. The agency will then have a blank ver
each Objective as a separate tab in the excel document. L
assistance in completing the information below.

Strategic Plan Context
and description of Goal the Objective is helping accomplish:
Legal responsibilities satisfied by Goal:
and description of Strategy the Objective is under:
Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

2) In the cell next to, "Type of Measure," pick the type of n

3) In the next set of cells enter the actual and target result
the target value the agency wanted to reach for the perfo
Including a minimum acceptable level and target level will
then enter the following next to the applicable "Actual Res

4) In the last set of cells, answer the questions to provide I
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Efficiency Measure - A quantifiable indicator of productivit
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Output Measure - A quantifiable indicator of the number
workload and efforts and should be the third priority. Exa

Input/Explanatory/Activity Measure - Resources that cont
(i.e. explanatory). These measures should be the last prio

How the Agency is Measuring its Performance
Results
Details
Does the state or federal government require the agency to tra two cells over)
What are the names and titles of the individuals who chose thi
Why was this performance measure chosen?
If the target value was not reached in 2014-15, what changes v
What was considered when determining the level to set the ta made on setting it at the level at which it was set?
Based on the performance so far in 2015-16, does it appear th
If the answer to the question above is "questionable" or "no," v reached or what resources are being diverted to ensure perfor reached?
POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the mc
the most potential negative impact to the public that may
help. Next to, "Outside Help to Request," enter the entitie
the agency thinks the General Assembly should be put on
do to help resolve the issue before it became a crisis. The
study.

Most Potential Negative Impact
Level Requires Outside Help
Outside Help to Request
Level Requires Inform General Assembly
3 General Assembly Options

REVIEWS/AUDITS

Instructions: Below please list all external or internal revi
maintain an electronic copy of each Review and any other
number of rows below that have borders around them, pl

Matter(s) or Issue(s) Under Review
Government Purchase Card - Army Guard
Multiple Army Guard Sensitive Items Special Reviews
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Commercial Transportation Office - Army Guard
STARBASE - Air Guard
AGR Leave Management - Army Guard
Multiple Inactive Duty Attendance Reviews
College Assistance Program - Army Guard
Youth Challenge 2014 CORE Evaluation - Army Guard
Army National Guard Security Guards
SCNG Military Funeral Honors Program
Appenidx 10 - Anti-Terrorism

Logistics

Physical Security

PARTNERS

Instructions: Under the column labeled, "Current Partner
enter the ways the agency works with the entity (names o
partners. Note, if there is a large list of partners that all fit
agency can list SC Middle Schools, instead of listing each n
instead of listing each high school in the county separately

Current Partner Entity
SC Military Department
State Partnership Program with the Republic of Colombia
Savannah River Site
State Universities and Technical Colleges
United Services Organization (USO)
Family Member Service Center
Local Military Bases
The Govenor's military base task force
Joint Army Compatible Use Buffers
USC Upstate Spartenburg
Citadel
Youth Challenge
Clemson University's Camp Long Facility Aiken
Aiken Technical College
Midlands Technical College
Greenville Technical Readiness Center

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s or reviews; and continually consider

S.C. Military Department
12-Jan-16
2015-16

jective listed in the Strategy, Objectives and Respor
sion to complete for each separate Objective. The
abel each Tab, "O__" and insert the applicable numl

Goal 1 - Effectively Man the Force, Goal 2 - Ready the Force to maximize Federal and State Missions, Goal 3 - Provide infrastructure to meet current and future force need, Goal 4 - Leverage Interagency and International partnerships
Title 25 establishes the SC military department.
Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020; Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020; Strategy 1.3 Implement (fully utilize) personnel and leader development programs at all levels; Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025

Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020
N/A
This end strength objective will ensure the SCNG's relevance for future force structure, as well as meet our State and Federal Customers and Stakeholders requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 1- LTC Marion Collins (Army) & Lt Col James Roth (Air)
Variable, See Column F of the Startegy, Objective, Responsibility Chart
Variable, See Column G of the Startegy, Objective, Responsibility Chart
1 National Guard Road, Columbia SC 29201
SCARNG & SCANG
Variable, See Column J of the Strategy, Objective, Responsibility Chart

Agency will provide next year

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agency selected it.

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: resources to strategies with the greatest effect on t

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of goods or services an agency produces. Output me
mple - # of business license applications processed.
ribute to the production and delivery of a service. In
rity. Example - # of license applications received

Objective Number and Description
Performance Measure:
Type of Measure:
2013-14 Actual Results (as of 9/30/13):
2013-14 Target Results:
2014-15 Actual Results (as of 9/30/14):
2014-15 Minimum Acceptable Results:
2014-15 Target Results:
ack this? (provide any additional explanation needed,
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es to whom the agency would reach out if the poten
notice of the level at which the potential negative in
House Legislative Oversight Committee will provide

Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
State and Federal Agencies, Stakeholders and Partners
When the Agency's Readiness measurements are in dar
State and Federal customers resourcing support (ie-fun

ews, audits, investigations or studies ("Reviews") of
information generated by the entity performing the
ease insert as many rows as needed.

Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
Natianal Guard Bureau's Internal Policy
Internal - mandated requirement
Internal - mandated requirement
Internal - mandated requirement
Natianal Guard Bureau's Internal Policy
NGB External compliance review

Entities" list all entities the agency is currently work
f projects, initiatives, etc.) which helps the agency a
within a certain group, the agency can list the grou
middle school separately. As another example, if the
.

Ways Agency Works with Current Partner

International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas
Education Collaboration
Education Collaboration
Education Collaboration
Provides Housing for Youth Challenge graduates enrolled in DOL Job Challenge
Provides specialized courses/training for Youth Challenge graduates enrolled in DOL Job Challenge
Provides specialized courses/training for cadets enrolled in the residential phase of the Youth Challenge Program.
Education Collaboration

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which partners the agency could work with to more

ısibility Chart. It is recommended that the agency copy and paste the dat
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Copy and paste this from the second column of the Mission, Vision and Goals C

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Copy and paste this information from the fifth column of the Strategy, Objectiv

Copy and paste this information from the Strategic Budgeting Chart

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accountability report.
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Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020
Total End Strength FSA Percent Fill
Outcome
104.20%
100%
103.60%
100%
103.00%
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

occur as a result of the agency not accomplishing this objective. Next to, '
ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
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ıger of not meeting State and Federal requirements
ding, training, personnel, and logistics)

the agency which occurred during the past fiscal year that relates/impacts
Review as copies may be requested when the agency is under study. NO

Entity Performing the Review and Whether Reviewing Entity External or Internal
USPFO-Internal Review Office (Internal)
USPFO-Internal Review Office (Internal)
USPFO-Internal Review Office (Internal)
USPFO-Internal Review Office (Internal)
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agency works with every high school in Lexington county, the agency can

Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
State/Local Government Entity
State/Local Government Entity
College/University
Business, Association or Individual
State/Local Government Entity
State/Local Government Entity
State/Local Government Entity
State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

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effectively and efficiently

a in this tab into multiple other tabs,
lease save the information related to
gency has any questions or needs any

[redacted]

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sponsibility Chart

sponsibility Chart

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pick State from the drop down menu if an
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10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
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Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person

Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

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Logistics

Physical Security

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Current Partner Entity
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State Universities and Technical Colleges
United Services Organization (USO)
Family Member Service Center
Local Military Bases

The Govenor's military base task force
Joint Army Compatible Use Buffers
USC Upstate Spartenburg
Citadel
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S.C. Military Department
12-Jan-16
2015-16

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Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020
N/A
Maintaining this operationally available level will ensure the SCNG is ready to meet or exceed our State and Federal Customers and Stakeholders requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

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Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
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Internal Request
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Natianal Guard Bureau's Internal Policy
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Entities" list all entities the agency is currently work
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Ways Agency Works with Current Partner

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Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities

Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas
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Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020
DMOSQ % Available
Outcome
73.30%
87.50%
75.50%
82%
82%
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

occur as a result of the agency not accomplishing this objective. Next to, '
ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
tial negative impact rises to that level. Next to, "Level Requires Inform Ge
npact has risen. Next to, "3 General Assembly Options," enter three optio
this information to all other House standing committees, but will not add

rements, which you may result in loss of life, limb and property
ding, training, personnel, and logistics)
ıger of not meeting State and Federal requirements
ding, training, personnel, and logistics)

the agency which occurred during the past fiscal year that relates/impacts
e Review as copies may be requested when the agency is under study. NO

Entity Performing the Review and Whether Reviewing Entity External or Internal
USPFO-Internal Review Office (Internal)
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Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person

Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
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Total Actually Spent:

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1.3 Implement (fully utilize) personnel and leader development programs at all levels
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1.3 Implement (fully utilize) personnel and leader development programs at all levels
Improved Unemployment Rate %
Outcome
5.30%
<5%
2.40%
5%
<5%
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
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State/Local Government Entity
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College/University
Business, Association or Individual
State/Local Government Entity
State/Local Government Entity

State/Local Government Entity
State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

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a in this tab into multiple other tabs,
lease save the information related to
gency has any questions or needs any

[redacted]

hart
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sponsibility Chart

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pick State from the drop down menu if an
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10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
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Objective
Objective # and Description:
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Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person

Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

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Appenidx 10 - Anti-Terrorism

Logistics

Physical Security

PARTNERS

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Current Partner Entity
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S.C. Military Department
12-Jan-16
2015-16

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sion to complete for each separate Objective. The
abel each Tab, "O__" and insert the applicable numl

Goal 1 - Effectively Man the Force
Title 25 establishes the SC military department.
Strategy 1.1 - Achieve and Maintain 103% Authorized End Strength through 2020; Strategy 1.2 Maintain Operationally Available personnel above 82% through 2020; Strategy 1.3 Implement (fully utilize) personnel and leader development programs at all levels; Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025

Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025
N/A
This provides invaluable veterans benefits and services for the returning Soldiers, Airmen and their family members, which support the TAG's Vision of a resilient force.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 1- LTC Marion Collins (Army) & Lt Col James Roth (Air)
Variable, See Column F of the Startegy, Objective, Responsibility Chart
Variable, See Column G of the Startegy, Objective, Responsibility Chart
1 National Guard Road, Columbia SC 29201
SCARNG & SCANG
Variable, See Column J of the Strategy, Objective, Responsibility Chart

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Objective Number and Description
Performance Measure:
Type of Measure:
2013-14 Actual Results (as of 9/30/13):
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Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
State and Federal Agencies, Stakeholders and Partners
When the Agency's Readiness measurements are in dar
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Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
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Internal Request
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Natianal Guard Bureau's Internal Policy
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NGB External compliance review

Entities" list all entities the agency is currently work
f projects, initiatives, etc.) which helps the agency a
within a certain group, the agency can list the grou
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Ways Agency Works with Current Partner

International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas

Education Collaboration
Education Collaboration
Education Collaboration
Provides Housing for Youth Challenge graduates enrolled in DOL Job Challenge
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Copy and paste this from the first column of the Strategy, Objectives and Respc
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during this year."
gency required to keep track of this by the state or federal government," p
ernment requires the agency to track this information, or Only Agency Sel

utcome measures are used to assess an agency's effectiveness in serving it
the most valued outcomes. Outcome measures should be the first priority

io-based units. Efficiency measures are used to assess the cost-efficiency,
iority. Example - cost per inspection
easures are used to assess workload and the agency's efforts to address d

nputs are "what we use to do the work." They measure the factors or requ

Strategy 1.4 Provide Soldier/Airmen Family Support Systems through 2025
% attending reintegration Yellow Ribbon Program (100%)
Outcome
100%
100%
100%
100%
100%
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

occur as a result of the agency not accomplishing this objective. Next to, '
ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
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College/University
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Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
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Total Actually Spent:

