

Executive Subcommittee Meeting

Thursday, December 7, 2017

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AGENDA

**South Carolina
House of Representatives**



Legislative Oversight Committee

EXECUTIVE SUBCOMMITTEE

Chairman Gary E. Clary

The Honorable Laurie Slade Funderburk

The Honorable Wm. Weston J. Newton

The Honorable Robert Q. Williams

Thursday, December 7, 2017

10:00 a.m.

Room 110 - Blatt Building

Pursuant to Committee Rule 4.9, S.C. ETV shall be allowed access for internet streaming whenever technologically feasible.

AGENDA

- I. Approval of Meeting Minutes**
- II. Discussion of the study of the Office of the Adjutant General**
- III. Adjournment**

MEETING MINUTES



Executive Subcommittee
Thursday, November 20, 2017
11:30 am
Blatt Room 321

Archived Video Available

- I. Pursuant to House Legislative Oversight Committee Rule 6.8, South Carolina ETV was allowed access for streaming the meeting. You may access an archived video of this meeting by visiting the South Carolina General Assembly's website (<http://www.scstatehouse.gov>) and clicking on *Committee Postings and Reports*, then under *House Standing Committees* click on *Legislative Oversight*. Then, click on *Video Archives* for a listing of archived videos for the Committee.

Attendance

- I. The Executive Subcommittee meeting was called to order by Chairman Gary E. Clary, on Thursday, November 20, 2017, in Room 321 of the Blatt Building. The following members of the Subcommittee were present for either all or a portion of the meeting: Chairman Gary Clary, Representative Laurie Slade Funderburk, Representative Wm. Weston J. Newton, and Representative Robert Q. Williams.

Minutes

- I. House Rule 4.5 requires standing committees to prepare and make available to the public the minutes of committee meetings, but the minutes do not have to be verbatim accounts of meetings. It is the practice of the Legislative Oversight Committee to provide minutes for its subcommittee meetings.
- II. Representative Newton makes a motion to approve the meeting minutes from the prior Subcommittee meeting on October 10, 2017.

Representative Newton's motion to approve the meeting minutes from the prior Subcommittee meeting on October 10, 2017:	Yea	Nay	Not Voting
Rep. Clary	✓		
Rep. Funderburk	✓		
Rep. Newton	✓		
Rep. Williams	✓		

Discussion of the Office of the Adjutant General

- I. Chairman Clary explains the purpose of the meeting is to discuss and make motions related to the potential recommendations and findings to include in the Subcommittee Study.
- II. Chairman Clary swears in the following people:
 - a. COL (Ret) Jackie Fogle; Director, Youth ChalleNGe Academy/Job ChalleNGe Program;
 - b. Ms. Elizabeth Ryan; Chief of Recovery and Mitigation, SC Emergency Management Division
 - c. Mr. Morgan Denny; Chief of Finance and Administration, SC Emergency Management Division;
 - d. Mr. Steven Batson; Chief of Staff, SC Emergency Management Division;
- III. Mr. Steven Jeffcoat, Director, SC Military Museum provides the Subcommittee the following information about the SC Military Museum:
 - a. Key dates in history;
 - b. Successes and emerging issues;
 - c. Organizational chart and employee statistics;
 - d. Deliverables and potential harm;
 - e. Finances;
 - f. Applicable agency goals and strategies; and
 - g. Performance measures.

Subcommittee members ask questions which Mr. Jeffcoat answers.

Chairman Clary swears in Mr. Willie Calloway, Director, State Museum;

Subcommittee members ask questions of the following individuals, which those individuals answer:

- a. Mr. Willie Calloway, Director, State Museum;
- b. Dr. W. Eric Emerson PhD, Director, Department of Archives and History; and
- c. Mr. Steven D. Tuttle, Director of Archives Services, Department of Archives and History.

IV. COL (Ret) Jackie Fogle, the Director of Youth ChalleNGe Academy/Job ChalleNGe Program, provides the Subcommittee the following information about Youth ChalleNGe Academy/Job ChalleNGe Program:

- a. Key dates in history;
- b. Successes and emerging issues;
- c. Organizational chart and employee statistics;
- d. Deliverables and potential harm;
- e. Finances;
- f. Applicable agency goals and strategies; and
- g. Performance measures.

Subcommittee members ask questions which COL (Ret) Fogle and other applicable agency personnel answer.

V. Brigadier General (R) John Motley, Director, STARBASE Swamp Fox provides the Subcommittee the following information about STARBASE Swamp Fox:

- a. Key dates in history;
- b. Successes and emerging issues;
- c. Organizational chart and employee statistics;
- d. Deliverables and potential harm;
- e. Finances;
- f. Applicable agency goals and strategies; and
- g. Performance measures.

Subcommittee members ask questions which Brigadier General (R) Motley and other applicable agency personnel answer.

VI. Mr. Kim Stenson, Director, SC Emergency Management Division provides the Subcommittee the following information about SC Emergency Management Division:

- a. Key dates in history;
- b. Successes and emerging issues;
- c. Organizational chart and employee statistics;
- d. Deliverables and potential harm;

- e. Finances;
- f. Applicable agency goals and strategies; and
- g. Performance measures.

Mr. Stenson also provides the Subcommittee information about emergency situations, including, but not limited to, the following:

- a. Response flow chart;
- b. List of emergency operations plans;
- c. Resource request process;
- d. Types of Governor's Executive Orders;
- e. Types of FEMA disaster declarations;
- f. Types of FEMA recovery programs;
- g. Small Business Administration loans; and
- h. Disaster declaration financial summary from the 2014 ice storm to the 2017 Hurricane Irma.

Subcommittee members ask questions which Mr. Stenson and other applicable agency personnel answer.

- VII. There being no further business, the meeting is adjourned.

STUDY TIMELINE

Study Update - Adjutant General's Office

- March 11, 2015 - Agency submits its **Annual Restructuring and Seven-Year Plan Report**, which is available online.
- January 12, 2016 - Agency submits its **Annual Restructuring Report**, which is available online.
- September 2016 - Agency submits its 2015-16 Accountability Report/2017 Annual **Restructuring Report**.
- May 10, 2017 - **Full committee votes to make the agency the next agency for the Executive Subcommittee to study.** Video of the meeting is available online.
- May 19, 2017 - Agency receives notice that it has been selected for study.
- June 27 - July 28, 2017 - Committee solicits input from the public about the agency in the form of an **online public survey**. The results of the public survey are available online.
- August 3, 2017 - Agency requests 30 day extension to submit its Program Evaluation Report (PER). Committee Chair grants request. New submission deadline for PER is September 29, 2017.
- September 29, 2017 - Agency submits its **Program Evaluation Report**.
- October 10, 2017 - Subcommittee meets with agency (**Meeting #1**) to discuss the agency's history; legal directives; mission and vision; general information about employees; and agency organization.
- October 16, 2017 - Full Committee meets with agency (**Meeting #2**) to receive public input.
- November 20, 2017 - Subcommittee meets with agency (**Meeting #3**) to discuss the the following organizational units at the agency: (1) SC Military Museum; (2) SC Youth Challenge Academy; (3) Starbase Swamp Fox; and (4) SC Emergency Management Division.
- December 7, 2017 (TODAY) - Subcommittee meets with agency (**Meeting #4**) to discuss the the following organizational units at the agency: (1) SC Army National Guard; (2) SC Air National Guard; and (3) SC State Guard.
- Ongoing - Public may submit written comments on the Oversight Committee's webpage on the General Assembly's website (www.scstatehouse.gov)

AGENCY OVERVIEW

Mission and Vision

The mission of the Adjutant General's Office is to...

- Provide combat-ready units to the U.S. Army and U.S. Air Force.
- Provide planning, coordination and military capabilities in response to State emergencies.
- Add value to the State of South Carolina and nation with community-based organizations, partnerships, Soldiers, Airmen, and employees ready to meet the challenges of the 21st century.

The vision of the Adjutant General's Office is to...

Be ready to execute missions today with a relevant force structure composed of resilient Service members, employees and families, who are responsible to the nation, communities, families, Soldiers and Airmen.

As the legal basis for the agency's mission and vision, the agency provides the following:

- Federal Statutes:
 - Title 10 - Armed Forces
 - Title 32 - National Guard
 - Title 50 - War and National Defense
- State Statutes
 - Title 1 - Administration of The Government
 - Title 23 - Law Enforcement And Public Safety
 - Title 25 - Military, Civil Defense and Veterans Affairs

ORGANIZATION

Organizational Chart

Figure 1 includes the agency's 2017 organizational chart.

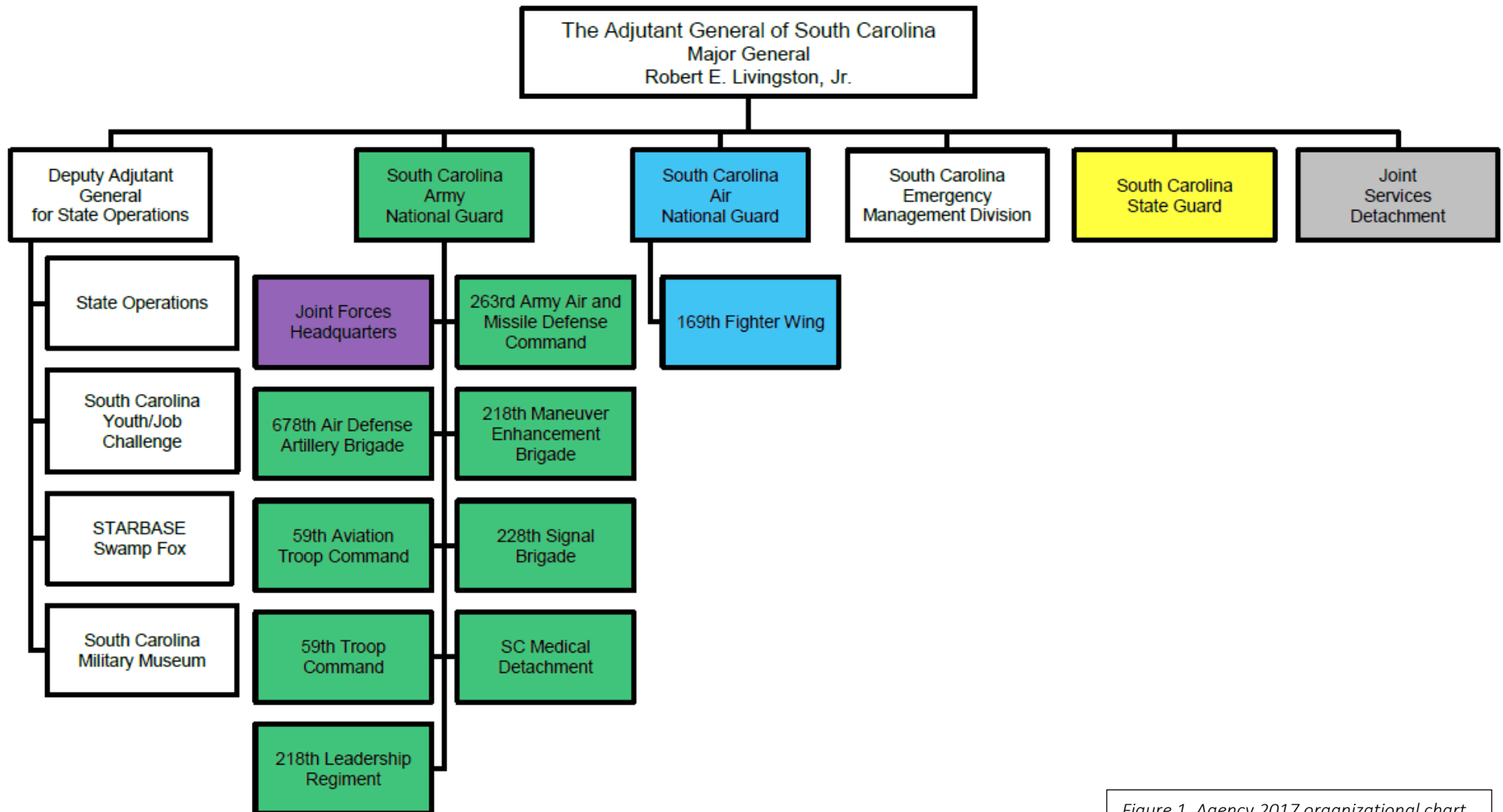


Figure 1. Agency 2017 organizational chart.



