

Executive Subcommittee Meeting

Monday, November 20, 2017

Table of Contents

Contents

Agenda	3
Meeting Minutes	5
Study Timeline	9
Agency Overview	11
Mission and Vision	11
Organization.....	12
Organizational Chart	12
Figure 1. Agency 2017 organizational chart.	12
SC Military Museum.....	14
Overview	14
Products and Services.....	15
Table 1. Details about the SC Military Museum deliverable.....	15
Employee Information	16
Table 2. Organizational Unit: SC Military Museum.....	16
Revenue and Funding Sources.....	16
Table 3. Funding sources utilized by the program during FY 2016-17 and 2017-18.	16
Strategic Resource Allocation and Performance.....	17
Table 4. Strategic plan applicable to the SC Military Museum: Strategy 5.5: Provide and operate the State Military Museum.....	18
Table 5. Performance measures associated with Strategy 5.5.....	19
SC Youth Challenge	20
Overview	20
Employee Information	20
Table 6. Organizational Unit: SC Youth Challenge Academy.	20
Revenue and Funding Sources.....	21
Table 7. Funding sources utilized by the program during FY 2016-17 and 2017-18.	21
Strategic Resource Allocation and Performance.....	21
Table 8. Strategic plan applicable to the SC Youth Challenge: Strategy 5.4: Provide Youth Challenge program to challenge youth.	22
Table 9. Performance measures associated with Strategy 5.4.....	22
STARBASE Swamp Fox.....	23
Overview	23
Employee Information	23
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 10 includes the information provided by the agency.....	23
Table 10. Organizational Unit: STARBASE Swamp Fox.....	23
Revenue and Funding Sources.....	24
Table 11. Funding sources utilized by the program during FY 2016-17 and 2017-18.	24
Strategic Resource Allocation and Performance.....	24
Table 12. Strategic plan applicable to STARBASE Swamp Fox: Strategy 5.3: Provide STARBASE program to local schools.	25

Table 13. Performance measures associated with Strategy 5.3.....	26
SC Emergency Management Division.....	27
Overview	27
Products and Services.....	28
Table 14. List of SCEMD’s deliverables.....	28
Table 15. Additional details about each of the SCEMD’s deliverables.	30
Employee Information	44
Table 16. Organizational Unit: SCEMD.....	44
Revenue and Funding Sources.....	45
Table 17. Funding sources utilized by the program during FY 2016-17 and 2017-18.	45
Strategic Resource Allocation and Performance.....	46
Table 18. Strategic plan applicable to the SCEMD: Strategy 4.1: Modernize and Integrate Response Capabilities into Interagency Processes, Practices, and Functions.	47
Table 19.1 Strategic plan applicable to the SCEMD: Strategy 4.2: Improve Response Planning and Validation.....	48
Table 19.2. Performance measures associated with Strategy 4.1 and 4.2.	49
Table 20.1 Strategic plan applicable to the SCEMD: Strategy 5.6: Provide State-level emergency management of disasters and multi-county events.	51
Table 20.2. Performance measures associated with Strategy 5.6.....	51
Table 21.1 Strategic plan applicable to the SCEMD: Strategy 5.7: Provide for the safety and safe working environment for Service Members and agency employees.	53
Table 21.2. Performance measures associated with Strategy 5.7.....	54
Committee Contact Information	58

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

Monday, November 20, 2017

11:30 a.m.

Room 321 - 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

Chairman Wm. Weston J. Newton

*First Vice-Chair:
Laurie Slade Funderburk*

Legislative Oversight Committee

*Katherine E. "Katie" Arrington
Gary E. Clary
MaryGail K. Douglas
Phyllis J. Henderson
Joseph H. Jefferson Jr.
Mandy Powers Norrell
J. Todd Rutherford
Tommy M. Stringer
Bill Taylor*



*William K. (Bill) Bowers
Neal Collins
Raye Felder
William M. "Bill" Hixon
Robert L. Ridgeway III
James E. Smith Jr.
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South Carolina House of Representatives

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Legal Counsel*

*Carmen J. McCutcheon Simon
Research Analyst/Auditor*

*Kendra H. Wilkerson
Fiscal/Research Analyst*

Executive Subcommittee

Tuesday, October 10, 2017

10:00 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 Tuesday, October 10, 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 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 July 31, 2017.