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S.C. Military Department
12-Jan-16
2015-16

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rsion to complete for each separate Objective. The
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Goal 2- Ready the Force to maximize Federal and State mission
Title 25 establishes the SC military department.
2.1 Organize the Force; Strategy 2.2 Train the Force; Strategy 2.3 Resource the Force; Strategy 2.4 Station F35 Joint Strike Fighter at McEntire JNGB NLT 2025; Strategy 2.5 Attain/Retain relevant ARNG Force Structure; Strategy

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N/A
A trained, equipped, and ready force will posture SCNG for relevant future force structure to generate combat ready troops to conduct State and Federal operations and provide command and control for State military operations.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 2- COL Ken Rosado (Army & Col Micheal Metzler (Air)
Variable, See Column F of the Startegy, Objective, Responsibility Chart
Variable, See Column G of the Startegy, Objective, Responsibility Chart
1 National Guard Road, Columbia SC 29201
SCARNG & SCANG
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Regional Training Facililty
Education Collaboration/Marketing Studies
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Department of Workforce
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ıputs are "what we use to do the work." They measure the factors or requ

Goal 2 - Ready the Force to maximize Federal and State mission
Medically Ready (MRC 1+2) MEDPROS Adjusted Strength Percent
Outcome
84.80%
85% (NGB Goal)
84.90%
75%
85% (TAG Goal)
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

occur as a result of the agency not accomplishing this objective. Next to, '
ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
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Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
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The Govenor's military base task force
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S.C. Military Department
12-Jan-16
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Copy and paste this from the first column of the Strategy, Objectives and Respc
Copy and paste this from the fourth column of the Strategy, Objectives and Res

Enter all the agency programs which are helping accomplish this objective. The
Associated Programs Chart by the "Objective the Program Helps Accomplish" c

Copy and paste this information from the fifth column of the Strategy, Objectiv

Copy and paste this information from the Strategic Budgeting Chart

n provide this information for each Performance Measure that applies to t
accountability report.
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9363
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Copy and paste this from the first column of the Strategy, Objectives and Respc
Copy and paste this from the fourth column of the Strategy, Objectives and Res

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Copy and paste this information from the fifth column of the Strategy, Objectiv

Copy and paste this information from the Strategic Budgeting Chart

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iority. Example - cost per inspection
easures are used to assess workload and the agency's efforts to address d

nputs are "what we use to do the work." They measure the factors or requ

Strategy 2.2 Train the Force
Training readiness and availablity (DMOSQ Available %)
Outcome
88.80%
87.50%
90.60%
80%
85%
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

occur as a result of the agency not accomplishing this objective. Next to, '
ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
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npact has risen. Next to, "3 General Assembly Options," enter three optio
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the agency which occurred during the past fiscal year that relates/impacts
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Entity Performing the Review and Whether Reviewing Entity External or Internal
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State/Local Government Entity
State/Local Government Entity
College/University
Business, Association or Individual
State/Local Government Entity
State/Local Government Entity

State/Local Government Entity
State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

ish each objective, the
ources allocated. The
lished; ensure the agency is
effectively and efficiently

a in this tab into multiple other tabs,
lease save the information related to
gency has any questions or needs any

[redacted]

hart

t
sponsibility Chart

sponsibility Chart
nsibility Chart
ponsibility Chart

agency can determine this by sorting the
olumn

es and Responsibility Chart

[redacted]

this objective.

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pick State from the drop down menu if an
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10/30/2012 and 02/03/2015
03/01/2014 and 03/18/2015
08/14/2013 and 10/22/2013
07/14/2014 and 08/15/2014
05/06/2014 and 03/05/2015
10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
08/25/2014 and 03/04/2015
10/18/2013 and 03/12/2015
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24MAR14 and 28MAR14
2JUL15

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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person

Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

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How the Agency is Measuring its Performance

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What are the names and titles of the individuals who chose thi
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Outside Help to Request
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College Assistance Program - Army Guard
Youth Challenge 2014 CORE Evaluation - Army Guard
Army National Guard Security Guards
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Appenidx 10 - Anti-Terrorism

Logistics

Physical Security

PARTNERS

Instructions: Under the column labeled, "Current Partner
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Current Partner Entity
SC Military Department
State Partnership Program with the Republic of Colombia
Savannah River Site
State Universities and Technical Colleges
United Services Organization (USO)
Family Member Service Center
Local Military Bases

The Govenor's military base task force
Joint Army Compatible Use Buffers
USC Upstate Spartenburg
Citadel
Youth Challenge
Clemson University's Camp Long Facility Aiken
Aiken Technical College
Midlands Technical College
Greenville Technical Readiness Center

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S.C. Military Department
12-Jan-16
2015-16

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2.3 Resource the Force
N/A
Providing adequate and timely resources to the SC Military Department will enable us to accomplish mission requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 2- COL Ken Rosado (Army & Col Micheal Metzler (Air)
Variable, See Column F of the Startegy, Objective, Responsibility Chart
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SCARNG & SCANG
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Objective Number and Description
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2013-14 Actual Results (as of 9/30/13):
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2014-15 Actual Results (as of 9/30/14):
2014-15 Minimum Acceptable Results:
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Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
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Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
Natianal Guard Bureau's Internal Policy
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NGB External compliance review

Entities" list all entities the agency is currently work
f projects, initiatives, etc.) which helps the agency a
within a certain group, the agency can list the grou
middle school separately. As another example, if the
.

Ways Agency Works with Current Partner

International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities

Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas
Education Collaboration
Education Collaboration
Education Collaboration
Provides Housing for Youth Challenge graduates enrolled in DOL Job Challenge
Provides specialized courses/training for Youth Challenge graduates enrolled in DOL Job Challenge
Provides specialized courses/training for cadets enrolled in the residential phase of the Youth Challenge Program.
Education Collaboration

;rams and amount of funds it is allocating to accompli
ıck how effectively and efficiently it is utilizing the res
need to be addressed, if the objective is not accomp
which partners the agency could work with to more

ısibility Chart. It is recommended that the agency copy and paste the dat
agency needs to provide information in all the cells that are highlighted. P
bers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the ag

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easures are used to assess workload and the agency's efforts to address d

nputs are "what we use to do the work." They measure the factors or requ

Strategy 2.3 Resource the Force
Resource Management (See SC Military Dept Strategic Budget Tab)
Outcome
99%

100%

99.60%

100%

100%

Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

[redacted]

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College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

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Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person

Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

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S.C. Military Department
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2.4 Station F35 Joint Strike Fighter at McEntire JNGB NLT 2025
N/A
This will facilitate preparation of the McEntire Joint National Guard Base for stationing the F35 Joint Strike Fighter Jets by 2025

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 2- COL Ken Rosado (Army & Col Micheal Metzler (Air)
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Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
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Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas

Education Collaboration
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2.4 Station F35 Joint Strike Fighter at McEntire JNGB NLT 2025
NGB Airbase Study
Input/Explanatory/Activity
N/A

N/A

N/A

Conduct airbase study prior to 2020

N/A

Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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State/Local Government Entity
State/Local Government Entity

College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

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effectively and efficiently

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lease save the information related to
gency has any questions or needs any

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sponsibility Chart

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08/14/2013 and 10/22/2013
07/14/2014 and 08/15/2014
05/06/2014 and 03/05/2015
10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
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2JUL15

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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person

Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

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How the Agency is Measuring its Performance

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Logistics

Physical Security

PARTNERS

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Current Partner Entity
SC Military Department
State Partnership Program with the Republic of Colombia
Savannah River Site
State Universities and Technical Colleges
United Services Organization (USO)
Family Member Service Center
Local Military Bases
The Govenor's military base task force
Joint Army Compatible Use Buffers

USC Upstate Spartenburg
Citadel
Youth Challenge
Clemson University's Camp Long Facility Aiken
Aiken Technical College
Midlands Technical College
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S.C. Military Department
12-Jan-16
2015-16

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sion to complete for each separate Objective. The
abel each Tab, "O__" and insert the applicable numl

Goal 2- Ready the Force to maximize Federal and State mission
Title 25 establishes the SC military department.
2.1 Organize the Force; Strategy 2.2 Train the Force; Strategy 2.3 Resource the Force; Strategy 2.4 Station F35 Joint Strike Fighter at McEntire JNGB NLT 2025; Strategy 2.5 Attain/Retain relevant ARNG Force Structure

2.5 Attain/Retain relevant ARNG Force Structure
N/A
This provides a relevant force to meet or exceed State and Federal Customer and Stakeholders requirements, in addition to partnering with local, state and federal agencies to address cyber security initiatives.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 2- COL Ken Rosado (Army & Col Micheal Metzler (Air)
Variable, See Column F of the Startegy, Objective, Responsibility Chart
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1 National Guard Road, Columbia SC 29201
SCARNG & SCANG
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Details about each measure. In the cell next to, "Is a
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agency selected it.

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House Legislative Oversight Committee will provide

Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
State and Federal Agencies, Stakeholders and Partners
When the Agency's Readiness measurements are in dar
State and Federal customers resourcing support (ie-fun

ews, audits, investigations or studies ("Reviews") of
information generated by the entity performing the
ease insert as many rows as needed.

Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
Natianal Guard Bureau's Internal Policy
Internal - mandated requirement
Internal - mandated requirement
Internal - mandated requirement
Natianal Guard Bureau's Internal Policy
NGB External compliance review

Entities" list all entities the agency is currently work
f projects, initiatives, etc.) which helps the agency a
within a certain group, the agency can list the grou
middle school separately. As another example, if the
.

Ways Agency Works with Current Partner

International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas

Education Collaboration
Education Collaboration
Education Collaboration
Provides Housing for Youth Challenge graduates enrolled in DOL Job Challenge
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2.5 Attain/Retain relevant ARNG Force Structure
Relevant Force Structure (Obtain BCT & Cyber Protection Team)
Input/Explanatory/Activity
N/A

N/A

N/A

Obtain BCT and Cyber Protection Team

N/A

Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
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These were our Federal Customers Readiness objective
Yes
N/A

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Objective # and Description:
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Public Benefit/Intended Outcome:
Agency Programs Associated with Objective
Program Names:
Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:
Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
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S.C. Military Department
12-Jan-16
2015-16

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sion to complete for each separate Objective. The
abel each Tab, "O__" and insert the applicable numl

Goal 3 - Provide infrastructure to meet current and future force needs

Title 25 establishes the SC military department.
3.1 Implement Armory consolidation plan by 2025; Strategy 3.2 Expand Technical/Post-Secondary School Initiatives by 2017; Strategy 3.3 Identify, validate, and design regional facilities based on demographically supported SCNG foot print by 2020; Strategy 3.4 Expand and leverage facility partnerships for innovative approaches by 2025; Strategy 3.5 Align State funding needs with NGASC/Legislative approach by 2016

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N/A
Goal 3- This will enable the SCARNG to effectively station the relevant future force structure in population centers that promotes overall readiness

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 3- COL Andrew Batten
Variable, See Column F of the Startegy, Objective, Responsibility Chart
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1 National Guard Road, Columbia SC 29201
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ews, audits, investigations or studies ("Reviews") of
information generated by the entity performing the
ease insert as many rows as needed.

Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
Natianal Guard Bureau's Internal Policy
Internal - mandated requirement
Internal - mandated requirement
Internal - mandated requirement
Natianal Guard Bureau's Internal Policy
NGB External compliance review

Entities" list all entities the agency is currently work
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within a certain group, the agency can list the grou
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Ways Agency Works with Current Partner
International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas
Education Collaboration
Education Collaboration
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Copy and paste this from the fourth column of the Strategy, Objectives and Res

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Copy and paste this information from the fifth column of the Strategy, Objectiv

Copy and paste this information from the Strategic Budgeting Chart

[redacted]

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Goal 3 - Provide infrastructure to meet current and future force needs
# of facilities & infrastructure to station force structure
Efficiency
65 armories
65 armories
64 armories
64 armories
64 armories
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective

Yes
N/A

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ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
tial negative impact rises to that level. Next to, "Level Requires Inform Ge
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this information to all other House standing committees, but will not add

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ding, training, personnel, and logistics)

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NGB OPSEC Team

[redacted]

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State/Local Government Entity
State/Local Government Entity
College/University
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State/Local Government Entity
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State/Local Government Entity
State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

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a in this tab into multiple other tabs,
lease save the information related to
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[redacted]

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sponsibility Chart

sponsibility Chart

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[redacted]

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[redacted]

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TE: Responses are not limited to the

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10/30/2012 and 02/03/2015
03/01/2014 and 03/18/2015
08/14/2013 and 10/22/2013
07/14/2014 and 08/15/2014
05/06/2014 and 03/05/2015
10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
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Legal responsibilities satisfied by Goal:
and description of Strategy the Objective is under:
Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

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S.C. Military Department
12-Jan-16
2015-16

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3.1 Implement Armory consolidation plan by 2025
N/A
Provides quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 3- COL Andrew Batten
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Details about each measure. In the cell next to, "Is a
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agency selected it.

and customer benefits from an agency's actions. Ou
: resources to strategies with the greatest effect on t

ty expressed in unit costs, units of time, or other rat
: of available resources and should be the second pr
of goods or services an agency produces. Output me
mple - # of business license applications processed.
ribute to the production and delivery of a service. In
rity. Example - # of license applications received

Objective Number and Description
Performance Measure:
Type of Measure:
2013-14 Actual Results (as of 9/30/13):
2013-14 Target Results:
2014-15 Actual Results (as of 9/30/14):
2014-15 Minimum Acceptable Results:
2014-15 Target Results:
ack this? (provide any additional explanation needed,
s as a performance measure?
were made to try and ensure it was reached?
e target value for 2015-16?
rget value in 2015-16 and why was the decision finally
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what changes are being made to try and ensure it is mance measures more likely to be reached, are

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occur as a result of the agency not accomplishing th
es to whom the agency would reach out if the poten
notice of the level at which the potential negative in
House Legislative Oversight Committee will provide

Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
State and Federal Agencies, Stakeholders and Partners
When the Agency's Readiness measurements are in dar
State and Federal customers resourcing support (ie-fun

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ıputs are "what we use to do the work." They measure the factors or requ

3.1 Implement Armory consolidation plan by 2025
Reduce armory infrastructure #
Efficiency
65 armories
65 armories
64 armories
64 armories
64 armories
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
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These were our Federal Customers Readiness objective
Yes
N/A

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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

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3.2 Expand Technical/Post-Secondary School Initiatives by 2017
N/A
Provides a partnership opportunity for cost sharing and co-use to optimize limited resources to fund the readiness center.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 3- COL Andrew Batten
Variable, See Column F of the Startegy, Objective, Responsibility Chart
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Objective Number and Description
Performance Measure:
Type of Measure:
2013-14 Actual Results (as of 9/30/13):
2013-14 Target Results:
2014-15 Actual Results (as of 9/30/14):
2014-15 Minimum Acceptable Results:
2014-15 Target Results:
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House Legislative Oversight Committee will provide

Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
State and Federal Agencies, Stakeholders and Partners
When the Agency's Readiness measurements are in dar
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information generated by the entity performing the
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Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
Natianal Guard Bureau's Internal Policy
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Ways Agency Works with Current Partner
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ıputs are "what we use to do the work." They measure the factors or requ

3.2 Expand Technical/Post-Secondary School Initiatives by 2017
Increase the # of technical school/partnerships
Outcome
3
N/A
3
4
5
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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College/University
College/University
State Technical College
State University
State Technical College
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College/University

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lease save the information related to
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[redacted]

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10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:

Agency Programs Associated with Objective
Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

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Logistics

Physical Security

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Joint Army Compatible Use Buffers
USC Upstate Spartenburg
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S.C. Military Department
12-Jan-16
2015-16

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hopefully encourage the agency to continually set c
sults" and "Target Results," - “Agency did not use PM
Details about each measure. In the cell next to, "Is a
is information, Federal if an entity in the federal gov
agency selected it.

and customer benefits from an agency's actions. Ou
: resources to strategies with the greatest effect on t

ty expressed in unit costs, units of time, or other rat
: of available resources and should be the second pr
of goods or services an agency produces. Output me
mple - # of business license applications processed.
ribute to the production and delivery of a service. In
rity. Example - # of license applications received

Objective Number and Description
Performance Measure:
Type of Measure:
2013-14 Actual Results (as of 9/30/13):
2013-14 Target Results:
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Strategy 3.3 Identify, validate, and design regional facilities based on demographically supported SCNG foot print by 2020
GIS population demographics
Input/Explanatory/Activity
65 armories
65 armories
64 armories
64 armories
64 armories
Federal
Adjutant General and Deputy Adjutant General
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Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

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Objective Number and Description
Performance Measure:
Type of Measure:
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Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
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Internal Request
Internal Request
Internal Request
Internal Request
Internal - mandated requirement
Internal Request
Internal Request
Internal Request
Natianal Guard Bureau's Internal Policy
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Entities" list all entities the agency is currently work
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Ways Agency Works with Current Partner
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ıputs are "what we use to do the work." They measure the factors or requ

Strategy 3.4 Expand and leverage facility partnerships for innovative approaches by 2025
Increased # of facility partnerships for cost sharing
Outcome
6
6
6
6
7
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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05/06/2014 and 03/05/2015
10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:

Agency Programs Associated with Objective
Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

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Level Requires Outside Help
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Physical Security

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Joint Army Compatible Use Buffers
USC Upstate Spartenburg
Citadel
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Clemson University's Camp Long Facility Aiken
Aiken Technical College
Midlands Technical College
Greenville Technical Readiness Center

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S.C. Military Department
12-Jan-16
2015-16

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sion to complete for each separate Objective. The
abel each Tab, "O__" and insert the applicable numl

Goal 3 - Provide infrastructure to meet current and future force needs

Title 25 establishes the SC military department.
3.1 Implement Armory consolidation plan by 2025; Strategy 3.2 Expand Technical/Post-Secondary School Initiatives by 2017; Strategy 3.3 Identify, validate, and design regional facilities based on demographically supported SCNG foot print by 2020; Strategy 3.4 Expand and leverage facility partnerships for innovative approaches by 2025; Strategy 3.5 Align State funding needs with NGASC/Legislative approach by 2016

Strategy 3.5 Align State funding needs with NGASC/Legislative approach by 2016
N/A
Provides state match funding to federal funding received for quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 3- COL Andrew Batten
Variable, See Column F of the Startegy, Objective, Responsibility Chart
Variable, See Column G of the Startegy, Objective, Responsibility Chart
1 National Guard Road, Columbia SC 29201
SCARNG & SCANG
Variable, See Column J of the Strategy, Objective, Responsibility Chart

Agency will provide next year

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Department of Workforce
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Collaborate on environmental compliance issues impacting training areas
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Strategy 3.5 Align State funding needs with NGASC/Legislative approach by 2016
Efficiency
99%
100%
99.60%
100%
100%
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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Objective # and Description:

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Public Benefit/Intended Outcome:

Agency Programs Associated with Objective
Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
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S.C. Military Department
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Goal 4 - Leverage Interagency and International partnerships

Title 25 establishes the SC military department.
Strategy 4.1 Develop Cyber Fusion Cell;Strategy 4.2 Expand the State Partnership Program and on-going International Engagements; Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025; Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020; Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025.

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N/A
Attaining and maintaining international and interagency partnerships will advance the SCNG's relevancy in the areas of international affairs and security cooperation. The cyber initiatives will posture the state for cyper protection measures. The regional aviation facility will support aviation training readiness. The COP Situational Awareness will enhance domestic operations readiness.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

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Ways Agency Works with Current Partner
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[redacted]

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nputs are "what we use to do the work." They measure the factors or requ

Goal 4 - Leverage Interagency and International partnerships
Increased # of State Partnership countries
Outcome
1
1
1
2
2
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective

Yes
N/A

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ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
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State/Local Government Entity
State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
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College/University

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lease save the information related to
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10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

2) In the cell next to, "Type of Measure," pick the type of n

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How the Agency is Measuring its Performance

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3 General Assembly Options

REVIEWS/AUDITS

Instructions: Below please list all external or internal revi
maintain an electronic copy of each Review and any other
number of rows below that have borders around them, pl

Matter(s) or Issue(s) Under Review
Government Purchase Card - Army Guard
Multiple Army Guard Sensitive Items Special Reviews
Convenience Checks Quaterly Reviews -Army Guard
Commercial Transportation Office - Army Guard
STARBASE - Air Guard
AGR Leave Management - Army Guard
Multiple Inactive Duty Attendance Reviews
College Assistance Program - Army Guard
Youth Challenge 2014 CORE Evaluation - Army Guard
Army National Guard Security Guards
SCNG Military Funeral Honors Program
Appenidx 10 - Anti-Terrorism

Logistics

Physical Security

PARTNERS

Instructions: Under the column labeled, "Current Partner
enter the ways the agency works with the entity (names o
partners. Note, if there is a large list of partners that all fit
agency can list SC Middle Schools, instead of listing each n
instead of listing each high school in the county separately

Current Partner Entity
SC Military Department
State Partnership Program with the Republic of Colombia
Savannah River Site
State Universities and Technical Colleges
United Services Organization (USO)
Family Member Service Center
Local Military Bases
The Govenor's military base task force
Joint Army Compatible Use Buffers
USC Upstate Spartenburg
Citadel
Youth Challenge
Clemson University's Camp Long Facility Aiken
Aiken Technical College
Midlands Technical College
Greenville Technical Readiness Center

gency determines the associated prog
formance measures established to tra
egative impacts which may arise, and
s or reviews; and continually consider

S.C. Military Department
12-Jan-16
2015-16

bjective listed in the Strategy, Objectives and Respor
sion to complete for each separate Objective. The
abel each Tab, "O__" and insert the applicable numl

Goal 4 - Leverage Interagency and International partnerships

Title 25 establishes the SC military department.
Strategy 4.1 Develop Cyber Fusion Cell;Strategy 4.2 Expand the State Partnership Program and on-going International Engagements; Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025; Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020; Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025.