SCARNG Stationing Plan as of October 2017

Stationing by MSC

- MED Command
- 218 MEB
- 218 Regiment
- 228 Signal Brigade
- 59 Troop Command
- 59 AVN Troop Command
- AAMDC & ADA
- JFHQs Units
- Training Site



0 25 50 100 Miles

This product is for display purposes only, and may not reflect the most current information or conditions. Users of this information should review or consult the primary data and information sources to ascertain the usability of the information.

STATE ORGANIZATIONS

JAFRC (MURC)
STARBASE
MCCRADY
YOUTH CHALLENGE
MCENTIRE
SC AIR NATIONAL GUARD
PINE RIDGE
SC EMERGENCY MANAGEMENT DEPARTMENT
OLYMPIA
SC STATE GUARD

SC ARMY NATIONAL GUARD ORGANIZATIONS

CLASS IX 742 MAINT CO	LIMA COMPANY CO A 1-111 AVN
COLUMBIA 1980 AQ	DET 1 HHC 1-111 AVN
58TH CHAPLAIN TEAM SCARNG ELMT JF HQ (-) R & R CMD	DET 1 CO D 1-111 AVN
CONGAREE 1051 RGNL TRIAL DEF 678 ADA BDE 1810 JA FLD TRIAL	DET 1 CO E 1-111 AVN
EASTOVER CO A 1-151 AVN BN CO B 1-151 AVN BN CO D 1-151 AVN BN CO E 1-151 AVN BN	DET 1 CO B 642 SPT BN
JAFRC (MURC) 125 CYBER PROTECTION BN 135 CYBER SECURITY 145 CYBER WARFARE 59TH TRP CMD 59TH AVN TRP CMD 246 ARMY BAND 751 CSBB 710 EHC HHC 1-151 AVN BN SC MED CMD	MCCRADY TRAINING SITE 108 PA DET 218TH REGIMENT (LDR) 264 EN DET (FF) 265 EN DET (FF) 266 EN DET (FF) 267 EN DET (FF) 268 EN DET (FF) 742 OD CO DET UTBS SCARNG TRAINING CENTER
MCENTIRE SC AIR NATIONAL GUARD	PINE RIDGE 43 CST DET 1 SCARNG ELMT JF HQ
	TAG COMPLEX ARMY ELMT JF HQ
	WEST COLUMBIA 132 MP CO RSP CO B, DET 1 RSP CO B, DET 3
	WEST COLUMBIA AAF DET 24 OSA DET 5, CO B 2-641 AVN

SC AIR NATIONAL GUARD ORGANIZATIONS

MCENTIRE
SC AIR NATIONAL GUARD

Data is current as of: 04 Dec 2017

Adjutant General's Office provided to Oversight Committee on 12.5.17

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SC ARMY NATIONAL GUARD AND SC AIR NATIONAL GUARD

Products and Services

In the Program Evaluation Report, the Committee asks an agency **to provide a list of its deliverables** (i.e., products and services) as well as additional information related to laws, customers, costs, and potential negatives impacts. Since the deliverables for the SC Army National Guard and SC Air National Guard all overlap, except for one deliverable of each, Table 1 includes an overview of the deliverables provided by the SC Army National Guard and SC Air National Guard, Table 2 includes additional information about each.

Table 1. List of SC Army National Guard and SC Air National Guard deliverables.

Item #	Deliverable	Does law require, allow, or not address it?	Customers			Costs	
			Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
1 ¹	Support law enforcement in drug enforcement matters	Allow	No	Yes	No	No	No
2	Support National Guards from other states in counter-drug activities	Allow	No	Yes	No	No	No
4	Maintenance of peace and order	Require	No	No	No	No	No
9	Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan	Require	No	Yes	No	No	No

¹ Item numbers are the ones utilized in agency's program evaluation report.

Item #	Deliverable	Does law require, allow, or not address it?	Customers			Costs	
			Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
10	State flag to family of deceased Guardsman	Require	No	Yes	No	Yes	No
15	Reports of training to use state militia appropriations	Require	No	No	No	No	No
17	State provision of transportation for officers, and transportation and food for enlisted Soldiers on State Active Duty <i>Army National Guard only</i>	Require	Yes	Yes	No	Yes	No
18	A Caisson unit which may be used for funerals of dignitaries and military-oriented activities/events <i>Air National Guard only</i>	Require	No	Yes	No	No	No
20	Secure personal effects of a National Guard member who dies	Require	No	No	No	No	No
22	Reports to the Governor of treasonous activity	Require	No	No	No	No	No
23	National Guard forces to support Emergency Management Assistance Compact	Require	No	No	No	No	No
30	Assistance to the State Public Safety Authority in enforcing orders	Allow	No	No	No	No	No

Table 2. Additional details about each of the SC Army National Guard and SC Air National Guard deliverables.

Support law enforcement in drug enforcement matters

(Deliverable #1¹)

Product/Service Component: Military personnel and equipment.

Does law require, allow, or not address it? Allow

Applicable law: S.C. Code 1-3-480

Greatest potential harm to the public if deliverable is not provided: Increase in illegal drug activity

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Continue support of counter-drug operations

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Department of Natural Resources; Parks, Recreation and Tourism

Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
No	Yes	No	No	No

Support National Guards from other states in counter-drug activities

(Deliverable #2²)

Product/Service Component: Military personnel and equipment

Does law require, allow, or not address it? Allow

Applicable law: S.C. Code 1-3-490

Greatest potential harm to the public if deliverable is not provided: Increase in illegal drug activity

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Continue support of counter-drug operations

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Department of Natural Resources

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	Yes	No	No	No

Maintenance of peace and order

(Deliverable #4³)

Product/Service Component: Authority to serve as peace officers

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 16-7-30

Greatest potential harm to the public if deliverable is not provided: Increased illegal activity

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Continue support of the professional law enforcement agencies

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Probation, Parole and Pardon; Department of Natural Resources; Parks, Recreation and Tourism

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan

(Deliverable #9⁴)

Product/Service Component: Knowledge and capability to transport personnel and equipment

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 23-49-100

Greatest potential harm to the public if deliverable is not provided: Increased danger of loss of life and property to fire

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: Department of Labor, Licensing and Regulation; Department of Natural Resources, Department of Transportation

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	Yes	No	No	No

State flag to family of deceased Guardsman

(Deliverable #10⁵)

Product/Service Component: State flag

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-1-110

Greatest potential harm to the public if deliverable is not provided: The family of a deserving Guardsman not receiving the authorized honors

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: Department of Administration (Division of Veterans' Affairs)

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	Yes	No	Yes	No

Reports of training to use state militia appropriations

(Deliverable #15⁶)

Product/Service Component: Reports of training

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-1-1350

Greatest potential harm to the public if deliverable is not provided: Loss of funds to support training

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: Office of the Comptroller General, SFAA

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

State provision of transportation for officers, and transportation and food for enlisted Soldiers on State Active Duty (SC Army National Guard only)

(Deliverable #17⁷)

Product/Service Component: Transport equipment and food

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-1-1380

Greatest potential harm to the public if deliverable is not provided: Disruption or degradation in emergency operation due to personnel having to obtain their own meals

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: None

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
Yes	Yes	No	Yes	No

A Caisson unit which may be used for funerals of dignitaries and military-oriented activities/events (SC Air National Guard only)

(Deliverable #18⁸)

Product/Service Component: Caisson, horses, State Guard personnel for funeral detachment

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-1-1440

Greatest potential harm to the public if deliverable is not provided: Deserving veterans and other personnel will not receive the funeral honors they are due

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: Department of Administration (Division of Veterans' Affairs)

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	Yes	No	No	No

Secure personal effects of a National Guard member who dies

(Deliverable #20⁹)

Product/Service Component: Procedures for securing and documenting personal effects

Does law require, allow, or not address it? Require

Applicable law: S.C. 25-1-2240

Greatest potential harm to the public if deliverable is not provided: Loss of accountability of Agency property and waste of taxpayer funds

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: None

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

Reports to the Governor of treasonous activity

(Deliverable #22¹⁰)

Product/Service Component: Knowledge of treasonous activity

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-7-90

Greatest potential harm to the public if deliverable is not provided: Increased illegal activity/danger to local communities

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Probation, Parole and Pardon; Department of Natural Resources; Parks, Recreation and Tourism

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

National Guard forces to support Emergency Management Assistance Compact

(Deliverable #23¹¹)

Product/Service Component: National Guard personnel capable of meeting EMAC needs

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-9-410 thru -420

Greatest potential harm to the public if deliverable is not provided: The State will not have the resources available to effectively respond to disasters and emergencies

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: None

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

Assistance to the State Public Safety Authority in enforcing orders

(Deliverable #30¹²)

Product/Service Component: Qualified personnel

Does law require, allow, or not address it? Allow

Applicable law: S.C. Code 44-1-100

Greatest potential harm to the public if deliverable is not provided: Increase threat to the health and safety of the State and local communities

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement
2. Shift the law enforcement responsibility to one of the professional law enforcement agencies

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Probation, Parole and Pardon; Department of Natural Resources; Parks, Recreation and Tourism

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

SC ARMY NATIONAL GUARD

Overview

The mission of the **SC Army National Guard (SCARNG)** is to generate mission/combat ready units able to fulfill both the Federal and State missions; specifically its three main competences are homeland defense/emergency preparedness (Defense Support to Civil Authorities (DSCA)), quality Soldier and Family support systems, and innovative technological applications.

State and Federal Involvement

In regards to the SCARNG's involvement with the state, a good analogy may be that of a service provider, which is explained in the bullets below.