Representative Newton's motion to approve the meeting minutes from the prior Subcommittee meeting on July 31, 2017:	Yea	Nay	Not Voting
Rep. Clary	✓		
Rep. Funderburk			Not Present
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. Major General Robert E. Livingston, Jr, The Adjutant General of South Carolina;
 - b. Major General R. Van McCarty, Deputy Adjutant General;
 - c. Brigadier General Russell A. Rushe, Assistant Adjutant General - Air;
 - d. Major General Thomas Mullikin, Commander, SC State Guard;
 - e. Mr. Kim Stenson, Director, SC Emergency Management Division;
 - f. Mr. Milton Montgomery, Deputy Director, Youth ChalleNGe/Job ChalleNGe;
 - g. Brigadier General (R) John Motley, Director, STARBASE Swamp Fox;
 - h. Mr. Steven Jeffcoat, Director, SC Military Museum;
 - i. Colonel Brigham Dobson, Construction & Facility Management Officer;
 - j. Mr. Kenneth C. Braddock, Chief of Staff for State Operations;

- k. Mr. Frank L. Garrick, Chief Financial Officer, State Operations; and
 - l. Mr. Robert Folks, State Human Resources Office
- III. Major General Livingston, provides the Subcommittee information on the following topics:
- a. Key laws applicable to the agency;
 - b. Agency's mission, vision, and goals;
 - c. Agency's key deliverables and potential harm;
 - d. Agency's organizational structure;
 - e. Key dates in the agency's history;
 - f. Agency successes, challenges, and emerging issues;
 - g. Internal audit process for the agency;
 - h. Agency's strategic finances and carryforward; and
 - i. Agency's recommendation for law and internal changes

Major General Livingston's presentation on the above listed topics is available online, along with other materials relating to the agency.

Subcommittee members ask questions which Major General Livingston and other agency personnel answer. Chairman Clary notes members may have additional questions about the information presented at the next Subcommittee meeting.

- IV. 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 (TODAY) - 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.
- 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.

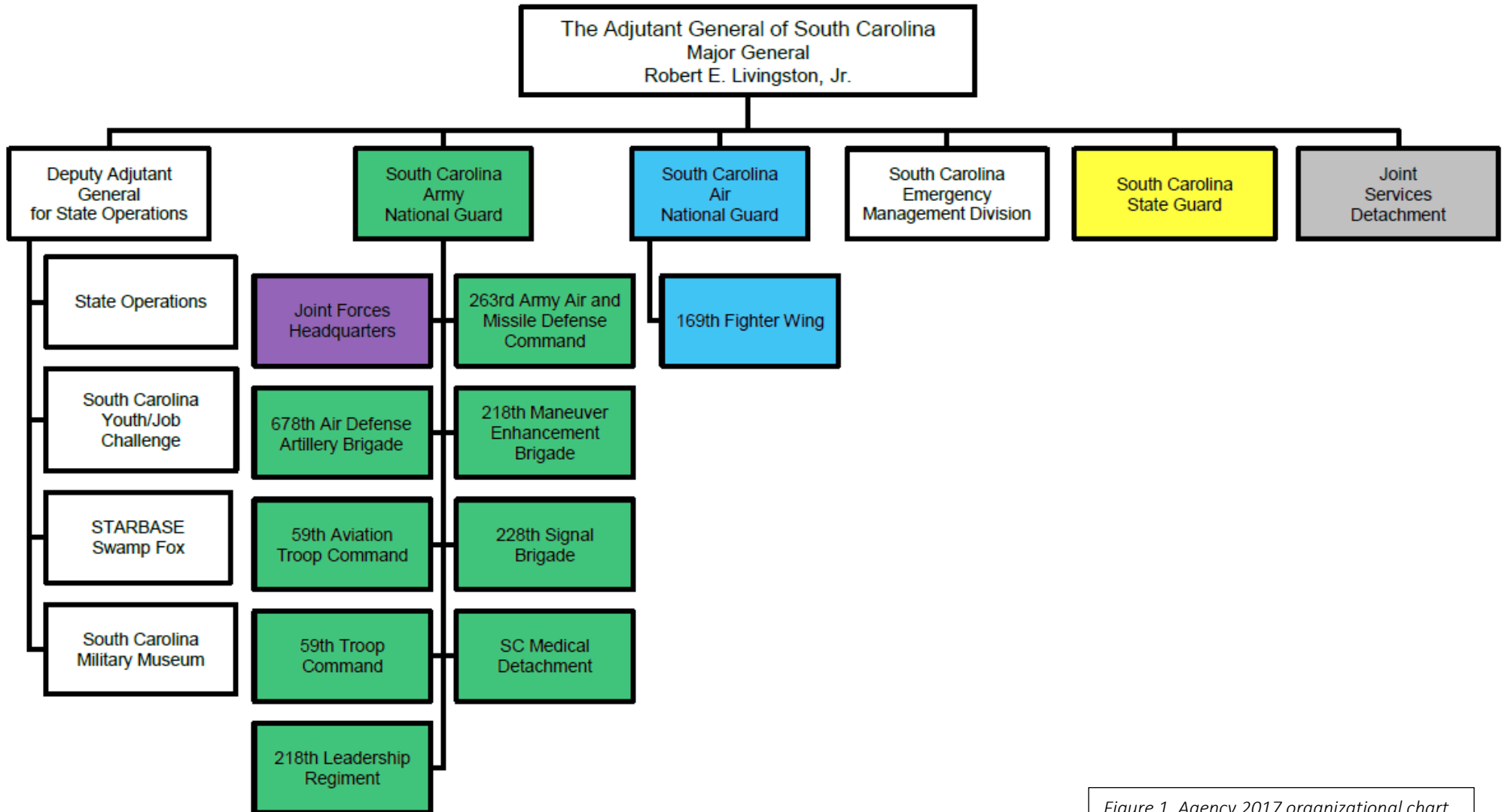
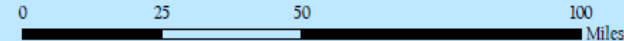