Strategy 4.1 Develop Cyber Fusion Cell
N/A
This provides a relevant force to meet or exceed State and Federal Customer and Stakeholders requirements, in addition to partnering with local, state and federal agencies to address cyber security initiatives.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

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Strategy 4.1 Develop Cyber Fusion Cell
Obtain a Cyber Protection Unit
Input/Explanatory/Activity
N/A
N/A
N/A
Obtain a Cyber Protection Unit by 2017
N/A
Federal
Adjutant General and Deputy Adjutant General
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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

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Convenience Checks Quaterly Reviews -Army Guard
Commercial Transportation Office - Army Guard
STARBASE - Air Guard
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SCNG Military Funeral Honors Program
Appenidx 10 - Anti-Terrorism

Logistics

Physical Security

PARTNERS

Instructions: Under the column labeled, "Current Partner
enter the ways the agency works with the entity (names o
partners. Note, if there is a large list of partners that all fit
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Current Partner Entity
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S.C. Military Department
12-Jan-16
2015-16

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Goal 4 - Leverage Interagency and International partnerships
Title 25 establishes the SC military department.
Strategy 4.1 Develop Cyber Fusion Cell;Strategy 4.2 Expand the State Partnership Program and on-going International Engagements; Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025; Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020; Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025.

Strategy 4.2 Expand the State Partnership Program and on-going International Engagements
N/A
Attaining and maintaining international and interagency partnerships will advance the SCNG's relevancy in the areas of international affairs and security cooperation.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 4- (1) MAJ Barbara Mesaros (2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples
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Objective Number and Description
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Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
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Entities" list all entities the agency is currently work
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within a certain group, the agency can list the grou
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Ways Agency Works with Current Partner
International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas
Education Collaboration
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ıputs are "what we use to do the work." They measure the factors or requ

Strategy 4.2 Expand the State Partnership Program and on-going International Engagements
Obtain second state partnership country
Outcome
1
1
1
2
2
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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this information to all other House standing committees, but will not add

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ding, training, personnel, and logistics)

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Review as copies may be requested when the agency is under study. NO

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Challenge Operational & Resources Effectiveness Inspection Team (External)
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State University
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lease save the information related to
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10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
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Legal responsibilities satisfied by Goal:
and description of Strategy the Objective is under:
Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

2) In the cell next to, "Type of Measure," pick the type of n

3) In the next set of cells enter the actual and target result
the target value the agency wanted to reach for the perfo
Including a minimum acceptable level and target level will
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Results
Details
Does the state or federal government require the agency to tra two cells over)
What are the names and titles of the individuals who chose thi
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If the target value was not reached in 2014-15, what changes v
What are the names and titles of the individuals who chose the
What was considered when determining the level to set the ta made on setting it at the level at which it was set?
Based on the performance so far in 2015-16, does it appear th
If the answer to the question above is "questionable" or "no," v reached or what resources are being diverted to ensure perfor reached?
POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the mc
the most potential negative impact to the public that may
help. Next to, "Outside Help to Request," enter the entitie
the agency thinks the General Assembly should be put on
do to help resolve the issue before it became a crisis. The
study.

Most Potential Negative Impact
Level Requires Outside Help
Outside Help to Request
Level Requires Inform General Assembly
3 General Assembly Options

REVIEWS/AUDITS

Instructions: Below please list all external or internal revi
maintain an electronic copy of each Review and any other
number of rows below that have borders around them, pl

Matter(s) or Issue(s) Under Review
Government Purchase Card - Army Guard
Multiple Army Guard Sensitive Items Special Reviews
Convenience Checks Quaterly Reviews -Army Guard
Commercial Transportation Office - Army Guard
STARBASE - Air Guard
AGR Leave Management - Army Guard
Multiple Inactive Duty Attendance Reviews
College Assistance Program - Army Guard
Youth Challenge 2014 CORE Evaluation - Army Guard
Army National Guard Security Guards
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Strategy 4.1 Develop Cyber Fusion Cell;Strategy 4.2 Expand the State Partnership Program and on-going International Engagements; Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025; Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020; Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025.

Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025
N/A
Provides quality facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

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ıputs are "what we use to do the work." They measure the factors or requ

Strategy 4.3 Develop the Savannah River Site to Regional Training Site by 2025
Continue partnership for cost sharing
Input/Explanatory/Activity
6
6
6
6
7
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:

Agency Programs Associated with Objective
Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

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1) In the cell next to, “Performance Measure,” enter the p

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What was considered when determining the level to set the ta made on setting it at the level at which it was set?
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Most Potential Negative Impact
Level Requires Outside Help
Outside Help to Request
Level Requires Inform General Assembly
3 General Assembly Options

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Instructions: Below please list all external or internal revi
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STARBASE - Air Guard
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Multiple Inactive Duty Attendance Reviews
College Assistance Program - Army Guard
Youth Challenge 2014 CORE Evaluation - Army Guard
Army National Guard Security Guards
SCNG Military Funeral Honors Program
Appenidx 10 - Anti-Terrorism

Logistics

Physical Security

PARTNERS

Instructions: Under the column labeled, "Current Partner
enter the ways the agency works with the entity (names o
partners. Note, if there is a large list of partners that all fit
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Current Partner Entity
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State Partnership Program with the Republic of Colombia
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State Universities and Technical Colleges
United Services Organization (USO)
Family Member Service Center
Local Military Bases
The Govenor's military base task force
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Greenville Technical Readiness Center

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S.C. Military Department
12-Jan-16
2015-16

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Title 25 establishes the SC military department.
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Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020
N/A
This will allow the SCNG and SCEMD to meet or exceed our Local, State and Federal mission requirements, and ensure SC is ready for the next all hazards emergency.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 4- (1) MAJ Barbara Mesaros (2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples
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Objective Number and Description
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House Legislative Oversight Committee will provide

Inability to meet our State and Federal customers requi
State and Federal customers resourcing support (ie-fun
State and Federal Agencies, Stakeholders and Partners
When the Agency's Readiness measurements are in dar
State and Federal customers resourcing support (ie-fun

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Reason Review was Initiated (outside request, internal policy, etc.)
Internal Request
Internal Request
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Internal Request
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Internal Request
Natianal Guard Bureau's Internal Policy
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Internal - mandated requirement
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NGB External compliance review

Entities" list all entities the agency is currently work
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within a certain group, the agency can list the grou
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Ways Agency Works with Current Partner
International Security Cooperation
Regional Training Facililty
Education Collaboration/Marketing Studies
Military and Family Support
Department of Workforce
Training Facilities, Collaboration, and Joint Operations, Cooperative Support Activities
Local military base Commanders working in
Collaborate on environmental compliance issues impacting training areas
Education Collaboration
Education Collaboration
Education Collaboration
Provides Housing for Youth Challenge graduates enrolled in DOL Job Challenge
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Enter all the agency programs which are helping accomplish this objective. The
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Copy and paste this information from the Strategic Budgeting Chart

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easures are used to assess workload and the agency's efforts to address d

ıputs are "what we use to do the work." They measure the factors or requ

Strategy 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020
Through NORTHCOM and NGB Evaluations during Vigiliant Guard excercises
Input/Explanatory/Activity
N/A
N/A
Vigiliant Guard 2015
1 state exercise per year; 1 national exercise per 5 years
1 national exercise completed
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

occur as a result of the agency not accomplishing this objective. Next to, '
ıe objective. Next to, "Level Requires Outside Help," enter the level at whi
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this information to all other House standing committees, but will not add

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ding, training, personnel, and logistics)

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the agency which occurred during the past fiscal year that relates/impacts
Review as copies may be requested when the agency is under study. NO

Entity Performing the Review and Whether Reviewing Entity External or Internal
USPFO-Internal Review Office (Internal)
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USPFO-Internal Review Office (Internal)
USPFO-Internal Review Office (Internal)
Challenge Operational & Resources Effectiveness Inspection Team (External)
USPFO-Internal Review Office (Internal)
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agency works with every high school in Lexington county, the agency can

Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
State/Local Government Entity
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College/University
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State/Local Government Entity
State/Local Government Entity
State/Local Government Entity
State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
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College/University

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ources allocated. The
lished; ensure the agency is
effectively and efficiently

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lease save the information related to
gency has any questions or needs any

[redacted]

hart

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sponsibility Chart

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Insert any further explanation, if needed

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ress it itself until the agency is under

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Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
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03/01/2014 and 03/18/2015
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05/06/2014 and 03/05/2015
10/01/2011 and 09/12/2014
03/01/2014 and 05/02/2014
06/01/2014 and 01/23/2015
11/14/14 and 12/19/2014
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24MAR14 and 28MAR14
2JUL15

Agency works with Current Partners,"
rows as necessary to list all of the
ith every middle school in the state, the
list Lexington County High Schools,

This is the next chart because once the ag
agency needs to ensure it has proper perf
agency also needs to consider potential n
addressing issues raised in previous audit
accomplish each objective.

Agency Responding
Date of Submission
Fiscal Year for which information below pertains

Instructions: Below is a template to complete for each Ob
while it is still blank. The agency will then have a blank ver
each Objective as a separate tab in the excel document. L
assistance in completing the information below.

Strategic Plan Context
and description of Goal the Objective is helping accomplish:
Legal responsibilities satisfied by Goal:
and description of Strategy the Objective is under:
Objective
Objective # and Description:
Legal responsibilities satisfied by Objective:
Public Benefit/Intended Outcome:
Agency Programs Associated with Objective

Program Names:

Responsible Person
Name:
Number of Months Responsible:
Position:
Office Address:
Department or Division:
Department or Division Summary:

Amount Budgeted and Spent To Accomplish Objective
Total Budgeted for this fiscal year:
Total Actually Spent:

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questio

1) In the cell next to, “Performance Measure,” enter the p

2) In the cell next to, "Type of Measure," pick the type of n

3) In the next set of cells enter the actual and target result
the target value the agency wanted to reach for the perfo
Including a minimum acceptable level and target level will
then enter the following next to the applicable "Actual Res

4) In the last set of cells, answer the questions to provide I
entity in state government requires the agency to track th
that requires the agency to track this information and the

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public
mission, goals and objectives. They are also used to direct
violations.

Efficiency Measure - A quantifiable indicator of productivit
operations. Efficiency measures measure the efficient use

Output Measure - A quantifiable indicator of the number
workload and efforts and should be the third priority. Exa

Input/Explanatory/Activity Measure - Resources that cont
(i.e. explanatory). These measures should be the last prio

How the Agency is Measuring its Performance
Results
Details
Does the state or federal government require the agency to tra two cells over)
What are the names and titles of the individuals who chose thi
Why was this performance measure chosen?
If the target value was not reached in 2014-15, what changes v
What are the names and titles of the individuals who chose the
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S.C. Military Department
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2015-16

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Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025.
N/A
Provides a quality regional aviation support facilities and infrastructure for a relevant force structure to meet or exceed State and Federal Customers and Stakeholders requirements.