Services provided by the State to the SC Army National Guard

- Construction of new facilities (MILCON) not on Federal property
 - Decision maker: State
 - Controlling Law: State
 - Funding: 75% Federal / 25% State
- Renovation/Repair of jointly owned Federal/State buildings not on Federal property
 - Decision maker: State
 - Controlling Law: State
 - Funding: 50% Federal / 50% State

Services provided by SC Army National Guard to the State

- Units and/or personnel called to State Active Duty
 - Decision maker: Governor or The Adjutant General can call the SCARNG to State Active Duty pursuant to State law
 - Controlling Law: State
 - Funding: 100% State*

*When there is a federally declared disaster, the federal government reimburses 75%

Operations other than those listed above

- Decision maker: Federal
- Law: 100% Federal
- Funding: 100% Federal

Note, the majority of information related to the organizational readiness of the SCARNG requires a "SECRET" clearance level.

Employee Information

In the Program Evaluation Report, the Committee asks the agency to provide information about the employees in each of the agency's organizational units. Table 3 includes the information provided by the agency.

Table 3. Organizational Unit: SC Army National Guard

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	13%	13.6%	12.6%
Is employee satisfaction evaluated?	Yes	Yes	Yes
Is anonymous employee feedback allowed?	Yes	Yes	Yes
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

Revenue and Funding Sources

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The SC Army National Guard does not generate any revenue. Table 4 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 4. Funding sources utilized by the program during FY 2016-17 and 2017-18.

Revenue Sources utilized	Recurring or one-time?	State, Federal, or Other?	Spent to Achieve Agency's Strategic Plan in 2016-17	Budgeted to spend to Achieve Agency's Strategic Plan in 2017-18
General Appropriations	Recurring	State	\$3,223,063	\$3,006,689
Enterprise Operations	One-time	Other	\$2,877,836	\$1,750,000
Armory Operations	One-time	Other	\$504,729	\$300,000
State Capital Projects	One-time	Other	\$3,017,237	\$3,500,000
Federal Army/Air Appropriation	Recurring	Federal	\$18,838,706	\$15,313,435
Emergency Operations	Recurring	Federal	\$0	\$3,000,000
Federal Capital Projects	Recurring	Federal	\$8,730,010	\$10,000,000

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$3,223,063 (8.67%)	\$3,006,689 (8.15%)
Recurring Federal	\$27,568,716 (74.13%)	\$28,313,435 (76.79%)
One-time Other	\$6,399,802 (17.21%)	\$5,550,000 (15.05%)
GRAND TOTAL	\$37,191,581	\$36,870,124

Strategic Resource Allocation and Performance

In the Program Evaluation Report, the **Committee asks an agency how it allocates its human and financial resources to accomplish its goals** (i.e., broad expression of a long-term priority) **and objectives** (i.e., specific, measurable and achievable description of an effort the agency is implementing to achieve a goal) in the agency's strategic plan.¹³

Table 5.1 through 12.1 includes an overview of the portion of the agency's strategic plan applicable to SC Army National Guard and resources allocated to the goal and strategy.¹⁴ This information is grouped by strategy. After each strategy, in Table 6.2 through 12.2, is information about the performance measures associated with that strategy.

Table 5.1 Strategic plan applicable to the SC Army National Guard: Strategy 1.1: Modernize and Expand Infrastructure Capacity.

GOAL 1 Grow the South Carolina Army National Guard to 10,000 Soldiers with relevant force structure

Strategy 1.1 Modernize and Expand Infrastructure Capacity

Objective 1.1.1	Refine Real Property Development Plan (RPDP) (annually)
Objective 1.1.2	Refine MILCON and State Investment Strategy (annually)
Objective 1.1.3	Maintain Contracting personnel certifications and ensure adequate Contracting Support
Objective 1.1.4	Construct suitable facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 1.1.5	Sustain, maintain, inspect, correct deficiencies and improve existing facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 1.1.6	Maintain ongoing sustainment training for Building and Grounds maintenance and support personnel to meet current and future technical requirements

Responsible Employee(s): COL Brigham Dobson (responsible for one year)
Employee have input in budget? Yes, COL Dobson has input into the budget for Strategy 1.1

External Partner(s): None

	<u>FTE equivalents utilized</u>	<u>Total spent¹⁵ / budgeted¹⁶</u>
2016-17	12 FTE 9 Temp 41 Grant 30 Time Limited	\$25,632,413 (18.62%)
2017-18	13 FTE 14 Temp 68 Grant 1 Time Limited	\$30,031,117 (19.15%)

Table 6.1. Strategic plan applicable to the SC Army National Guard: Strategy 2.1: Build Modular BCT Force Structure.

GOAL 2 Set the conditions to gain a Brigade Combat Team (BCT)

Strategy 2.1 Build Modular BCT Force Structure

Objective 2.1.1	Maintain Contracting personnel certifications and ensure adequate Contracting Support
Objective 2.1.2	Construct suitable facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 2.1.3	Sustain, maintain, inspect, correct deficiencies and improve existing facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 2.1.4	Provide ongoing sustainment training for Building and Grounds maintenance and support personnel to meet current and future technical requirements

Responsible Employee(s): COL Brigham Dobson (responsible for one year)
Employee have input in budget? Yes, COL Dobson has input into the budget for Strategy 2.1

External Partner(s): None

	<u>FTE equivalents utilized</u>	<u>Total spent¹⁷ / budgeted¹⁸</u>
2016-17	4 FTE 2 Temp 3 Time Limited	\$8,456,012 (6.14%)
2017-18	4 FTE 1 Temp 4 Time Limited	\$4,925,130 (3.58%)

Table 6.2. Performance measures associated with Strategy 1.1 and 2.1.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Maintain Readiness Centers at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 1: <i>R1: Good</i>– Facilities fully support the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present no limitations to unit readiness. <i>R2: Adequate</i>– Facilities support most the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present only minor limitations to unit readiness. <i>R3: Poor</i>– Facilities present challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities impair mission performance and require assigned units to establish alternative means to support readiness. <i>R4: Failing</i>– Facilities present significant challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities require assigned units to expend considerable additional effort to compensate for shortcomings.</p>	Outcome	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2
<p>Maintain Readiness Centers at an overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 2: <i>F1: Good</i>– Meets all functional needs and reflects the best use of the design. Footprint meets current size criteria for the design use. Based on the ratings entered is fully mission capable. <i>F2: Adequate</i>– Meets the minimum functional needs for the designed use. Footprint may be less than the current size criteria for the design use. Smaller and less functional than green but meets all basic requirements. Based on the ratings entered is mission capable. <i>F3: Poor</i>– Several significant functional needs not met. Footprint is less than the current size criteria for the design use. Undersized with few requirements met. Based on the ratings entered is only partially Mission capable. <i>F4: Failing</i>– Does not meet functional needs of the design use CATCD. Undersized footprint and/or obsolete design. May require MILCON, repurposing, or disposal. Failing facility not meeting basic functional requirements. Based on the ratings entered is not Mission capable. <i>F4NF: Non-Functional</i>– When the Operational Status Code in GFEBS or PRIDE is Non-Functional, ISR-I will display the F4NF Mission rating. A Quality inspection is required depending on the reason in the real property system. (Renovation, Damage, or Environmental).</p>	Outcome	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain Readiness Centers at an overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1
Note 3: <i>Q1: Good</i> – The condition meets or exceeds Army standards for most or all rated components. The cost to improve will be no more than 10% of the replacement value. <i>Q2: Adequate</i> – The condition meets the minimum level of Army standards for most or all rated components. The cost to improve will be no more than 20% of the replacement value. <i>Q3: Poor</i> – The condition fails to meet the minimum level of Army standards for at least one major rated component. The cost to improve will be no more than 40% of the replacement value. <i>Q4: Failing</i> – The condition fails to meet the minimum level of Army standards for multiple rated components. The cost to improve will exceed 40% of the replacement value.						
Maintain Field Maintenance Sites at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 1 in the first row	Outcome	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R4 <u>Actual:</u> R4	<u>Target:</u> R3
Maintain Field Maintenance Sites at an overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 2 in the second row	Outcome	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F1	<u>Target:</u> F1
Maintain Field Maintenance Sites at an overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 - June 30; See Note 3 in the third row	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain Open Work Orders for Readiness Centers/Field Maintenance Sites/Training Centers/Ranges/Army Aviation Support Facilities at a manageable level (Capacity) based on available funding and in-house manpower, >90% requires contracting support for normal sustainment work <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Efficiency	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 95% <u>Actual:</u> 95% <i>* Note - new Work Order system initiated / Measure Initiated</i>	<u>Target:</u> 95%
Maintain an average age of 30 years or less for Readiness Centers <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Outcome	<u>Target:</u> <30 <u>Actual:</u> 35	<u>Target:</u> <30 <u>Actual:</u> 36	<u>Target:</u> <30 <u>Actual:</u> 37	<u>Target:</u> <30 <u>Actual:</u> 39	<u>Target:</u> <30

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 7.1. Strategic plan applicable to SC Army National Guard: Strategy 4.1: Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.1 Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions

Objective 4.1.1	Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk
Objective 4.1.2	Refine existing emergency management capabilities while building, strengthening and retaining high quality employees
Objective 4.1.3	Enhance the ability to recover from disasters while building non-federal support programs
Objective 4.1.4	Improve delivery of federal, interstate and intrastate assistance by enhancing disaster logistics operations
Objective 4.1.5	Enhance communications and IT systems to ensure redundancy, efficiency and sustainability
Objective 4.1.6	Develop resilience across the private sector in order to develop public-private partnerships
Objective 4.1.7	Optimize Search and Rescue capabilities
Objective 4.1.8	Optimize Intelligence fusion capabilities
Objective 4.1.9	Improve the integration of the State Guard into the conduct of response operations

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.1

*Note, the following other organizational units are also associated with this strategy and have their own respective responsible employee: SC Army National Guard, SC Air National Guard, SC State Guard

External Partner(s): Federal and state government; non-governmental organizations; higher education institutions; and professional associations (for details see agency's PER, Strategic Plan Summary Chart)

	<u>FTE equivalents utilized[^]</u>	<u>Total spent¹⁹ / budgeted^{20^}</u>
2016-17	4 FTE 1 Temp 5 Grant	\$6,693,849 (4.86%)
2017-18	3 FTE 0 Temp 8 Grant	\$13,009,143 (9.45%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 8.1. Strategic plan applicable to the SC Army National Guard: Strategy 4.2: Improve Response Planning and Validation.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.2 Improve Response Planning and Validation

- Objective 4.2.1 Enhance and sustain statewide training and all-hazard exercises
- Objective 4.2.2 Conduct Exercise GRIDEx
- Objective 4.2.3 Improve the integration of the State Guard into the conduct of training exercises

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.2

*Note, the following other organizational units are also associated with this strategy and have their own respective responsible employee: SC Army National Guard, SC Air National Guard, SC State Guard

External Partner(s): Federal and state government entities; non-governmental organizations; higher education institutions; and professional associations (for a complete list see the agency's Program Evaluation Report, Strategic Plan Summary Chart)