Figure 1. Agency 2017 organizational chart.
Page 12 of 61



SC Military Department Organizations



SC MILITARY MUSEUM

Overview

The **SC Military Museum** is the only military museum in the State chartered by State law and is the only museum in the State that covers SC's complete military history from 1670, when the colony of Carolina was founded, to present day operations in Kosovo, Iraq, Afghanistan and Kuwait. The Museum contains artifacts of SC's military history valued at over \$5 million. The Museum is federally recognized by the National Guard Bureau, and is the second oldest and fourth largest National Guard museum in the country.

State and Federal Involvement

The Office of the Adjutant General makes all decisions relating to this program. It is completely governed by state law and completely funded by the state.

- *Law*: 100% State
- *Funding*: 100% 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 3 includes details about the deliverable provided by the SC Military Museum.

Table 1. Details about the SC Military Museum deliverable.

SC Military Museum

(Deliverable #25¹)

Product/Service Component: Building, grounds, and artifacts to create a military museum and personnel to manage it

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

Applicable law: S.C. Code Regs. 25-17

Greatest potential harm to the public if deliverable is not provided: The State and local communities will lose access to an educational resource focused on a significant part of SC's history

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

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: State Museum

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	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 1 includes the information provided by the agency.

Table 2. Organizational Unit: SC Military Museum

Details:	2014-15	2015-16	2016-17
What is the turnover rate?	25%	40%	40%
Is employee satisfaction evaluated?	No	No	No
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	No	No	No
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A (see row above)	N/A (see row above)	N/A (see row above)

Revenue and Funding Sources

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. The State Military Museum does not generate any revenue. Table 2 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 3. 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 Fund	Recurring	State	\$338,726	\$351,143
Federal Army/Air Appropriation *Cooperative Agreements to support Army/Air National Guard (Federally reimbursed State monies)	Recurring	Federal	\$34,050	\$0

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$338,726 (90.87%)	\$351,143 (100%)
Recurring Federal	\$34,050 (9.13%)	\$0 (0%)
GRAND TOTAL	\$372,776	\$351,143

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.²

Table 4 includes an overview of the portion of the agency's strategic plan applicable to SC Military Museum and resources allocated to the goal and strategy.³ This information is grouped by strategy. After each strategy, in Table 5, is information about the performance measures associated with that strategy.

Table 4. Strategic plan applicable to the SC Military Museum: Strategy 5.5: Provide and operate the State Military Museum.

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

Strategy 5.5 Provide and operate the State Military Museum

- Objective 5.5.1 Update existing exhibits with new information and displays that further enhance the visitor experience
- Objective 5.5.2 Continue the accession of all donated or loaned items in a professional and timely manner
- Objective 5.5.3 Tailor tour SOP for docents to accommodate tour group's specific needs and interests
- Objective 5.5.4 Organize workshops for school groups that comply with SC Dept. Education curricula standards
- Objective 5.5.5 Develop a multi-media learning center to include space for speaking engagements and classroom instruction
- Objective 5.5.6 Increase public awareness
- Objective 5.5.7 Highlight artifacts, recent acquisitions, Veteran interviews, Museum events, and guest speakers

Responsible Employee(s): Mr. Steven Jeffcoat(responsible for less than one year)
Employee have input in budget? Yes, Mr. Jeffcoat has input into the budget for Strategy 5.5