ACOE; DPRO/UAT/USR; FMO; DSCA/DOMOPS; SCEMD; SMFC; Youth Challenge; and Starbase

Goal 4- (1) MAJ Barbara Mesaros (2) COL Ken Rosado (3) COL Raymond Strawbridge (4) COL Jody Dew (5) COL James Barkley (6) COL Larry Peeples
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Objective Number and Description
Performance Measure:
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Strategy 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025.
As determined by the Aviation Center of Excellence, FORSCOM, and 1st Army curriculum by 2025
Input/Explanatory/Activity
N/A
N/A
N/A
Develop curriculum by FY2017
N/A
Federal
Adjutant General and Deputy Adjutant General
It measures our readiness in our ability to meet the customers needs
N/A
National Guard Bureau
These were our Federal Customers Readiness objective
Yes
N/A

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USPFO-Internal Review Office (Internal)
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State/Local Government Entity
College/University
College/University
State Technical College
State University
State Technical College
State Technical College
College/University

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10/01/2011 and 09/12/2014
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08/25/2014 and 03/04/2015
10/18/2013 and 03/12/2015
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24MAR14 and 28MAR14
2JUL15

Agency works with Current Partners,"
rows as necessary to list all of the
ith every middle school in the state, the
list Lexington County High Schools,

Strategic Budgeting

This is the next chart because once the agency determines its goals, strategies and objectives, as well as the programs that will best allow the agency to accomplish its objectives, the agency needs to determine how to allocate its funds to most effectively and efficiently accomplish the objectives. After allocating the funds to the objectives, the agency may decide to go back and revise which associated programs it will continue, curtail or eliminate in order to most effectively and efficiently accomplish its goals and objectives.

Agency Responding	SC Emergency Management
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-2016

IMPORTANT TIME SAVING NOTE: Please note that only one year of budgeted funds is requested. Once an agency is under study with the House Legislative Oversight Committee, the Committee may request information on how the agency budgeted and spent money for the previous five years. If an agency is chosen for study five years from now, the agency can quickly and easily combine the information from this chart for each of the last five years.

Part A Instructions: **Estimated Funds Available this Fiscal Year (2015-16)**

1) Please enter each source of funds for the agency in a separate column. Group the funding sources however is best for the agency (i.e. general appropriation programs, proviso 18.2, proviso 19.3, grant ABC, grant XYZ, Motor Vehicle User Fees, License Fines, etc.) to provide the information requested below each source (i.e. state, other or federal funding; recurring or one-time funding; etc.). The agency is not restricted by the number of columns below so please delete or add as many as needed. **However the agency chooses to group its funding sources, it should be clear through Part A and B, how much the agency estimates it has available to spend and where the agency has budgeted the funds it has available to spend.**

Part B Instructions: **How Agency Budgeted Funds this Fiscal Year (2015-16)**

1) Enter each agency objective and description (i.e. Objective 1.1.1 - insert description of objective). The agency can insert as many rows as necessary so that all objectives are included.
2) After entering all of the objectives, enter each "unrelated purpose" for which money received by the agency will go (i.e. Unrelated Purpose #1 - insert description of unrelated purpose) on a separate row. An "unrelated purpose" is money the agency is legislatively directed to spend on something that is not related to an agency objective (i.e. pass through, carry forward, etc.).
3) Enter how much money from each source of funds the agency budgets to spend on each objective and unrelated purpose. The "Total budgeted to spend on objectives and unrelated purposes" for each source of funds in Part B should equal the "Amount estimated to have available to spend this fiscal year" in Part A.

Explanations from the Agency regarding Part A: Insert any additional explanations the agency would like to provide related to the information it provides below.

PART A
Estimated Funds Available this Fiscal Year (2015-16)

Source of Funds:	Totals	SCEMD - State Appropriations	SCEMD - Emergency Management Perfornmance Grant	SCEMD - Other Appropriations			
Is the source state, other or federal funding:	Totals	State	Federal	Other			
Is funding recurring or one-time?	Totals	Recurring	Recurring	Recurring			
$ From Last Year Available to Spend this Year							
Amount available at end of previous fiscal year	**$0**	$0	$0	$0			
Amount available at end of previous fiscal year that agency can actually use this fiscal year:	**$0**	0	0	0			
If the amounts in the two rows above are not the same, explain why :	Enter explanation for each fund to the right	n/a	n/a	n/a			
$ Estimated to Receive this Year							
Amount budgeted/estimated to receive in this fiscal year:		1,405,846	5,769,036	1,522,316			
Total Actually Available this Year							
Amount estimated to have available to spend this fiscal year (i.e. Amount available at end of previous fiscal year that agency can actually use in this fiscal year PLUS Amount budgeted/estimated to receive this fiscal year):		1,405,846	5,769,036	1,522,316			

Strategic Budgeting

Explanations from the Agency regarding Part B: Insert any additional explanations the agency would like to provide related to the information it provides below.

PART B
How Agency Budgeted Funds this Fiscal Year (2015-16)

Source of Funds: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	SCEMD - State Appropriations	SCEMD - Emergency Management Performnance Grant	SCEMD - Other Appropriations			
Is source state, other or federal funding: (the rows to the left should populate automatically from what the agency entered in Part A)	Totals	State	Federal	Other			
Restrictions on how agency is able to spend the funds from this source:	n/a		50% pass through to local jurisdictions	$378,206 pass through to SC DHEC			
Amount estimated to have available to spend this fiscal year: (the rows to the left should populate automatically from what the agency entered in Part A)	$8,697,198	$1,405,846	$5,769,036	$1,522,316			
Are expenditure of funds tracked through SCEIS? (if no, state the system through which they are recorded so the total amount of expenditures could be verified, if needed)	n/a	Yes	Yes	Yes			
Where Agency Budgeted to Spend Money this Year							
Objective 1.1 Enhance the planning, training and exercises programs NLT 2020:	540,500	100,000	220,500	220,000			
Objective 1.2 Enhance the regional emergency management and radiological emergency preparedness programs NLT 2020:	684,610	200,000	300,500	184,110			
Objective 1.3 Enhance operations support programs to deliver rapid disaster logistics support with modernized communication and information technology systems NLT 2020:	1,126,346	205,846	740,500	180,000			
Objective 1.4 Enhance the ability to recover from disaster through recovery and mitigation planning, training, exercise actions NLT 2020:	490,500	150,000	220,500	120,000			
Objective 1.5 Enhance citizen disaster preparedness through education and awareness NLT 2020:	570,500	150,000	320,500	100,000			
Objective 2.1 Enhance and sustain partnerships between SCEMD, federal, state, county emergency management agencies and the private sector NLT 2020.	490,504	150,000	220,504	120,000			
Objective 2.2 Enhance professional development and implement internal qualification standards for all positions that cultivates an environment that nurtures, recognizes and rewards superior productivity and performance NLT 2020.	370,500	150,000	120,500	100,000			
Objective 3.1 Continue to reinforce SCEMD's relevance and capabilities, and maintain its professional image in the emergency management community.	440,500	100,000	320,500	20,000			
Objective 3.2 Sustain the Division's core mission areas and support activities within preparedness, response, operations support, recovery/mitigation, administration/finance and public information.	720,500	200,000	420,500	100,000			
Unrelated purpose - Federal funding, direct pass through to counties	2,884,531		2,884,532				
Unrelated purpose - Other funding pass through to SC DHEC	378,206			378,206			
Total Budgeted to Spend on Objectives and Unrelated Purposes: (this should be the same as Amount estimated to have available to spend this fiscal year)		1,405,846	5,769,036	1,522,316			
		$1,405,846	$5,769,036	$1,522,316			

Objective Details

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 1.1 Enhance the planning, training and exercises programs NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.1 Enhance the planning, training and exercises programs NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Comprehensive planning, training and exercise programs ensure SC is ready to respond to all-hazard emergencies and disasters.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Ken Braddock	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief of Preparedness	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	
Department or Division:	SCARNG & SCANG	
Department or Division Summary:	Coordinates and maintains SC's emergency operations plan and supporting appendices and coordinates training and exercises at the state and local levels.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	540,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:	TBD	

Objective Details

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.1 Enhance the planning, training and exercises programs NLT 2020.
Performance Measure:	Maintain comprehensive plans for major emergency contingencies (1.9.2). Conduct statewide training (3.9.1) and all hazard exercises (3.9.2)
Type of Measure:	Output
Results	
2013-14 Actual Results (as of 9/30/13):	100% completion of all training, exercise and planning metrics
2013-14 Target Results:	100% completion of all training, exercise and planning metrics
2014-15 Actual Results (as of 9/30/14):	100% completion of all training, exercise and planning metrics
2014-15 Minimum Acceptable Results:	100% completion of all training, exercise and planning metrics
2014-15 Target Results:	100% completion of all training, exercise and planning metrics
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Objective Details

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
46 County Emergency Management Programs	Local Support and Technical Assistance	State/Local Government Entity
SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity
Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity

Objective Details

PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 1.2 Enhance the regional emergency management and radiological emergency preparedness programs NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.2 Enhance the regional emergency management and radiological emergency preparedness programs NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Regional emergency management program enhancements directly support local governments prepare for, respond to and recovery from emergencies and disasters. Fixed nuclear facility program enhancements will ensure SC's emergency preparations are sufficient to address an unlikely nuclear facility emergency.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Mike Russell	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief of Operations	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	
Department or Division:	SCEMD	

Department or Division Summary:	Maintains and operates the State Emergency Operations Center (SEOC) and develops procedures used to coordinate the state's response to emergencies. Manages the fixed nuclear facility program and regional emergency management (REM) staff.

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	684,610	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.2 Enhance the regional emergency management and radiological emergency preparedness programs NLT 2020.
Performance Measure:	Conduct safe emergency operations (1.9.3).
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 9/30/13):	85% completion of key performance indicators
2013-14 Target Results:	75% completion of key performance indicators
2014-15 Actual Results (as of 9/30/14):	82% completion of key performance indicators
2014-15 Minimum Acceptable Results:	50% completion of key performance indicators
2014-15 Target Results:	75% completion of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
46 County Emergency Management Programs	Local Support and Technical Assistance	State/Local Government Entity
SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity

Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity
PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 1.3 Enhance operations support programs to deliver rapid disaster logistics support with modernized communication and information technology systems NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.3 Enhance operations support programs to deliver rapid disaster logistics support with modernized communication and information technology systems NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Ensuring the State Emergency Response Team can communicate and provide disaster logistical support to local jurisdictions while providing a coordination facility with robust information technology is critical for the safety of SC.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Melissa Potter	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief of Operations Support	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	
Department or Division:	SCEMD	

Department or Division Summary:	Coordinates and maintains SC's emergency operations plan and supporting appendices and coordinates training and exercises at the state and local levels.