	<u>FTE equivalents utilized[^]</u>	<u>Total spent²¹ / budgeted^{22^}</u>
2016-17	41 FTE 2 Temp 7 Grant	\$2,097,891 (1.52%)
2017-18	41 FTE 3 Temp 7 Grant	\$2,100,000 (1.53%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 8.2. Performance measures associated with Strategy 4.1 and 4.2.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Enhance professional development and implement internal qualification standards for all positions <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	<u>Target:</u> 100% <u>Actual:</u> 72%	<u>Target:</u> 100% <u>Actual:</u> 90%	<u>Target:</u> 100% <u>Actual:</u> 90%	<u>Target:</u> 100% <u>Actual:</u> 85%	<u>Target:</u> 100%
Sustain current disaster management software/program for local jurisdictions <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 25% <u>Actual:</u> 40% <i>* Note - New Software initiated/Change to measure</i>	<u>Target:</u> 70%
Conduct statewide training <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 38 events / 823 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 37 events / 766 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 37 events / 722 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 41 events / 927 participants	<u>Target:</u> 40 events / 800 participants
Conduct comprehensive exercises <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 78 exercises / 2,861 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 96 exercises / 2,712 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 83 exercises / 2,551 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 89 exercises / 2,153 participants	<u>Target:</u> 80 exercises / 2,000 participants
Citizen disaster exercise - Great Shakeout - Earthquake Drill <u>Required by:</u> Agency selected <u>Best in the Country:</u> State of California	Output	<u>Target:</u> 250,000 participants <u>Actual:</u> 288,000 participants	<u>Target:</u> 200,000 participants <u>Actual:</u> 266,000 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 280,257 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 311,542 participants	<u>Target:</u> 350,000 participants

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Conduct awareness campaigns including severe weather, hurricane and earthquake and severe winter weather awareness weeks. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns
Distribute educational brochures and publications to all communities statewide <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 300,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 266,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> > 200,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 424,051 guides distributed	<u>Target:</u> Distribute 400,000 guides
Issue re-entry passes <u>Required by:</u> State <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> Issue 100 business re-entry passes <u>Actual:</u> 500 business re-entry passes issued <i>* Note - Measure Initiated</i>	<u>Target:</u> Issue 300 business re-entry passes

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 9.1 Strategic plan applicable to the SC Army National Guard: Strategy 5.1: Provide Force Protection at National Guard facilities.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.1 Provide Force Protection at National Guard facilities

- Objective 5.1.1 Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control
- Objective 5.1.2 Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees
- Objective 5.1.3 Maintain key control in conjunction with Billeting for after hour key distribution
- Objective 5.1.4 Maintain training in accordance with FJ Policy to arm, AR 190-56; Master COOP 3, Appendix 3 Guidelines
- Objective 5.1.5 Maintain training (armed and unarmed) in accordance with AR 190-56 and Master COOP 3, Appendix 3

Responsible Employee(s): COL David Gayle (responsible for one year)
LtCol Paul Laymon (responsible for five years)

Employee have input in budget? Yes, COL Gayle and LtCol Laymon have input into the budget for Strategy 5.1

External Partner(s): SC Law Enforcement Division (SLED)

	<u>FTE equivalents utilized</u>	<u>Total spent²³ / budgeted²⁴</u>
2016-17	2 FTE 2 Temp 31 Grant	\$1,783,548 (1.30%)
2017-18	2 FTE 2 Temp 29 Grant	\$112,734 (0.08%)

Table 9.2. Performance measures associated with Strategy 5.1.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain key control in conjunction with billeting for after-hours key distribution. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain training in accordance with FJ Policy to arm, AR 190-56; Master Coop 3, Appendix 3 guidelines. <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 50% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 50%	<u>Target:</u> 100%
Maintain training (armed and unarmed) in accordance with AR 190-56 and Master COOP 3, Appendix 3. <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 10.1. Strategic plan applicable to the SC Army National Guard: Strategy 5.6: Provide State-level emergency management of disasters and multi-county events.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.6 Provide State-level emergency management of disasters and multi-county events

- Objective 5.6.1** Enhance the State’s capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk.
- Objective 5.6.2** Refine emergency public information and enhance citizen disaster preparedness through education and awareness

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 5.6

*Note, the following other organizational units are also associated with this strategy: SC Army National Guard, SC Air National Guard, SC State Guard; SC Youth Challenge Academy; STARBASE Swamp Fox; and State Military Museum

External Partner(s): No external partners

	<u>FTE equivalents utilized[^]</u>	<u>Total spent²⁵ / budgeted^{26^}</u>
2016-17	5 FTE 0 Temp 47 Grant	\$3,059,793 (2.22%)
2017-18	3 FTE 1 Temp 53 Grant	\$3,238,285 (2.35%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 10.2. Performance measures associated with Strategy 5.6.

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
See those above associated with Strategy 4.1 and 4.2						

Table 11.1. Strategic plan applicable to the SC Army National Guard: Strategy 5.7: Provide for the safety and safe working environment for Service Members and agency employees.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.7 Provide for the safety and safe working environment for Service Members and agency employees

- Objective 5.7.1 Hold regularly scheduled organizational Safety Meetings
- Objective 5.7.2 Ensure the conduct of required training for State drivers
- Objective 5.7.3 Track injuries and effect on Worker's Compensation

Responsible Employee(s): COL (Ret) Ken Braddock (responsible for one year)
Employee have input in budget? Yes, COL (Ret) Braddock has input into the budget for Strategy 5.7

External Partner(s): SC Department of Education; Aiken Technical College; Aiken County Public School District, Richland County School District 1

	<u>FTE equivalents utilized[^]</u>	<u>Total spent²⁷ / budgeted²⁸[^]</u>
2016-17	2 FTE 13 Temp 60 Grant	\$4,821,296 (3.50%)
2017-18	2 FTE 19 Temp 46 Grant	\$5,200,000 (3.78%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 11.2. Performance measures associated with Strategy 5.7.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Maintain Readiness Centers at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 1: <i>R1: Good</i>– Facilities fully support the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present no limitations to unit readiness. <i>R2: Adequate</i>– Facilities support most the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present only minor limitations to unit readiness. <i>R3: Poor</i>– Facilities present challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities impair mission performance and require assigned units to establish alternative means to support readiness. <i>R4: Failing</i>– Facilities present significant challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities require assigned units to expend considerable additional effort to compensate for shortcomings.</p>	Outcome	<p><u>Target:</u> R2 <u>Actual:</u> R3</p>	<p><u>Target:</u> R2 <u>Actual:</u> R3</p>	<p><u>Target:</u> R2 <u>Actual:</u> R3</p>	<p><u>Target:</u> R2 <u>Actual:</u> R3</p>	<p><u>Target:</u> R2</p>
<p>Maintain Readiness Centers at an overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 2: <i>F1: Good</i>– Meets all functional needs and reflects the best use of the design. Footprint meets current size criteria for the design use. Based on the ratings entered is fully mission capable. <i>F2: Adequate</i>– Meets the minimum functional needs for the designed use. Footprint may be less than the current size criteria for the design use. Smaller and less functional than green but meets all basic requirements. Based on the ratings entered is mission capable. <i>F3: Poor</i>– Several significant functional needs not met. Footprint is less than the current size criteria for the design use. Undersized with few requirements met. Based on the ratings entered is only partially Mission capable. <i>F4: Failing</i>– Does not meet functional needs of the design use CATCD. Undersized footprint and/or obsolete design. May require MILCON, repurposing, or disposal. Failing facility not meeting basic functional requirements. Based on the ratings entered is not Mission capable. <i>F4NF: Non-Functional</i>– When the Operational Status Code in GFEBS or PRIDE is Non-Functional, ISR-I will display the F4NF Mission rating. A Quality inspection is required depending on the reason in the real property system. (Renovation, Damage, or Environmental).</p>	Outcome	<p><u>Target:</u> F2 <u>Actual:</u> F3</p>	<p><u>Target:</u> F2 <u>Actual:</u> F3</p>	<p><u>Target:</u> F2 <u>Actual:</u> F3</p>	<p><u>Target:</u> F2 <u>Actual:</u> F3</p>	<p><u>Target:</u> F2</p>

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain Readiness Centers at an overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1
Note 3: <i>Q1: Good</i> – The condition meets or exceeds Army standards for most or all rated components. The cost to improve will be no more than 10% of the replacement value. <i>Q2: Adequate</i> – The condition meets the minimum level of Army standards for most or all rated components. The cost to improve will be no more than 20% of the replacement value. <i>Q3: Poor</i> – The condition fails to meet the minimum level of Army standards for at least one major rated component. The cost to improve will be no more than 40% of the replacement value. <i>Q4: Failing</i> – The condition fails to meet the minimum level of Army standards for multiple rated components. The cost to improve will exceed 40% of the replacement value.						
Maintain Field Maintenance Sites at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 1 in the first row	Outcome	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R4 <u>Actual:</u> R4	<u>Target:</u> R3
Maintain Field Maintenance Sites at an overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 2 in the second row	Outcome	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F1	<u>Target:</u> F1
Maintain Field Maintenance Sites at an overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 - June 30; See Note 3 in the third row	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain Open Work Orders for Readiness Centers/Field Maintenance Sites/Training Centers/Ranges/Army Aviation Support Facilities at a manageable level (Capacity) based on available funding and in-house manpower, >90% requires contracting support for normal sustainment work <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Efficiency	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 95% <u>Actual:</u> 95% <i>* Note - new Work Order system initiated / Measure Initiated</i>	<u>Target:</u> 95%
Maintain an average age of 30 years or less for Readiness Centers <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Outcome	<u>Target:</u> <30 <u>Actual:</u> 35	<u>Target:</u> <30 <u>Actual:</u> 36	<u>Target:</u> <30 <u>Actual:</u> 37	<u>Target:</u> <30 <u>Actual:</u> 39	<u>Target:</u> <30
Ensure training in proper dining operation and job requirements for each position <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 98% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Provide a working dining facility and equipment <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 98%	<u>Target:</u> 100%
Provide safe, clean, comfortable semi-private quarters <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain a safe environment at STARBASE Swamp Fox for visiting teachers/students/guests with zero reportable accidents <u>Required by:</u> Agency selected <u>Best in the Country:</u> Charlotte, NC STARBASE	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain key control in conjunction with billeting for after-hours key distribution. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 12.1. Strategic plan applicable to the SC Army National Guard: Strategy 5.8: Conduct Enterprise Operations in support of National Guard and State activities.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.8 Conduct Enterprise Operations in support of National Guard and State activities