External Partner(s): None

	<u>FTE equivalents utilized</u>	<u>Total spent⁴ / budgeted⁵</u>
2016-17	4 FTE 3 Temp	\$372,776 (0.27%)
2017-18	4 FTE 3 Temp	\$351,143 (0.26%)

Table 5. Performance measures associated with Strategy 5.5.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>SC Military Museum general visitation</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> National Museum of the Marine Corps, Quantico, VA <u>Additional Notes:</u></p>	Output	<p><u>Target:</u> 10,000 visitors <u>Actual:</u> 5,325 visitors</p>	<p><u>Target:</u> 10,000 visitors <u>Actual:</u> 10,307 visitors</p>	<p><u>Target:</u> 10,000 visitors <u>Actual:</u> 12,923 visitors</p>	<p><u>Target:</u> 10,000 visitors <u>Actual:</u> 7,628 visitors</p>	<p><u>Target:</u> 12,000 visitors</p>
<p>Public reviews (on-line feedback) of Museum</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> National Museum of the Marine Corps, Quantico, VA <u>Additional Notes:</u></p>	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 50 reviews <u>Actual:</u> 52 reviews * <i>Note - Measure Initiated</i></p>	<p><u>Target:</u> 85 reviews</p>
<p>Social media engagement and feedback</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> National Museum of the Marine Corps, Quantico, VA <u>Additional Notes:</u></p>	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 1,000 Likes <u>Actual:</u> 1,141 Likes * <i>Note - Measure Initiated</i></p>	<p><u>Target:</u> 2,000 Likes</p>
<p>Museum tour groups</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> National Museum of the Marine Corps, Quantico, VA <u>Additional Notes:</u></p>	Output	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 50 Groups / 1,654 People <u>Actual:</u> 53 Groups / 1,554 People * <i>Note - Measure Initiated</i></p>	<p><u>Target:</u> 75 Groups / 2,000 People</p>

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

SC YOUTH CHALLENGE

Overview

The **SC Youth Challenge Academy** program is a part of a nationwide, National Guard Bureau-funded program to provide a wealth of educational enrichment offered by the staff and facilities with the commitment to serving SC's at-risk youth. The Academy conducts two, five-month long classes per year designed to help youth acquire the basic skills and education necessary to succeed in life. Youth have the opportunity to work toward earning their GED. Select graduates of Youth Challenge have the opportunity for additional training in the POST Challenge.

State and Federal Involvement

The Office of the Adjutant General determines if the program is offered in SC. If SC elects to have program, the state assists in funding the program. Certain aspects of program are required by the federal government and some are optional. The federal government performs oversight and ensures compliance with program requirements.

- *Law:* 100% Federal
- *Funding:* 75% Federal / 25% State

Note: Works in partnership with local school district to ensure compliance with State Department of Education requirements.

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 6 includes the information provided by the agency.

Table 6. Organizational Unit: SC Youth Challenge Academy.

<u>Details:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
What is the turnover rate?	37%	56%	25%
Is employee satisfaction evaluated?	No	No	No
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 Youth Challenged does not generate any revenue.

Table 7 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 7. 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	\$1,249,772	\$1,000,000
Federal Army/Air Appropriation *Cooperative Agreements to support Army/Air National Guard (Federally reimbursed State monies)	Recurring	Federal	\$2,406,508	\$0
Youth/Post Challenge	Recurring	Federal	\$1,165,066	\$4,200,000

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$1,249,772 (25.92%)	\$1,000,000 (19.23%)
Recurring Federal	\$3,571,574 (74.08%)	\$4,200,000 (80.77%)
GRAND TOTAL	\$4,821,296	\$5,200,000

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.⁶

Tables 8 includes an overview of the portion of the agency's strategic plan applicable to SC Youth Challenge and resources allocated to this goal and strategy.⁷ This information is grouped by strategy. After each strategy, in Table 9, is information about the performance measures associated with that strategy.

Table 8. Strategic plan applicable to the SC Youth Challenge: Strategy 5.4: Provide Youth Challenge program to challenge youth.

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

Strategy 5.4 Provide Youth Challenge program to challenge youth.