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	540,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 1.3 Enhance operations support programs to deliver rapid disaster logistics support with modernized communication and information technology systems NLT 2020.
Performance Measure:	Maintain operational readiness of the SCEMD facilities and equipment (4.9.1)
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 9/30/13):	67 % of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	90 % of key performance indicators
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75% of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions: Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

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Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity

Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity
PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 1.4 Enhance the ability to recover from disaster through recovery and mitigation planning, training, exercise actions NLT 2020:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.4 Enhance the ability to recover from disaster through recovery and mitigation planning, training, exercise actions NLT 2020:	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Ensuring programs provide for the repair of damaged infrastructures and support to human services programs administered to the public.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Elizabeth Ryan	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief of Recovery and Mitigation	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	
Department or Division:	SCEMD	
Department or Division Summary:	Oversees the Public and Individual Assistance programs and planning. Also coordinates FEMA's Pre-Disaster Mitigation and Hazard Mitigation Grant Programs.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	490,500	Copy and paste this information from the Strategic Budgeting Chart

Total Actually Spent:	

PERFORMANCE MEASURES

Instructions: Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
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4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
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Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.4 Enhance the ability to recover from disaster through recovery and mitigation planning, training, exercise actions NLT 2020:
Performance Measure:	Maintain comprehensive plans for major emergency contingencies (1.9.2). Conduct statewide training (3.9.1) and all hazard exercises (3.9.2)
Type of Measure:	Output
Results	
2013-14 Actual Results (as of 9/30/13):	83% of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	70% of key performance indicators - Impacted by wionter storm response
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75 % of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

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Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions: Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

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Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions: Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

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Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity
Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity

PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
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Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
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DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
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NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 1: Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 1.5 Enhance citizen disaster preparedness through education and awareness NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 1.5 Enhance citizen disaster preparedness through education and awareness NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Ensures coordination with broadcast, print and social media to disseminate life safety information that is accurate and timely, and promotes public education for citizen preparedness and emergency management.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Joe Farmer	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief of External Affairs and Public Information	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	
Department or Division:	SCEMD	
Department or Division Summary:	Responsible for communicating vital information to the public before, during and after disasters.	
Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	570,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.
1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.
2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).
3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."
4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:
Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.
Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection
Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.
Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 1.5 Enhance citizen disaster preparedness through education and awareness NLT 2020.
Performance Measure:	Enhance citizen disaster preparedness through education and awareness (5.9.2)
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 9/30/13):	82% of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	68% of key performance indicators
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75% of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
46 County Emergency Management Programs	Local Support and Technical Assistance	State/Local Government Entity
SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity
Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity

PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2: Continue to develop effective partnerships across the whole community and build, strengthen and retain high quality employees NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 2.1 Enhance and sustain partnerships between SCEMD, federal, state, county emergency management agencies and the private sector NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.1 Enhance and sustain partnerships between SCEMD, federal, state, county emergency management agencies and the private sector NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Effective coordination within all levels of government and the private sector ensures SC can implement comprehensive emergency management activities before during and after a disaster.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Number of Months Responsible:	6 months
Position:	Chiefs
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172
Department or Division:	SCEMD
Department or Division Summary:	SCEMD's 6 major sections are responsible for implementation within their area of supervision.

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	490,504	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.1 Enhance and sustain partnerships between SCEMD, federal, state, county emergency management agencies and the private sector NLT 2020.
Performance Measure:	Continue to develop effective partnerships across the whole community and build, strengthen and retain high quality employees. (6.9.2)
Type of Measure:	Input/Explanatory/Activity
Results	
2013-14 Actual Results (as of 9/30/13):	81% of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	84% of key performance indicators
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75% of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
46 County Emergency Management Programs	Local Support and Technical Assistance	State/Local Government Entity
SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity

American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity
Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity
PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 2: Continue to develop effective partnerships across the whole community and build, strengthen and retain high quality employees NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 2.2 Enhance professional development and implement internal qualification standards for all positions that cultivates an environment that nurtures, recognizes and rewards superior productivity and performance NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 2.2 Enhance professional development and implement internal qualification standards for all positions that cultivates an environment that nurtures, recognizes and rewards superior productivity and performance NLT 2020.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	A ready workforce is necessary to conduct local, state and Federal support operations and safeguard SC's citizens and private businesses.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		

Name:	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief of Preparedness	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	
Department or Division:	SCEMD	
Department or Division Summary:	SCEMD's 6 major sections are responsible for implementation within their area of supervision.	

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	370,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results,” enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 2.2 Enhance professional development and implement internal qualification standards for all positions that cultivates an environment that nurtures, recognizes and rewards superior productivity and performance NLT 2020.
Performance Measure:	Provide job specific and emergency response training for all personnel (2.9.2). Enhance professional development and implement internal qualifications standards for all positions. (2.9.2)
Type of Measure:	Input/Explanatory/Activity
Results	

2013-14 Actual Results (as of 9/30/13):	78% of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	74% of key performance indicators
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75% of key performance indicators

Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
46 County Emergency Management Programs	Local Support and Technical Assistance	State/Local Government Entity
SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity
Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity
PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3: Refine and sustain existing emergency management capabilities while building resilient communities NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 3.1 Continue to reinforce SCEMD's relevance and capabilities, and maintain its professional image in the emergency management community.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.1 Continue to reinforce SCEMD's relevance and capabilities, and maintain its professional image in the emergency management community.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Comprehensive planning, training and exercise programs ensure SC is ready to respond to all-hazard emergencies and disasters.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart
Number of Months Responsible:	6 months	
Position:	Chief	
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172	

Department or Division:	SCEMD
Department or Division Summary:	Sustainment of the Division's core functions is critical to ensure SC's is ready to respond and recover from disasters.

Amount Budgeted and Spent To Accomplish Objective

Total Budgeted for this fiscal year:	440,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, “Performance Measure,” enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - “Agency did not use PM during this year.”

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance

Objective Number and Description	Objective 3.1 Continue to reinforce SCEMD’s relevance and capabilities, and maintain its professional image in the emergency management community.
Performance Measure:	
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 9/30/13):	79% of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	76% of key performance indicators
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75% of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director
What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine

Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
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SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity
American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity

Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity
PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

This is the next chart because once the agency determines the associated programs and amount of funds it is allocating to accomplish each objective, the agency needs to ensure it has proper performance measures established to track how effectively and efficiently it is utilizing the resources allocated. The agency also needs to consider potential negative impacts which may arise, and need to be addressed, if the objective is not accomplished; ensure the agency is addressing issues raised in previous audits or reviews; and continually consider which partners the agency could work with to more effectively and efficiently accomplish each objective.

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions: Below is a template to **complete for each Objective** listed in the Strategy, Objectives and Responsibility Chart. It is recommended that the agency copy and paste the data in this tab into multiple other tabs, while it is still blank. The agency will then have a blank version to complete for each separate Objective. The agency needs to provide information in all the cells that are highlighted. Please save the information related to each Objective as a separate tab in the excel document. Label each Tab, "O__" and insert the applicable numbers in the blanks (For example "O1.1.1"). NOTE: Call House Staff if the agency has any questions or needs any assistance in completing the information below.

Strategic Plan Context		
# and description of Goal the Objective is helping accomplish:	Goal 3: Refine and sustain existing emergency management capabilities while building resilient communities NLT 2020.	Copy and paste this from the second column of the Mission, Vision and Goals Chart
Legal responsibilities satisfied by Goal:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Mission, Vision and Goals Chart
# and description of Strategy the Objective is under:	Objective 3.2 Sustain the Division's core mission areas and support activities within preparedness, response, operations support, recovery/mitigation, administration/finance and public information.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Objective		
Objective # and Description:	Objective 3.2 Sustain the Division's core mission areas and support activities within preparedness, response, operations support, recovery/mitigation, administration/finance and public information.	Copy and paste this from the second column of the Strategy, Objectives and Responsibility Chart
Legal responsibilities satisfied by Objective:	SC Code of Laws 25-1-420 through 25-1-460; SC Code of Regulations 58-101	Copy and paste this from the first column of the Strategy, Objectives and Responsibility Chart
Public Benefit/Intended Outcome:	Sustainment of the Division's core functions is critical to ensure SC's is ready to respond and recover from disasters.	Copy and paste this from the fourth column of the Strategy, Objectives and Responsibility Chart
Agency Programs Associated with Objective		
Program Names:	SCEMD	Enter all the agency programs which are helping accomplish this objective. The agency can determine this by sorting the Associated Programs Chart by the "Objective the Program Helps Accomplish" column
Responsible Person		
Name:	Steven Batson - Chief of Staff; Ken Braddock - Chief of Preparedness; Mike Russell - Chief of Operations; Melissa Potter - Chief of Operations Support; Morgan Denny - Chief of Administration and Finance; Elizabeth Ryan - Chief of Recovery and Mitigation; Joe Farmer - Chief of External Affairs and Public information	Copy and paste this information from the fifth column of the Strategy, Objectives and Responsibility Chart

Number of Months Responsible:	6 months
Position:	Chief
Office Address:	2779 Fish Hatchery Road, West Columbia, SC 29172
Department or Division:	SCEMD
Department or Division Summary:	Sustainment of the Division's core functions is critical to ensure SC's is ready to respond and recover from disasters.

Amount Budgeted and Spent To Accomplish Objective		
Total Budgeted for this fiscal year:	720,500	Copy and paste this information from the Strategic Budgeting Chart
Total Actually Spent:		

PERFORMANCE MEASURES

Instructions : Please copy and paste the chart and questions below as many times as needed so the agency can provide this information for each Performance Measure that applies to this objective.

1) In the cell next to, "Performance Measure," enter the performance measure just like the agency did in the accountability report.

2) In the cell next to, "Type of Measure," pick the type of measure that best fits the performance measure from the drop down box (see Types of Performance Measures explained below).

3) In the next set of cells enter the actual and target results for each year. Next to "Actual Results," enter the actual value the agency had for that performance measure at the end of that year. Next to "Target Results," enter the target value the agency wanted to reach for the performance measure for that year. Next to "Minimum acceptable level," enter the minimum level for this performance measure that the agency would find acceptable. Including a minimum acceptable level and target level will hopefully encourage the agency to continually set challenging targets each year. If the agency did not utilize a particular performance measure during certain years, then enter the following next to the applicable "Actual Results" and "Target Results," - "Agency did not use PM during this year."

4) In the last set of cells, answer the questions to provide Details about each measure. In the cell next to, "Is agency required to keep track of this by the state or federal government," pick State from the drop down menu if an entity in state government requires the agency to track this information, Federal if an entity in the federal government requires the agency to track this information, or Only Agency Selected if there is no state or federal entity that requires the agency to track this information and the agency selected it.

Types of Performance Measures:

Outcome Measure - A quantifiable indicator of the public and customer benefits from an agency's actions. Outcome measures are used to assess an agency's effectiveness in serving its key customers and in achieving its mission, goals and objectives. They are also used to direct resources to strategies with the greatest effect on the most valued outcomes. Outcome measures should be the first priority. Example - % of licensees with no violations.

Efficiency Measure - A quantifiable indicator of productivity expressed in unit costs, units of time, or other ratio-based units. Efficiency measures are used to assess the cost-efficiency, productivity, and timeliness of agency operations. Efficiency measures measure the efficient use of available resources and should be the second priority. Example - cost per inspection

Output Measure - A quantifiable indicator of the number of goods or services an agency produces. Output measures are used to assess workload and the agency's efforts to address demands. Output measures measure workload and efforts and should be the third priority. Example - # of business license applications processed.