Objective 5.8.1	Provide high quality meals, devoid of cross contamination or food borne illnesses, in support of State and Federal missions
Objective 5.8.2	Maintain a training program in proper dining facility and kitchen operations to include records of Serve Safe, Annual Sanitation, and training program requirements for all dining employees in their different job requirements
Objective 5.8.3	Maintain operational readiness of dining facility in support of Federal and State missions
Objective 5.8.4	Maintain dining records of all Army, DHEC, DOL inspections reports
Objective 5.8.5	Provide necessary equipment in dining facility
Objective 5.8.6	Maintain, provide and ensure a safe dining facility in support of training and operations
Objective 5.8.7	Provide safe, clean, comfortable, chargeable Transient Quarters to authorized personnel conducting official business or training at McCrady Training Center, Crew Rest and Clarks Hill Training Site
Objective 5.8.8	Prepare, implement and maintain Individual Development Plans for Billeting personnel
Objective 5.8.9	Maintain updated equipment/software to streamline processes, increase security and reduce worker fatigue/injuries
Objective 5.8.10	Provide training in proper the handling and safe keeping of Personal Identifiable Information
Objective 5.8.11	Maintain controlled access to allow for safety of the workers and patrons

Responsible Employee(s): COL (Ret) Ken Braddock (responsible for one year)
Employee have input in budget? Yes, COL (Ret) Braddock has input into the budget for Strategy 5.8

External Partner(s): None

	<u>FTE equivalents utilized</u>	<u>Total spent²⁹ / budgeted³⁰</u>
2016-17	4 FTE 4 Temp 30 Time Limited	\$3,514,008 (2.55%)
2017-18	4 FTE 4 Temp 32 Time Limited	\$1,801,143 (1.31%)

Table 12.2. Performance measures associated with Strategy 5.8.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Ensure training in proper dining operation and job requirements for each position <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 98% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Provide a working dining facility and equipment <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 98%	<u>Target:</u> 100%
Maintain Dining Facility personnel training records and all inspection reports <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Prepare and serve meals free of cross contamination and foodborne illnesses <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Billeting personnel completion of Individual Development Plans <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 85% <u>Actual:</u> 33% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 90%
No reported incidents of compromised customer data or incidents of identity theft <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Provide safe, clean, comfortable semi-private quarters <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Provide Chargeable Transient Quarters to authorized personnel conducting official business or training at McCrady Training Center, Crew Rest and Clarks Hill Training Site <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 90% <u>Actual:</u> 85%	<u>Target:</u> 90%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

SC AIR NATIONAL GUARD

Overview

The mission of the **SC Air National Guard (SCANG)** is to employing conventional munitions in the Destruction/Suppression of Enemy Air Defenses (DEAD/SEAD), while providing 24/7 homeland defense alert fighter response. Additionally, the SCANG provides the Governor of South Carolina with defense assistance to the State's homeland security office, and disaster preparation and response support for Defense Support to Civil Authorities (DSCA) activities.

State and Federal Involvement

In regards to the SCANG's involvement with the state, a good analogy may be that of a service provider, which is explained in the bullets below.

Services provided by the State to the SC Army Air Guard

- Unlike the SC Army National Guard, there are no services provided by the State to the SC Air National Guard because SCANG's facilities are located on a Federal installation (Joint National Guard Base McEntire) so the construction (MILCON) and repairs of their buildings are completely funded by the Federal government.

Services provided by SC Air National Guard to the State

- Units and/or personnel called to State Active Duty
 - Decision maker: Governor or The Adjutant General can call the SCANG to State Active Duty pursuant to State law
 - Controlling Law: State
 - Funding: 100% State*

*When there is a federally declared disaster, the federal government reimburses 75%

Operations other than those listed above

- Decision maker: Federal
- Law: 100% Federal
- Funding: 100% Federal

Note, the majority of information related to the organizational readiness of the SCARNG requires a "SECRET" clearance level.

Employee Information

In the Program Evaluation Report, the Committee asks the agency to provide information about the employees in each of the agency's organizational units. Table 13 includes the information provided by the agency.

Table 13. Organizational Unit: SC Air National Guard.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	9%	10%	9%
Is employee satisfaction evaluated?	Yes	Yes	Yes
Is anonymous employee feedback allowed?	Yes	Yes	Yes
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	All	All	All

Revenue and Funding Sources

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The SC Air National Guard does not generate any revenue. Table 14 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 14. Funding sources utilized by the program during FY 2016-17 and 2017-18.

Revenue Sources utilized	Recurring or one-time?	State, Federal, or Other?	Spent to Achieve Agency's Comprehensive Strategic Plan in 2016-17	Budgeted to spend to Achieve Agency's Comprehensive Strategic Plan in 2017-18
General Appropriations	Recurring	State	\$1,418,428	\$1,867,527
Armory Operations	One-time	Other	\$28,041	\$0
State Capital Projects	One-time	Other	\$167,624	\$0
Federal Army / Air Appropriation	Recurring	Federal	\$4,559,426	\$3,297,334

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$1,418,428 (22.98%)	\$1,867,527 (36.16%)
Recurring Federal	\$4,559,426 (73.85%)	\$3,297,334 (63.84%)
One-time Other	\$195,665 (3.17%)	\$0 (0.00%)
GRAND TOTAL	\$6,173,519	\$5,164,861

Strategic Resource Allocation and Performance

In the Program Evaluation Report, the **Committee asks an agency how it allocates its human and financial resources to accomplish its goals** (i.e., broad expression of a long-term priority) **and objectives** (i.e., specific, measurable and achievable description of an effort the agency is implementing to achieve a goal) in the agency's strategic plan.³¹

Tables 15.1 through 20.1 includes an overview of the portion of the agency's strategic plan applicable to SC Air National Guard and resources allocated to this goal and strategy.³² This information is grouped by strategy. After each strategy, in Table 15.2 through 20.2, is information about the performance measures associated with that strategy.

Table 15.1. Strategic plan applicable to the SC Air National Guard: Strategy 3.1: Provide Force Protection at National Guard facilities.

GOAL 3 Ensure joint and relevant force structure at McEntire Joint National Guard Base (JNGB)

Strategy 3.1 Improve McEntire JNGB Infrastructure

Objective 3.1.1	Construct suitable facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 3.1.2	Sustain, maintain, inspect, correct deficiencies and improve existing facilities to provide a safe and secure facility in support of local/state/federal requirements to meet current and future missions
Objective 3.1.3	Maintain ongoing sustainment training for Building and Grounds maintenance and support personnel to meet current and future technical requirements
Objective 3.1.4	Maintain proper training of both State and Federal employees
Objective 3.1.5	Ensure adequate Contracting Support
Objective 3.1.6	Support Air Guard initiatives in environmental, security, recruitment, operations and maintenance.

Responsible Employee(s): Maj Gareth Fleisher (responsible for eight year)
Employee have input in budget? Yes, Maj Fleisher has input into the budget for Strategy 3.1

External Partner(s): None

	<u>FTE equivalents utilized</u>	<u>Total spent³³/ budgeted³⁴</u>
2016-17	3 FTE 1 Temp 33 Grant	\$4,389,971 (3.19%)
2017-18	9 FTE 1 Temp 44 Grant	\$5,052,127 (3.67%)

Table 15.2. Performance measures associated with Strategy 3.1.

<u>Performance Measure</u>
Readiness Status of Air Guard facilities (Federal facilities) is consolidated, tracked, and monitored at the federal (NGB) level

Table 16.1. Strategic plan applicable to SC Air National Guard: Strategy 4.1: Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.1 Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions

Objective 4.1.1	Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk.
Objective 4.1.2	Refine existing emergency management capabilities while building, strengthening and retaining high quality employees
Objective 4.1.3	Enhance the ability to recover from disasters while building non-federal support programs
Objective 4.1.4	Improve delivery of federal, interstate and intrastate assistance by enhancing disaster logistics operations
Objective 4.1.5	Enhance communications and IT systems to ensure redundancy, efficiency and sustainability
Objective 4.1.6	Develop resilience across the private sector in order to develop public-private partnerships
Objective 4.1.7	Optimize Search and Rescue capabilities
Objective 4.1.8	Optimize Intelligence fusion capabilities
Objective 4.1.9	Improve the integration of the State Guard into the conduct of response operations

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.1

*Note, the following other organizational units are also associated with this strategy and have their own respective responsible employee: SC Army National Guard, SC Air National Guard, SC State Guard

External Partner(s): Federal and state government; non-governmental organizations; higher education institutions; and professional associations (for details see agency's PER, Strategic Plan Summary Chart)

	<u>FTE equivalents utilized[^]</u>	<u>Total spent³⁵ / budgeted^{36^}</u>
2016-17	4 FTE 1 Temp 5 Grant	\$6,693,849 (4.86%)
2017-18	3 FTE 0 Temp 8 Grant	\$13,009,143 (9.45%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 17.1. Strategic plan applicable to the SC Air National Guard: Strategy 4.2: Improve Response Planning and Validation.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.2 Improve Response Planning and Validation

- Objective 4.2.1 Enhance and sustain statewide training and all-hazard exercises
- Objective 4.2.2 Conduct Exercise GRIDEx
- Objective 4.2.3 Improve the integration of the State Guard into the conduct of training exercises

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.2

*Note, the following other organizational units are also associated with this strategy and have their own respective responsible employee: SC Army National Guard, SC Air National Guard, SC State Guard

External Partner(s): Federal and state government entities; non-governmental organizations; higher education institutions; and professional associations (for a complete list see the agency's Program Evaluation Report, Strategic Plan Summary Chart)

	FTE equivalents utilized [^]	Total spent ³⁷ / budgeted ^{38^}
2016-17	41 FTE 2 Temp 7 Grant	\$2,097,891 (1.52%)
2017-18	41 FTE 3 Temp 7 Grant	\$2,100,000 (1.53%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 17.2. Performance measures associated with Strategy 4.1 and 4.2.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Enhance professional development and implement internal qualification standards for all positions. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	<u>Target:</u> 100% <u>Actual:</u> 72%	<u>Target:</u> 100% <u>Actual:</u> 90%	<u>Target:</u> 100% <u>Actual:</u> 90%	<u>Target:</u> 100% <u>Actual:</u> 85%	<u>Target:</u> 100%
Sustain current disaster management software/program for local jurisdictions <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 25% <u>Actual:</u> 40% <i>* Note - New Software initiated/Change to measure</i>	<u>Target:</u> 70%
Conduct statewide training <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 38 events / 823 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 37 events / 766 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 37 events / 722 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 41 events / 927 participants	<u>Target:</u> 40 events / 800 participants
Conduct comprehensive exercises <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 78 exercises / 2,861 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 96 exercises / 2,712 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 83 exercises / 2,551 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 89 exercises / 2,153 participants	<u>Target:</u> 80 exercises / 2,000 participants
Citizen disaster exercise - Great Shakeout - Earthquake Drill <u>Required by:</u> Agency selected <u>Best in the Country:</u> State of California	Output	<u>Target:</u> 250,000 participants <u>Actual:</u> 288,000 participants	<u>Target:</u> 200,000 participants <u>Actual:</u> 266,000 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 280,257 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 311,542 participants	<u>Target:</u> 350,000 participants

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Conduct awareness campaigns including severe weather, hurricane and earthquake and severe winter weather awareness weeks. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns
Distribute educational brochures and publications to all communities statewide <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 300,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 266,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> > 200,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 424,051 guides distributed	<u>Target:</u> Distribute 400,000 guides
Issue re-entry passes <u>Required by:</u> State <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> Issue 100 business re-entry passes <u>Actual:</u> 500 business re-entry passes issued * Note - Measure Initiated	<u>Target:</u> Issue 300 business re-entry passes

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 18.1. Strategic plan applicable to the SC Air National Guard: Strategy 5.1: Provide Force Protection at National Guard facilities.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.1 Provide Force Protection at National Guard facilities

Objective 5.1.1	Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control
Objective 5.1.2	Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees
Objective 5.1.3	Maintain key control in conjunction with Billeting for after hour key distribution
Objective 5.1.4	Maintain training in accordance with FJ Policy to arm, AR 190-56; Master COOP 3, Appendix 3 Guidelines
Objective 5.1.5	Maintain training (armed and unarmed) in accordance with AR 190-56 and Master COOP 3, Appendix 3

Responsible Employee(s): COL David Gayle (responsible for one year)

LtCol Paul Laymon (responsible for five years)

Employee have input in budget? Yes, COL Gayle and LtCol Laymon have input into the budget for Strategy 5.1

External Partner(s): SC Law Enforcement Division (SLED)

	<u>FTE equivalents utilized</u>	<u>Total spent³⁹ / budgeted⁴⁰</u>
2016-17	2 FTE 2 Temp 31 Grant	\$1,783,548 (1.30%)
2017-18	2 FTE 2 Temp 29 Grant	\$112,734 (0.08%)

Table 18.2. Performance measures associated with Strategy 5.1.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain key control in conjunction with billeting for after-hours key distribution. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain training in accordance with FJ Policy to arm, AR 190-56; Master Coop 3, Appendix 3 guidelines. <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 50% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 50%	<u>Target:</u> 100%
Maintain training (armed and unarmed) in accordance with AR 190-56 and Master COOP 3, Appendix 3. <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 19.1. Strategic plan applicable to the SC Air National Guard: Strategy 5.6: Provide State-level emergency management of disasters and multi-county events.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.6 Provide State-level emergency management of disasters and multi-county events

- Objective 5.6.1** Enhance the State’s capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk.
- Objective 5.6.2** Refine emergency public information and enhance citizen disaster preparedness through education and awareness

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 5.6

*Note, the following other organizational units are also associated with this strategy: SC Army National Guard, SC Air National Guard, SC State Guard; SC Youth Challenge Academy; STARBASE Swamp Fox; and State Military Museum

External Partner(s): No external partners

	<u>FTE equivalents utilized[^]</u>	<u>Total spent⁴¹/ budgeted⁴²[^]</u>
2016-17	5 FTE 0 Temp 47 Grant	\$3,059,793 (2.22%)
2017-18	3 FTE 1 Temp 53 Grant	\$3,238,285 (2.35%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 19.2. Performance measures associated with Strategy 5.6.

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
See those above associated with Strategy 4.1 and 4.2						

Table 20.1. Strategic plan applicable to the SC Air National Guard: Strategy 5.7: Provide for the safety and safe working environment for Service Members and agency employees.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.7 Provide for the safety and safe working environment for Service Members and agency employees

- Objective 5.7.1 Hold regularly scheduled organizational Safety Meetings
- Objective 5.7.2 Ensure the conduct of required training for State drivers
- Objective 5.7.3 Track injuries and effect on Worker's Compensation

Responsible Employee(s): COL (Ret) Ken Braddock (responsible for one year)
Employee have input in budget? Yes, COL (Ret) Braddock has input into the budget for Strategy 5.7

External Partner(s): SC Department of Education; Aiken Technical College; Aiken County Public School District, Richland County School District 1

	<u>FTE equivalents utilized[^]</u>	<u>Total spent⁴³ / budgeted⁴⁴[^]</u>
2016-17	2 FTE 13 Temp 60 Grant	\$4,821,296 (3.50%)
2017-18	2 FTE 19 Temp 46 Grant	\$5,200,000 (3.78%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 20.2. Performance measures associated with Strategy 5.7.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Maintain Readiness Centers at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 1: <i>R1: Good</i>– Facilities fully support the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present no limitations to unit readiness. <i>R2: Adequate</i>– Facilities support most the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present only minor limitations to unit readiness. <i>R3: Poor</i>– Facilities present challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities impair mission performance and require assigned units to establish alternative means to support readiness. <i>R4: Failing</i>– Facilities present significant challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities require assigned units to expend considerable additional effort to compensate for shortcomings.</p>	Outcome	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2
<p>Maintain Readiness Centers at an overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 2: <i>F1: Good</i>– Meets all functional needs and reflects the best use of the design. Footprint meets current size criteria for the design use. Based on the ratings entered is fully mission capable. <i>F2: Adequate</i>– Meets the minimum functional needs for the designed use. Footprint may be less than the current size criteria for the design use. Smaller and less functional than green but meets all basic requirements. Based on the ratings entered is mission capable. <i>F3: Poor</i>– Several significant functional needs not met. Footprint is less than the current size criteria for the design use. Undersized with few requirements met. Based on the ratings entered is only partially Mission capable. <i>F4: Failing</i>– Does not meet functional needs of the design use CATCD. Undersized footprint and/or obsolete design. May require MILCON, repurposing, or disposal. Failing facility not meeting basic functional requirements. Based on the ratings entered is not Mission capable. <i>F4NF: Non-Functional</i>– When the Operational Status Code in GFEBS or PRIDE is Non-Functional, ISR-I will display the F4NF Mission rating. A Quality inspection is required depending on the reason in the real property system. (Renovation, Damage, or Environmental).</p>	Outcome	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Maintain Readiness Centers at an overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30</p> <p>Note 3: <i>Q1: Good</i>— The condition meets or exceeds Army standards for most or all rated components. The cost to improve will be no more than 10% of the replacement value. <i>Q2: Adequate</i>— The condition meets the minimum level of Army standards for most or all rated components. The cost to improve will be no more than 20% of the replacement value. <i>Q3: Poor</i>— The condition fails to meet the minimum level of Army standards for at least one major rated component. The cost to improve will be no more than 40% of the replacement value. <i>Q4: Failing</i>— The condition fails to meet the minimum level of Army standards for multiple rated components. The cost to improve will exceed 40% of the replacement value.</p>	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1
<p>Maintain Field Maintenance Sites at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 1 in the first row</p>	Outcome	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R4 <u>Actual:</u> R4	<u>Target:</u> R3
<p>Maintain Field Maintenance Sites at an overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 2 in the second row</p>	Outcome	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F1	<u>Target:</u> F1
<p>Maintain Field Maintenance Sites at an overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 - June 30; See Note 3 in the third row</p>	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain Open Work Orders for Readiness Centers/Field Maintenance Sites/Training Centers/Ranges/Army Aviation Support Facilities at a manageable level (Capacity) based on available funding and in-house manpower, >90% requires contracting support for normal sustainment work <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Efficiency	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 95% <u>Actual:</u> 95% <i>* Note - new Work Order system initiated / Measure Initiated</i>	<u>Target:</u> 95%
Maintain an average age of 30 years or less for Readiness Centers <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Outcome	<u>Target:</u> <30 <u>Actual:</u> 35	<u>Target:</u> <30 <u>Actual:</u> 36	<u>Target:</u> <30 <u>Actual:</u> 37	<u>Target:</u> <30 <u>Actual:</u> 39	<u>Target:</u> <30
Ensure training in proper dining operation and job requirements for each position <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 98% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Provide a working dining facility and equipment <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 98%	<u>Target:</u> 100%
Provide safe, clean, comfortable semi-private quarters <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain a safe environment at STARBASE Swamp Fox for visiting teachers/students/guests with zero reportable accidents <u>Required by:</u> Agency selected <u>Best in the Country:</u> Charlotte, NC STARBASE	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain key control in conjunction with billeting for after-hours key distribution. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

SC STATE GUARD

Overview

The **SC State Guard** (SCSG) is the State's authorized and funded volunteer militia, and assumes a support role in the event the SCSG is mobilized. The over 900 volunteer members of the SCSG consists of both retired and former military personnel as well as non-prior military service personnel, select professionals with specialized skills, and community leaders. The SCSG is organized to augment the State's emergency response capabilities.

State and Federal Involvement

The Office of the Adjutant General makes all decisions relating to this organizational unit. The unit's actions are governed by state law and is 100% funded by state dollars.

- *Law:* State
- *Funding:* State

Products and Services

In the Program Evaluation Report, the Committee asks an agency **to provide a list of its deliverables** (i.e., products and services) as well as additional information related to laws, customers, costs, and potential negatives impacts. Table 21 includes an overview of the deliverables provided by the State Guard, Table 22 includes additional information about each.

Table 21. List of SC State Guard's deliverables.

Item #	Deliverable	Does law require, allow, or not address it?	Customers			Costs	
			Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
10 ²	State flag to family of deceased Guardsman	Require	No	Yes	No	Yes	No
15	Reports of training to use state militia appropriations	Require	No	No	No	No	No
21	State Guard members "invested with all the authority of, sheriffs and deputy sheriffs in enforcing the laws of this State"	Allow	No	No	No	No	No
30	Assistance to the State Public Safety Authority in enforcing orders	Allow	No	No	No	No	No

² Item numbers are the ones utilized in agency's program evaluation report.

Table 22. Additional details about each of the SC State Guard's deliverables.

State flag to family of deceased Guardsman

(Deliverable #10⁴⁵)

Product/Service Component: State flag

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-1-110

Greatest potential harm to the public if deliverable is not provided: The family of a deserving Guardsman not receiving the authorized honors

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm
1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: Department of Administration (Division of Veterans' Affairs)

Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
No	Yes	No	Yes	No

Reports of training to use state militia appropriations

(Deliverable #15⁴⁶)

Product/Service Component: Reports of training

Does law require, allow, or not address it? Require

Applicable law: S.C. Code 25-1-1350

Greatest potential harm to the public if deliverable is not provided: Loss of funds to support training

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: Office of the Comptroller General, State Fiscal Accountability Authority (SFAA)

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

State Guard members "invested with all the authority of, sheriffs and deputy sheriffs in enforcing the laws of this State"

(Deliverable #21⁴⁷)

Product/Service Component: State Guard personnel capable of enforcing State law

Does law require, allow, or not address it? Allow

Applicable law: S.C. Code Ann. 25-3-130

Greatest potential harm to the public if deliverable is not provided: Increased illegal activity

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement
2. Shift the law enforcement responsibility to one of the professional law enforcement agencies

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Probation, Parole and Pardon; Department of Natural Resources; Parks, Recreation and Tourism

Does agency know the annual number of potential customers ?	Does agency know the annual number of customers served ?	Does the agency evaluate customer satisfaction ?	Does the agency know the cost it incurs, per unit, to provide the product or service ?	Does the law allow the agency to charge for it to cover the agency's costs ?
No	No	No	No	No

Assistance to the State Public Safety Authority in enforcing orders

(Deliverable #30⁴⁸)

Product/Service Component: Qualified personnel

Does law require, allow, or not address it? Allow

Applicable law: S.C. Code 44-1-100

Greatest potential harm to the public if deliverable is not provided: Increase threat to the health and safety of the State and local communities

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the potential harm

1. Maintain current requirement
2. Shift the law enforcement responsibility to one of the professional law enforcement agencies

Other state agencies whose mission the deliverable may fit within: SLED; Department of Public Safety; Probation, Parole and Pardon; Department of Natural Resources; Parks, Recreation and Tourism

Does agency know the annual number of potential customers?	Does agency know the annual number of customers served?	Does the agency evaluate customer satisfaction?	Does the agency know the cost it incurs, per unit, to provide the product or service?	Does the law allow the agency to charge for it to cover the agency's costs?
No	No	No	No	No

Employee Information

In the Program Evaluation Report, the Committee asks the agency to provide information about the employees in each of the agency's organizational units. Table 23 includes the information provided by the agency.