Input/Explanatory/Activity Measure - Resources that contribute to the production and delivery of a service. Inputs are "what we use to do the work." They measure the factors or requests received that explain performance (i.e. explanatory). These measures should be the last priority. Example - # of license applications received

How the Agency is Measuring its Performance	
Objective Number and Description	Objective 3.2 Sustain the Division's core mission areas and support activities within preparedness, response, operations support, recovery/mitigation, administration/finance and public information.
Performance Measure:	Reduce loss of life and property from disasters and terrorism (5.9.1)
Type of Measure:	Outcome
Results	
2013-14 Actual Results (as of 9/30/13):	82% of key performance indicators
2013-14 Target Results:	75% of key performance indicators
2014-15 Actual Results (as of 9/30/14):	77% of key performance indicators
2014-15 Minimum Acceptable Results:	75% of key performance indicators
2014-15 Target Results:	75% of key performance indicators
Details	
Does the state or federal government require the agency to track this? (provide any additional explanation needed, two cells over)	Federal
What are the names and titles of the individuals who chose this as a performance measure?	Adjutant General, Deputy Adjutant General and SCEMD Director
Why was this performance measure chosen?	It measures our readiness in our ability to meet the customer's needs
If the target value was not reached in 2014-15, what changes were made to try and ensure it was reached?	N/A
What are the names and titles of the individuals who chose the target value for 2015-16?	Kim Stenson, SCEMD Director

What was considered when determining the level to set the target value in 2015-16 and why was the decision finally made on setting it at the level at which it was set?	These were based on national readiness standards and doctrine
Based on the performance so far in 2015-16, does it appear the agency is going to reach the target for 2015-16?	Yes
If the answer to the question above is "questionable" or "no," what changes are being made to try and ensure it is reached or what resources are being diverted to ensure performance measures more likely to be reached, are reached?	N/A

POTENTIAL NEGATIVE IMPACT

Instructions : Please list what the agency considers the most potential negative impact to the public that may occur as a result of the agency not accomplishing this objective. Next to, "Most Potential Negative Impact," enter the most potential negative impact to the public that may occur as a result of the agency not accomplishing the objective. Next to, "Level Requires Outside Help," enter the level at which the agency believes it needs outside help. Next to, "Outside Help to Request," enter the entities to whom the agency would reach out if the potential negative impact rises to that level. Next to, "Level Requires Inform General Assembly," enter the level at which the agency thinks the General Assembly should be put on notice of the level at which the potential negative impact has risen. Next to, "3 General Assembly Options," enter three options for what the General Assembly could do to help resolve the issue before it became a crisis. The House Legislative Oversight Committee will provide this information to all other House standing committees, but will not address it itself until the agency is under study.

Most Potential Negative Impact	Inability of the SCEMD to meet local, state & federal support requirements ultimately resulting in increased loss of life and property damage.
Level Requires Outside Help	Multi-state and federal resource support could be requested during emergencies or disasters
Outside Help to Request	DHS, FEMA, CDC, HHS, HUD, DOE, NRC, FBI, US Forestry, Army Corp of Engineers, Customs and Boarder Patrol, Coast Guard, etc.
Level Requires Inform General Assembly	Governor's declaration of a state of emergency and the President's declaration of a major disaster declaration
3 General Assembly Options	Special appropriations and a lifting of funding restrictions on key disaster accounts to provide immediate spending authority

REVIEWS/AUDITS

Instructions : Below please list all external or internal reviews, audits, investigations or studies ("Reviews") of the agency which occurred during the past fiscal year that relates/impacts this objective. Please remember to maintain an electronic copy of each Review and any other information generated by the entity performing the Review as copies may be requested when the agency is under study. NOTE: Responses are not limited to the number of rows below that have borders around them, please insert as many rows as needed.

Matter(s) or Issue(s) Under Review	Reason Review was Initiated (outside request, internal policy, etc.)	Entity Performing the Review and Whether Reviewing Entity External or Internal	Date Review Began (MM/DD/YYYY) and Date Review Ended (MM/DD/YYYY)
Weekly programmatic review	internal policy	SCEMD Chief of Staff and Director	weekly
Monthly section review	internal policy	SCEMD Chief of Staff and Director	monthly
Quarterly programmatic reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly financial reporting for federal grants	federal requirement	FEMA and DOE	quarterly
Quarterly NG Key Performance Indicator (KPI) review	internal policy	Deputy Adjutant General and Chief of Staff	quarterly
Grant audits and monitoring reviews	federal requirement	Funding agency or OIG	as scheduled
State audits	state requirement	Funding Agency or OIG	as scheduled

PARTNERS

Instructions : Under the column labeled, "Current Partner Entities" list all entities the agency is currently working with that help the agency accomplish this objective. Under the "Ways Agency works with Current Partners," enter the ways the agency works with the entity (names of projects, initiatives, etc.) which helps the agency accomplish this objective. List only one partner per row and insert as many rows as necessary to list all of the partners. Note, if there is a large list of partners that all fit within a certain group, the agency can list the group instead of each partner individually. For example, if the agency works with every middle school in the state, the agency can list SC Middle Schools, instead of listing each middle school separately. As another example, if the agency works with every high school in Lexington county, the agency can list Lexington County High Schools, instead of listing each high school in the county separately.

Current Partner Entity	Ways Agency Works with Current Partner	Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?
46 County Emergency Management Programs	Local Support and Technical Assistance	State/Local Government Entity
SCDOT	Emergency Support Function 1	State/Local Government Entity
Dept of Education	Emergency Support Function 1	State/Local Government Entity
Dept of Admin	Emergency Support Function 2, 5, 7, 18	State/Local Government Entity
Office of Fiscal Authority	Emergency Support Function 3	State/Local Government Entity
LLR	Emergency Support Function 4, 9	State/Local Government Entity
Forestry Commission	Emergency Support Function 4	State/Local Government Entity
Department of Natural Resources	Emergency Support Function 5	State/Local Government Entity
Department of Social Services	Emergency Support Function 6, 11	State/Local Government Entity

American Red Cross	Emergency Support Function 6, 11	Business, Association or Individual
Salvation Army	Emergency Support Function 6, 11	Business, Association or Individual
Health and Human Services	Emergency Support Function 6, 11	State/Local Government Entity
Civil Air Patrol	Emergency Support Function 9, 11	State/Local Government Entity
DHEC	Emergency Support Function 8, 10	State/Local Government Entity
Dept. of Mental Health	Emergency Support Function 10	State/Local Government Entity
Dept. of Agriculture	Emergency Support Function 11	State/Local Government Entity
ORS	Emergency Support Function 12	State/Local Government Entity
SLED	Emergency Support Function 13, 15, 16	State/Local Government Entity
DPS	Emergency Support Function 13, 15, 16	State/Local Government Entity
PPP	Emergency Support Function 13	State/Local Government Entity
National Guard	Emergency Support Function 15,19	State/Local Government Entity
Clemson Extension and CULPH	Emergency Support Function 17	State/Local Government Entity
Dept of Revenue	Emergency Support Function 7, 18	State/Local Government Entity
Dept of Commerce	Emergency Support Function 24	State/Local Government Entity
PRT	Emergency Support Function 24	State/Local Government Entity
Dept of Insurance	Emergency Support Function 24	State/Local Government Entity
FEMA	Federal support and coordination	
DOE	Federal support and coordination	
CDC / HHS	Federal support and coordination	
FBI	Federal support and coordination	
NRC	Federal support and coordination	

Reporting Requirements

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

Instructions :

List all reports, if any, the agency is required to submit to a state, federal or outside entity on a regular basis. Insert the name of each report in a separate column and answer the questions below it. Add as many columns as needed.

PLEASE NOTE: All information the agency provides in the rows below the row labeled, "Date the Report was last submitted," should apply to when the agency most recently submitted the report (i.e. date report was last submitted).

	Agency Responding		
	Report #	1	2
	Report Name:	Restructuring Report	Accountability Report
	Why Report is Required		
	Legislative entity requesting the agency complete the report:	House Legislative Oversight Committee	Executive Budget Office
	Law which requires the report:	Title 25-1-30-10(G)	Title 25
	Agency's understanding of the intent of the report:	Compliance	Compliance
	Year agency was first required to complete the report:	2015	Institutional Knowledge 1984
	Reporting frequency (i.e. annually, quarterly, monthly):	Annually	Annually
	Information on Most Recently Submitted Report		
Information in all these rows should be for when the agency completed the report most recently	Date Report was last submitted:	15-Jan	15-Oct
	Timing of the Report		
	Month Report Template is Received by Agency:	25-Nov-15	18-Jun-15
	Month Agency is Required to Submit the Report:	12-Jan-16	9-Sep-16
	Where Report is Available & Positive Results		
	To whom the agency provides the completed report:	House Legislative Oversight Committee	SC Budget Committee
	Website on which the report is available:	http://www.scstatehouse.gov	http://www.scstatehouse.gov
	If it is not online, how can someone obtain a copy of it:	SC NG Strategic Plans & Operations	SC NG Strategic Plans & Operations
	Positive results agency has seen from completing the report:	Increased emphasis on efficiencies and accountability	Increased emphasis on efficiencies and accountability

Restructuring Recommendations and Feedback

Agency Responding	S.C. Military Department
Date of Submission	12-Jan-16
Fiscal Year for which information below pertains	2015-16

RESTRUCTURING RECOMMENDATIONS

Instructions: Please answer the questions below and add as many rows as needed.

Does the agency have any recommendations, minor or major, for restructuring?	No

If the agency has recommendations for restructuring, list each one on a separate row in the chart below. Add as many rows as needed.

Does the agency recommendation require legislative action?	Recommendation for restructuring
No	NA

FEEDBACK (Optional)

Instructions: Please answer the questions below to provide feedback on this Annual Restructuring Report ("Report").

Please list 1-3 benefits the agency sees in the public having access to the information requested in the Report, in the format it was requested.	Please list 1-3 benefits to agency management and employees in having all of this information available in one document.	Now that the agency has completed the Report, please list 1-3 things the agency could do differently next year (or it could advise other agencies to do) to complete the Report in less time and at a lower cost to the agency.
1. Accessability	1. Integration and collaberation of agency department information	1. Create a working group to complete the report
2. Transparency	2. Shared best practices	2. Make the report accessible to all concerned on the agency's website.
3. Accountability	3. If future ARR format is not drastically changed, it will minimize time in preparing and submitting the report.	3. Initiate the report a minimum of 30-60 days prior to submission date.

Does the agency believe this year's Restructuring Report was less burdensome than last year's?	Please list 1-3 changes to the Report questions, format, etc. the agency recommends to ensure the Report provides the best information to the public and General Assembly, in the least burdensome way to the agency.	Please add any other feedback the agency would like to provide (add as many additional rows as necessary)
No	1. The template required cell modification in order to input the required information.	The redundency of the information requested on this report (ie- Mission, Vision & Goals slide, the Strategy, Objective & Responsibility, and the Objective Details slides).
Why or why not?		
The report's format and required information differed substantially from last year's report, which consumed more time and attention to details to complete.		

Agencies are not required to do anything in this worksheet. This worksheet is part of the document so the proper drop down menues can be available in the other tabs.

Is Performance Measure Required?
State
Federal
Only Agency Selected

Type of Performance Measure
Outcome
Efficiency
Output
Input/Explanatory/Activity

Is the Partner a State/Local Government Entity; College, University; or Other Business, Association, or Individual?