Table 23. Organizational Unit: SC State Guard.

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	42%	30%	24%
Is employee satisfaction evaluated?	No	No	Yes
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	Yes	Yes	Yes
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	None	All	All

Revenue and Funding Sources

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The State Guard does not generate any revenue. Table 24 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 24. Funding sources utilized by the program during FY 2016-17 and 2017-18.

Revenue Sources utilized	Recurring or one-time?	State, Federal, or Other?	Spent to Achieve Agency's Comprehensive Strategic Plan in 2016-17	Budgeted to spend to Achieve Agency's Comprehensive Strategic Plan in 2017-18
General Fund	Recurring	State	\$577,535	\$490,263
Federal Army/Air Appropriation *Cooperative Agreements to support Army/Air National Guard (Federally reimbursed State monies)	Recurring	Federal	\$1,649,922	\$0

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$577,535 (25.93%)	\$490,263 (100%)
Recurring Federal	\$1,649,922 (74.07%)	\$0 (0%)
GRAND TOTAL	\$2,227,457	\$490,263

Strategic Resource Allocation and Performance

In the Program Evaluation Report, the **Committee asks an agency how it allocates its human and financial resources to accomplish its goals** (i.e., broad expression of a long-term priority) **and objectives** (i.e., specific, measurable and achievable description of an effort the agency is implementing to achieve a goal) in the agency's strategic plan.⁴⁹

Table 25.1 through 29.1 include an overview of the portion of the agency's strategic plan applicable to State Guard and resources allocated to its goals and strategies.⁵⁰ This information is grouped by strategy. After each strategy, in Tables 25.2 through 29.2, is information about the performance measures associated with that strategy.

Table 25.1. Strategic plan applicable to the SC State Guard: Strategy 4.1: Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.1 Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions

Objective 4.1.1	Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk.
Objective 4.1.2	Refine existing emergency management capabilities while building, strengthening and retaining high quality employees
Objective 4.1.3	Enhance the ability to recover from disasters while building non-federal support programs
Objective 4.1.4	Improve delivery of federal, interstate and intrastate assistance by enhancing disaster logistics operations
Objective 4.1.5	Enhance communications and IT systems to ensure redundancy, efficiency and sustainability
Objective 4.1.6	Develop resilience across the private sector in order to develop public-private partnerships
Objective 4.1.7	Optimize Search and Rescue capabilities
Objective 4.1.8	Optimize Intelligence fusion capabilities
Objective 4.1.9	Improve the integration of the State Guard into the conduct of response operations

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.1

*Note, the following other organizational units are also associated with this strategy and have their own respective responsible employee: SC Army National Guard, SC Air National Guard, SC State Guard

External Partner(s): Federal and state government; non-governmental organizations; higher education institutions; and professional associations (for details see agency's PER, Strategic Plan Summary Chart)

	FTE equivalents utilized [^]	Total spent ⁵¹ / budgeted ^{52^}
2016-17	4 FTE 1 Temp 5 Grant	\$6,693,849 (4.86%)
2017-18	3 FTE 0 Temp 8 Grant	\$13,009,143 (9.45%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 26.1. Strategic plan applicable to the SC State Guard: Strategy 4.2: Improve Response Planning and Validation.

GOAL 4 Establish a consolidated joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations

Strategy 4.2 Improve Response Planning and Validation

- Objective 4.2.1 Enhance and sustain statewide training and all-hazard exercises
- Objective 4.2.2 Conduct Exercise GRIDEx
- Objective 4.2.3 Improve the integration of the State Guard into the conduct of training exercises

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 4.2

*Note, the following other organizational units are also associated with this strategy and have their own respective responsible employee: SC Army National Guard, SC Air National Guard, SC State Guard

External Partner(s): Federal and state government entities; non-governmental organizations; higher education institutions; and professional associations (for a complete list see the agency's Program Evaluation Report, Strategic Plan Summary Chart)

	FTE equivalents utilized [^]	Total spent ⁵³ / budgeted ⁵⁴ [^]
2016-17	41 FTE 2 Temp 7 Grant	\$2,097,891 (1.52%)
2017-18	41 FTE 3 Temp 7 Grant	\$2,100,000 (1.53%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 26.2. Performance measures associated with Strategy 4.1 and 4.2.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Enhance professional development and implement internal qualification standards for all positions. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	<u>Target:</u> 100% <u>Actual:</u> 72%	<u>Target:</u> 100% <u>Actual:</u> 90%	<u>Target:</u> 100% <u>Actual:</u> 90%	<u>Target:</u> 100% <u>Actual:</u> 85%	<u>Target:</u> 100%
Sustain current disaster management software/program for local jurisdictions <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 25% <u>Actual:</u> 40% <i>* Note - New Software initiated/Change to measure</i>	<u>Target:</u> 70%
Conduct statewide training <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 38 events / 823 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 37 events / 766 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 37 events / 722 participants	<u>Target:</u> 30 events/ 600 participants <u>Actual:</u> 41 events / 927 participants	<u>Target:</u> 40 events / 800 participants
Conduct comprehensive exercises <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 78 exercises / 2,861 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 96 exercises / 2,712 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 83 exercises / 2,551 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 89 exercises / 2,153 participants	<u>Target:</u> 80 exercises / 2,000 participants
Citizen disaster exercise - Great Shakeout - Earthquake Drill <u>Required by:</u> Agency selected <u>Best in the Country:</u> State of California	Output	<u>Target:</u> 250,000 participants <u>Actual:</u> 288,000 participants	<u>Target:</u> 200,000 participants <u>Actual:</u> 266,000 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 280,257 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 311,542 participants	<u>Target:</u> 350,000 participants

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Conduct awareness campaigns including severe weather, hurricane and earthquake and severe winter weather awareness weeks. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted	<u>Target:</u> Conduct 4 media campaigns
Distribute educational brochures and publications to all communities statewide <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 300,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 266,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> > 200,000 guides distributed	<u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 424,051 guides distributed	<u>Target:</u> Distribute 400,000 guides
Issue re-entry passes <u>Required by:</u> State <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> Issue 100 business re-entry passes <u>Actual:</u> 500 business re-entry passes issued <i>*Note -Measure Initiated</i>	<u>Target:</u> Issue 300 business re-entry passes

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 27.1. Strategic plan applicable to the SC State Guard: Strategy 5.2: Provide State Guard support to the citizens of South Carolina.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.2 Provide State Guard support to the citizens of South Carolina

- Objective 5.2.1 Provide assistance when and where needed to the citizens, and agencies of Local & State Government
- Objective 5.2.2 Provide State Burial Flags and Funeral Honors services as necessary
- Objective 5.2.3 Maintain a training program for all personnel
- Objective 5.2.4 Provide proper equipment and training for State Guard exercises

Responsible Employee(s): LTC (Ret) Robert Dingle (responsible for three years)
Employee have input in budget? Yes, LTC (Ret) Dingle has input into the budget for Strategy 5.2

External Partner(s): None

	<u>FTE equivalents utilized</u>	<u>Total spent⁵⁵ / budgeted⁵⁶</u>
2016-17	4 FTE 2 Temp	\$443,909 (0.32%)
2017-18	5 FTE 2 Temp	\$377,529 (0.27%)

Table 27.2. Performance measures associated with Strategy 5.2.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Conduct comprehensive exercises <u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found	Output	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 78 exercises / 2,861 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 96 exercises / 2,712 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 83 exercises / 2,551 participants	<u>Target:</u> 80 exercises / 2,000 participants <u>Actual:</u> 89 exercises / 2,153 participants	<u>Target:</u> 80 exercises / 2,000 participants
Citizen disaster exercise - Great Shakeout - Earthquake Drill <u>Required by:</u> Agency selected <u>Best in the Country:</u> State of California	Output	<u>Target:</u> 250,000 participants <u>Actual:</u> 288,000 participants	<u>Target:</u> 200,000 participants <u>Actual:</u> 266,000 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 280,257 participants	<u>Target:</u> 250,000 participants <u>Actual:</u> 311,542 participants	<u>Target:</u> 350,000 participants

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

Table 28.1. Strategic plan applicable to the SC State Guard: Strategy 5.6: Provide State-level emergency management of disasters and multi-county events.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.6 Provide State-level emergency management of disasters and multi-county events

- Objective 5.6.1** Enhance the State's capability to mitigate, prepare for, respond to and recover from threats and hazards that pose the greatest risk.
- Objective 5.6.2** Refine emergency public information and enhance citizen disaster preparedness through education and awareness

Responsible Employee(s): Mr. Kim Stenson (responsible for four years)*
Employee have input in budget? Yes, Mr. Stenson has input into the budget for Strategy 5.6

*Note, the following other organizational units are also associated with this strategy: SC Army National Guard, SC Air National Guard, SC State Guard; SC Youth Challenge Academy; STARBASE Swamp Fox; and State Military Museum

External Partner(s): No external partners

	FTE equivalents utilized [^]	Total spent ⁵⁷ / budgeted ^{58^}
2016-17	5 FTE 0 Temp 47 Grant	\$3,059,793 (2.22%)
2017-18	3 FTE 1 Temp 53 Grant	\$3,238,285 (2.35%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 28.2. Performance measures associated with Strategy 5.6.

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
See those above associated with Strategy 4.1 and 4.2						

Table 29.1. Strategic plan applicable to the SC State Guard: Strategy 5.7: Provide for the safety and safe working environment for Service Members and agency employees.

GOAL 5 Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina

Strategy 5.7 Provide for the safety and safe working environment for Service Members and agency employees

- Objective 5.7.1 Hold regularly scheduled organizational Safety Meetings
- Objective 5.7.2 Ensure the conduct of required training for State drivers
- Objective 5.7.3 Track injuries and effect on Worker's Compensation

Responsible Employee(s): COL (Ret) Ken Braddock (responsible for one year)
Employee have input in budget? Yes, COL (Ret) Braddock has input into the budget for Strategy 5.7

External Partner(s): SC Department of Education; Aiken Technical College; Aiken County Public School District, Richland County School District 1

	<u>FTE equivalents utilized[^]</u>	<u>Total spent⁵⁹ / budgeted⁶⁰[^]</u>
2016-17	2 FTE 13 Temp 60 Grant	\$4,821,296 (3.50%)
2017-18	2 FTE 19 Temp 46 Grant	\$5,200,000 (3.78%)

[^]The employee and financial data are the total State personnel and funds utilized by the agency across four units (SC Emergency Management Division, SC Army National Guard, SC Air National Guard, and SC State Guard). During times of emergency, additional Federal personnel and funding (SC Army National Guard, SC Air National Guard) may be utilized which the agency will explain in further detail during its presentation.

Table 29.2. Performance measures associated with Strategy 5.7.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Maintain Readiness Centers at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 1: <i>R1: Good</i>– Facilities fully support the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present no limitations to unit readiness. <i>R2: Adequate</i>– Facilities support most the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities present only minor limitations to unit readiness. <i>R3: Poor</i>– Facilities present challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities impair mission performance and require assigned units to establish alternative means to support readiness. <i>R4: Failing</i>– Facilities present significant challenges to the wartime/primary missions of assigned units, organizations and tenants. The condition and configuration of facilities require assigned units to expend considerable additional effort to compensate for shortcomings.</p>	Outcome	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2 <u>Actual:</u> R3	<u>Target:</u> R2
<p>Maintain Readiness Centers at an overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30;</p> <p>Note 2: <i>F1: Good</i>– Meets all functional needs and reflects the best use of the design. Footprint meets current size criteria for the design use. Based on the ratings entered is fully mission capable. <i>F2: Adequate</i>– Meets the minimum functional needs for the designed use. Footprint may be less than the current size criteria for the design use. Smaller and less functional than green but meets all basic requirements. Based on the ratings entered is mission capable. <i>F3: Poor</i>– Several significant functional needs not met. Footprint is less than the current size criteria for the design use. Undersized with few requirements met. Based on the ratings entered is only partially Mission capable. <i>F4: Failing</i>– Does not meet functional needs of the design use CATCD. Undersized footprint and/or obsolete design. May require MILCON, repurposing, or disposal. Failing facility not meeting basic functional requirements. Based on the ratings entered is not Mission capable. <i>F4NF: Non-Functional</i>– When the Operational Status Code in GFEBS or PRIDE is Non-Functional, ISR-I will display the F4NF Mission rating. A Quality inspection is required depending on the reason in the real property system. (Renovation, Damage, or Environmental).</p>	Outcome	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2 <u>Actual:</u> F3	<u>Target:</u> F2

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Maintain Readiness Centers at an overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30</p> <p>Note 3: <i>Q1: Good</i>– The condition meets or exceeds Army standards for most or all rated components. The cost to improve will be no more than 10% of the replacement value. <i>Q2: Adequate</i>– The condition meets the minimum level of Army standards for most or all rated components. The cost to improve will be no more than 20% of the replacement value. <i>Q3: Poor</i>– The condition fails to meet the minimum level of Army standards for at least one major rated component. The cost to improve will be no more than 40% of the replacement value. <i>Q4: Failing</i>– The condition fails to meet the minimum level of Army standards for multiple rated components. The cost to improve will exceed 40% of the replacement value.</p>	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1 <u>Actual:</u> Q2	<u>Target:</u> Q1
<p>Maintain Field Maintenance Sites at an overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 1 in the first row</p>	Outcome	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R1 <u>Actual:</u> R4	<u>Target:</u> R4 <u>Actual:</u> R4	<u>Target:</u> R3
<p>Maintain Field Maintenance Sites at an overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 through June 30; See Note 2 in the second row</p>	Outcome	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F2	<u>Target:</u> F1 <u>Actual:</u> F1	<u>Target:</u> F1
<p>Maintain Field Maintenance Sites at an overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG (based on overall Installation Status Report) <u>Additional Notes:</u> Measured Oct 1 - June 30; See Note 3 in the third row</p>	Outcome	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1 <u>Actual:</u> Q1	<u>Target:</u> Q1

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain Open Work Orders for Readiness Centers/Field Maintenance Sites/Training Centers/Ranges/Army Aviation Support Facilities at a manageable level (Capacity) based on available funding and in-house manpower, >90% requires contracting support for normal sustainment work <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Efficiency	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 95% <u>Actual:</u> 95% <i>* Note - new Work Order system initiated / Measure Initiated</i>	<u>Target:</u> 95%
Maintain an average age of 30 years or less for Readiness Centers <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB) <u>Additional Notes:</u> Measured Oct 1 through June 30	Outcome	<u>Target:</u> <30 <u>Actual:</u> 35	<u>Target:</u> <30 <u>Actual:</u> 36	<u>Target:</u> <30 <u>Actual:</u> 37	<u>Target:</u> <30 <u>Actual:</u> 39	<u>Target:</u> <30
Ensure training in proper dining operation and job requirements for each position <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 98% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Provide a working dining facility and equipment <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 98%	<u>Target:</u> 100%
Provide safe, clean, comfortable semi-private quarters <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

<u>Performance Measure</u>	<u>Type of Measure</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
Maintain a safe environment at STARBASE Swamp Fox for visiting teachers/students/guests with zero reportable accidents <u>Required by:</u> Agency selected <u>Best in the Country:</u> Charlotte, NC STARBASE	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%
Maintain key control in conjunction with billeting for after-hours key distribution. <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	Output	Agency was not utilizing measure	Agency was not utilizing measure	<u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i>	<u>Target:</u> 100% <u>Actual:</u> 100%	<u>Target:</u> 100%

Table Note: For each measure, the agency identified which "type of measure" it considered the performance measure.

COMMITTEE CONTACT INFORMATION



- Website - <http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee.php>
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- Location - Blatt Building, Room 228

¹ Item numbers are the ones utilized in agency's program evaluation report.

² Item numbers are the ones utilized in agency's program evaluation report.

³ Item numbers are the ones utilized in agency's program evaluation report.

⁴ Item numbers are the ones utilized in agency's program evaluation report.

⁵ Item numbers are the ones utilized in agency's program evaluation report.

⁶ Item numbers are the ones utilized in agency's program evaluation report.

⁷ Item numbers are the ones utilized in agency's program evaluation report.

⁸ Item numbers are the ones utilized in agency's program evaluation report.

⁹ Item numbers are the ones utilized in agency's program evaluation report.

¹⁰ Item numbers are the ones utilized in agency's program evaluation report.

¹¹ Item numbers are the ones utilized in agency's program evaluation report.

¹² Item numbers are the ones utilized in agency's program evaluation report.

¹³ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports [http://www.admin.sc.gov/files/FY%202016-](http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf)

17%20Accountability%20Report%20Technical%20Assistance.pdf (accessed July 21, 2017). See also, Agency PER.

¹⁴ SC House of Representatives, House Legislative Oversight Committee, "Presentation by Election Commission (May 9, 2017 Subcommittee Meeting)," under "Mission, Goals & Strategic Plan," under "The State Election Commission," and under "House Legislative Oversight Committee,"

[http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCom](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf)

[mission/Presentation%20by%20Election%20Commission%20\(May%209,%202017%20Subcommittee%20Meeting\).p](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf)

[df](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf) (accessed August 24, 2017). The methodology the agency utilizes includes the agency assigning expenditures to objectives. The agency compares each employee's job duties to individual objectives based on percentage of time spent performing job duties related to the objective. All agency expenditures and cost of employee salaries/benefits are included in the amount assigned to each objective.

¹⁵ and Percentage of total amount appropriated and authorized to spend

¹⁶ and Percentage of total amount appropriated and authorized to spend

¹⁷ and Percentage of total amount appropriated and authorized to spend

¹⁸ and Percentage of total amount appropriated and authorized to spend

¹⁹ and Percentage of total amount appropriated and authorized to spend

²⁰ and Percentage of total amount appropriated and authorized to spend

²¹ and Percentage of total amount appropriated and authorized to spend

²² and Percentage of total amount appropriated and authorized to spend

²³ and Percentage of total amount appropriated and authorized to spend

²⁴ and Percentage of total amount appropriated and authorized to spend

²⁵ and Percentage of total amount appropriated and authorized to spend

²⁶ and Percentage of total amount appropriated and authorized to spend

²⁷ and Percentage of total amount appropriated and authorized to spend

²⁸ and Percentage of total amount appropriated and authorized to spend

²⁹ and Percentage of total amount appropriated and authorized to spend

³⁰ and Percentage of total amount appropriated and authorized to spend

³¹ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports [http://www.admin.sc.gov/files/FY%202016-](http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf)

17%20Accountability%20Report%20Technical%20Assistance.pdf (accessed July 21, 2017). See also, Agency PER.

³² SC House of Representatives, House Legislative Oversight Committee, "Presentation by Election Commission (May 9, 2017 Subcommittee Meeting)," under "Mission, Goals & Strategic Plan," under "The State Election Commission," and under "House Legislative Oversight Committee,"

[http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCom](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf)

[mission/Presentation%20by%20Election%20Commission%20\(May%209,%202017%20Subcommittee%20Meeting\).p](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf)

[df](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf) (accessed August 24, 2017). The methodology the agency utilizes includes the agency assigning expenditures to

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³³ and Percentage of total amount appropriated and authorized to spend

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³⁷ and Percentage of total amount appropriated and authorized to spend

³⁸ and Percentage of total amount appropriated and authorized to spend

³⁹ and Percentage of total amount appropriated and authorized to spend

⁴⁰ and Percentage of total amount appropriated and authorized to spend

⁴¹ and Percentage of total amount appropriated and authorized to spend

⁴² and Percentage of total amount appropriated and authorized to spend

⁴³ and Percentage of total amount appropriated and authorized to spend

⁴⁴ and Percentage of total amount appropriated and authorized to spend

⁴⁵ Item numbers are the ones utilized in agency's program evaluation report.

⁴⁶ Item numbers are the ones utilized in agency's program evaluation report.

⁴⁷ Item numbers are the ones utilized in agency's program evaluation report.

⁴⁸ Item numbers are the ones utilized in agency's program evaluation report.

⁴⁹ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports [http://www.admin.sc.gov/files/FY%202016-](http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf)

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⁵⁰ SC House of Representatives, House Legislative Oversight Committee, "Presentation by Election Commission (May 9, 2017 Subcommittee Meeting)," under "Mission, Goals & Strategic Plan," under "The State Election Commission," and under "House Legislative Oversight Committee,"

[http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20\(May%209,%202017%20Subcommittee%20Meeting\).p](http://www.scstatehouse.gov/CommitteeInfo/HouseLegislativeOversightCommittee/AgencyWebpages/ElectionCommission/Presentation%20by%20Election%20Commission%20(May%209,%202017%20Subcommittee%20Meeting).pdf)

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⁵¹ and Percentage of total amount appropriated and authorized to spend

⁵² and Percentage of total amount appropriated and authorized to spend

⁵³ and Percentage of total amount appropriated and authorized to spend

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⁵⁵ and Percentage of total amount appropriated and authorized to spend

⁵⁶ and Percentage of total amount appropriated and authorized to spend

⁵⁷ and Percentage of total amount appropriated and authorized to spend

⁵⁸ and Percentage of total amount appropriated and authorized to spend

⁵⁹ and Percentage of total amount appropriated and authorized to spend

⁶⁰ and Percentage of total amount appropriated and authorized to spend