State/Local Government Entity
College/University
Business, Association or Individual

Does the Agency have any restructuring recommendations
Yes
No

Does the agency believe this year's Restructuring Report was less burdensome than last year's?
Yes
No

Directors Personnel Readiness Overview National Metrics

30 SEP 13

PRM: Overall Ranking

Rank	Level	Level Desc	Value	Points	Evaluation
1			100.0%	45.00/45.00	Green
2	HI	Hawaii	92.7%	89.00/96.00	Green
3	OH	Ohio	89.3%	87.50/98.00	Green
4	NC	North Carolina	89.0%	89.00/100.00	Green
5	CT	Connecticut	88.3%	86.50/98.00	Green
6	MN	Minnesota	88.3%	88.25/100.00	Green
7	KY	Kentucky	87.8%	86.00/98.00	Green
8	IL	Illinois	86.8%	86.75/100.00	Green
9	NE	Nebraska	86.7%	85.00/98.00	Green
10	UT	Utah	86.5%	86.50/100.00	Green
11	ME	Maine	86.0%	84.25/98.00	Green
12	WI	Wisconsin	85.7%	84.00/98.00	Green
13	SD	South Dakota	85.5%	83.75/98.00	Green
14	GA	Georgia	84.8%	84.75/100.00	Green
15	PA	Pennsylvania	84.0%	84.00/100.00	Green
16	FL	Florida	83.8%	83.75/100.00	Green
17	IN	Indiana	82.4%	80.75/98.00	Green
18	KS	Kansas	82.1%	80.50/98.00	Green
19	NJ	New Jersey	81.9%	80.25/98.00	Green
20	TN	Tennessee	81.8%	81.75/100.00	Green
21	SC	South Carolina	80.5%	80.50/100.00	Green
22	MA	Massachusetts	79.1%	77.50/98.00	Green
22	VT	Vermont	79.1%	77.50/98.00	Green
24	NY	New York	78.8%	77.25/98.00	Green
24	WV	West Virginia	78.8%	77.25/98.00	Green

30 SEP 14

PRM: Overall Ranking

Rank	Level	Level Desc	Value	Points	Evaluation
1			100.0%	45.00/45.00	Green
2	SD	South Dakota	92.1%	87.50/95.00	Green
3	UT	Utah	90.2%	87.50/97.00	Green
4	NV	Nevada	89.5%	85.00/95.00	Green
5	OH	Ohio	88.7%	84.25/95.00	Green
6	MN	Minnesota	87.9%	83.50/95.00	Green
7	GA	Georgia	86.9%	84.25/97.00	Green
8	MA	Massachusetts	86.8%	82.50/95.00	Green
9	NH	New Hampshire	86.6%	82.25/95.00	Green
10	CT	Connecticut	86.3%	82.00/95.00	Green
11	WV	West Virginia	86.1%	81.75/95.00	Green
12	KS	Kansas	85.8%	81.50/95.00	Green
13	KY	Kentucky	84.7%	80.50/95.00	Green
14	IL	Illinois	84.3%	81.75/97.00	Green
15	SC	South Carolina	84.0%	81.50/97.00	Green
16	WI	Wisconsin	83.7%	79.50/95.00	Green
17	MO	Missouri	83.4%	79.25/95.00	Green
18	RI	Rhode Island	82.6%	78.50/95.00	Green
19	TN	Tennessee	82.5%	80.00/97.00	Green
20	AZ	Arizona	82.2%	79.75/97.00	Green
21	IN	Indiana	81.8%	77.75/95.00	Green
22	HI	Hawaii	81.6%	77.50/95.00	Green
22	PA	Pennsylvania	81.6%	77.50/95.00	Green
24	NY	New York	81.3%	77.25/95.00	Green
25	MT	Montana	81.1%	77.00/95.00	Green

30 SEP 15

PRM: Overall Ranking

Rank	Level	Level Desc	Value	Points	Evaluation
1			100.0%	45.00/45.00	Green
2	WV	West Virginia	88.0%	86.25/98.00	Green
3	SD	South Dakota	87.1%	82.75/95.00	Green
4	UT	Utah	86.0%	84.25/98.00	Green
5	NC	North Carolina	85.8%	85.75/100.00	Green
6	NJ	New Jersey	85.7%	84.00/98.00	Green
6	NV	Nevada	85.7%	84.00/98.00	Green
8	OH	Ohio	84.9%	83.25/98.00	Green
9	HI	Hawaii	82.5%	82.50/100.00	Green
10	CT	Connecticut	82.4%	78.25/95.00	Green
11	IL	Illinois	81.9%	80.25/98.00	Green
11	MN	Minnesota	81.9%	80.25/98.00	Green
11	PA	Pennsylvania	81.9%	80.25/98.00	Green
14	VA	Virginia	81.6%	80.00/98.00	Green
15	FL	Florida	80.9%	79.25/98.00	Green
15	SC	South Carolina	80.9%	79.25/98.00	Green
17	VI	Virgin Islands	80.4%	78.75/98.00	Green
18	MA	Massachusetts	80.1%	78.50/98.00	Green
19	DE	Delaware	78.9%	75.00/95.00	Green
20	MO	Missouri	78.8%	77.25/98.00	Green
21	ME	Maine	78.7%	74.75/95.00	Green
22	NH	New Hampshire	78.2%	74.25/95.00	Green
23	AZ	Arizona	78.1%	76.50/98.00	Amber
24	KY	Kentucky	77.8%	76.25/98.00	Amber
24	WI	Wisconsin	77.8%	76.25/98.00	Amber

As of: 6 JAN 16

SC Military Dept. Readiness

DMOSQ

Top 10					
Group	State	Rank	Assigned	Qualified	%
Top	IA	1	6,133	5,964	97.24%
	SC	2	8,431	8,154	96.71%
	RI	3	1,952	1,881	96.36%
	KY	4	6,271	6,038	96.28%
	MA	5	5,634	5,421	96.22%
	AR	6	6,605	6,353	96.18%
	CT	7	3,324	3,194	96.09%
	OH	8	10,178	9,775	96.04%
	PR	9	6,329	6,076	96.00%
	ME	10	1,974	1,890	95.74%

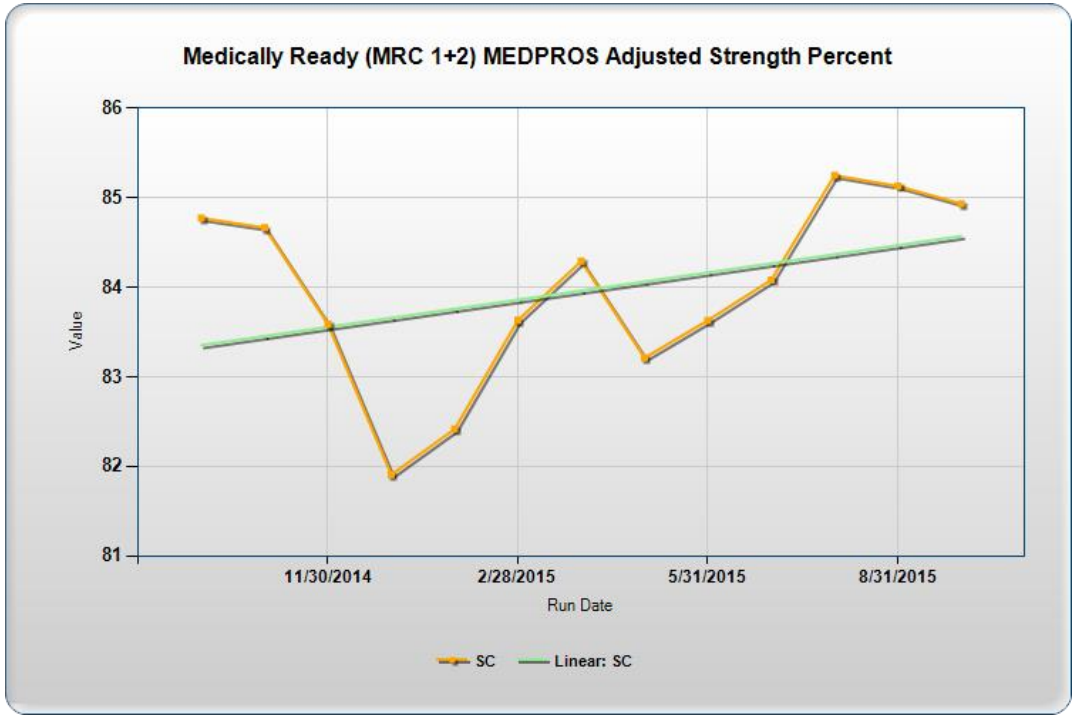
SCARNG #2

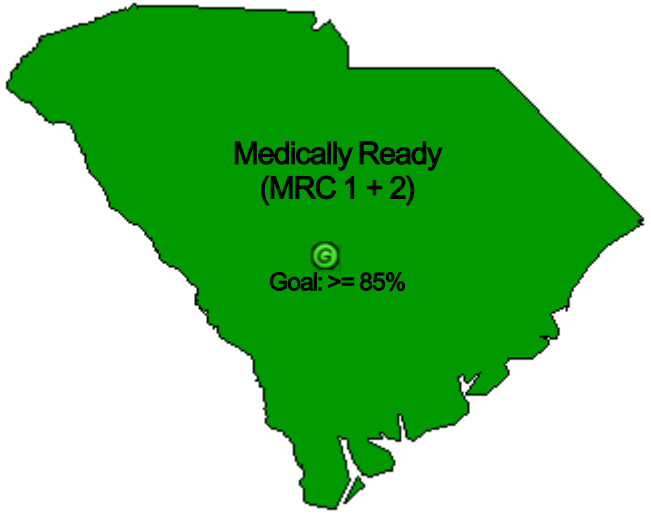
NCOES

Top 10					
Group	State	Rank	Assigned	Qualified	%
Top	SD	1	1,171	809	69.09%
	UT	2	2,366	1,509	63.78%
	AK	3	644	397	61.65%
	SC	4	3,367	2,041	60.62%
	HI	5	1,145	679	59.30%
	NV	6	1,019	599	58.78%
	PR	7	2,350	1,377	58.60%
	WA	8	2,240	1,300	58.04%
	ME	9	783	454	57.98%
	ID	10	1,242	713	57.41%

SCARNG #4

South Carolina Military Department Medical Readiness





Value 85.2%

Vision

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

Mission

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

Strategic Goals

GOAL 1
Effectively Man the Force
OPR – DAGs

- 1.1 Achieve and Maintain 103% Authorized End Strength through 2020 (G-1 and A-1)
- 1.2 Maintain Operationally Available personnel above 82% through 2020 (G-1 and A-1)
- 1.3 Implement (fully utilize) personnel and leader development programs at all levels (J1/J1.1/G-1/A-1)
- 1.4 Provide Soldier/Airmen Family Support Systems through 2025 (J1/J1.1)

GOAL 2
Ready the Force to maximize Federal and State Missions
OPRs – DAGs

- 2.1 Organize the Force (G-3 and A-3)
- 2.2 Train the Force (G-3 and A-3)
- 2.3 Resource the Force (G-3 and A-3)
- 2.4 Station F35 Joint Strike Fighter at McEntire JNGB NLT 2025 (169th Wing Commander)
- 2.5 Attain/Retain relevant ARNG Force Structure (G-3)

GOAL 3
Provide infrastructure to meet current and future force needs
OPRs – Army and Air Chiefs of Staff

- 3.1 Implement Armory consolidation plan by 2025 (FMO)
- 3.2 Expand Technical/Post-Secondary School Initiatives by 2017 (FMO)
- 3.3 Identify, validate, and design regional facilities based on demographically supported SCNG foot print by 2020 (FMO)
- 3.4 Expand and leverage facility partnerships for innovative approaches by 2025 (FMO)
- 3.5 Align State funding needs with NGASC/Legislative approach by 2016 (FMO)

GOAL 4
Leverage Interagency and International partnerships
OPR – DJS

- 4.1 Develop Cyber Fusion Cell (J-2)
- 4.2 Expand the State Partnership Program and on-going International Engagements (J-5)
- 4.3 Develop the Savannah River Site to Regional Training Site by 2025 (G-3)
- 4.4 Become National Leader in Common Operating Picture and Shared Situational Awareness by 2020 (J-3)
- 4.5 Develop Southeastern Aviation Training site as DOMOPS Aviation Center by 2025 (SAAO and J-4)

-- *Adjutant General Priority Goal*

Values

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