- Objective 5.4.1 Continue Cadre training in their job duties and proper care of Cadets
- Objective 5.4.2 Maintain Cadet's academic and physical training, and challenge Cadets to their maximum potential
- Objective 5.4.3 Continue to follow Cadet's performance after graduation and provide assistance
- Objective 5.4.4 Maintain security of the facilities to prevent Cadet problems

Responsible Employee(s): COL (Ret) Jackie Fogle (responsible for 21 years)
Employee have input in budget? Yes, COL (Ret) Fogle has input into the budget for Strategy 5.4

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

	FTE equivalents utilized	Total spent ⁸ / budgeted ⁹
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%)

Table 9. Performance measures associated with Strategy 5.4.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
Maintain a Youth Challenge graduation rate of 70% or greater <u>Required by:</u> Federal <u>Best in the Country:</u> Puerto Rico Youth ChalleNG Program <u>Additional Notes:</u> Measured January 1 through June 30	Outcome	<u>Target:</u> 70% <u>Actual:</u> 62%	<u>Target:</u> 70% <u>Actual:</u> 71%	<u>Target:</u> 70% <u>Actual:</u> 67%	<u>Target:</u> 70% <u>Actual:</u> 73%	<u>Target:</u> 70%

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

STARBASE SWAMP FOX

Overview

STARBASE Swamp Fox is a part of a national Department of Defense-funded educational program focused on elementary students, primarily fifth graders. The goal is to motivate them to explore Science, Technology, Engineering and Math (STEM) as they continue their education. The program engages students through the inquiry-based curriculum with its "hands-on, mind-on" experiential activities, and works with school districts to support their standards of learning objectives.

State and Federal Involvement

The Office of the Adjutant General determines whether the program is offered in SC. The program works in partnership with local school districts to support curriculum requirements of the State Department of Education.

- *Law*: 100% Federal
- *Funding*: 100% Federal

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 10 includes the information provided by the agency.

Table 10. Organizational Unit: STARBASE Swamp Fox.

<u>Details:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
What is the turnover rate?	0%	0%	13%
Is employee satisfaction evaluated?	Yes	Yes	Yes
Is anonymous employee feedback allowed?	No	No	No
Do any positions require a certification (e.g., teaching, medical, accounting, etc.)	No	No	No
Did the agency pay for, or provide classes/instruction needed to maintain all, some, or none of required certifications?	N/A (see row above)	N/A (see row above)	N/A (see row above)

Revenue and Funding Sources

In the Program Evaluation Report, the Committee asks the agency to provide information about its revenue sources. STARBASE Swamp Fox does not generate any revenue.

Table 11 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 11. 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	\$72,269	\$51,143
Federal Army/Air Appropriation *Cooperative Agreements to support Army/Air National Guard (Federally reimbursed State monies)	Recurring	Federal	\$324,508	\$300,000

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$72,269 (18.21%)	\$51,143 (14.56%)
Recurring Federal	\$324,508 (81.79%)	\$300,000 (85.44%)
GRAND TOTAL	\$396,777	\$351,143

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.¹⁰

Tables 12 includes an overview of the portion of the agency's strategic plan applicable to STARBASE and resources allocated to the goal and strategy.¹¹ This information is grouped by strategy. After each strategy, in Table 13, is information about the performance measures associated with that strategy.

Table 12. Strategic plan applicable to STARBASE Swamp Fox: Strategy 5.3: Provide STARBASE program to local schools.

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

Strategy 5.3 Provide STARBASE program to local schools

- Objective 5.3.1 Support Air Guard initiatives in STARBASE
- Objective 5.3.2 Follow DoD Starbase Program Guidance to ensure future funding and continued operation
- Objective 5.3.3 Ensure STARBASE teachers are trained on required lesson plans and required DoD-directed curriculum in order to enhancing SC Math and Science standards
- Objective 5.3.4 Maximize the number of classes each year to meet the DoD requirements
- Objective 5.3.5 Ensure the program is providing an accident/incident free, safe working environment for participating students, teachers, administrators, guests as well as STARBASE staff

Responsible Employee(s): BG (Ret) John Motley (responsible for 9 years)
Employee have input in budget? Yes, BG (Ret) Motley has input into the budget for Strategy 5.3

External Partner(s): SC Department of Education; Calhoun County School District, Lexington County School District 1, Lexington County School District 2, Lexington & Richland Counties School District 5, Richland County School District 1, Richland County School District 2, Roman Catholic Diocese of Charleston - Catholic Schools, Sumter School District, Wilson Hall (Private Academy)

	<u>FTE equivalents utilized</u>	<u>Total spent¹² / budgeted¹³</u>
2016-17	2 FTE 3 Temp 4 Grant	\$396,777 (0.29%)
2017-18	2 FTE 4 Temp 5 Grant	\$351,143 (0.26%)

Table 13. Performance measures associated with Strategy 5.3.

Performance Measure	Type of Measure	2013-14	2014-15	2015-16	2016-17	2017-18
<p>Ensure DoD STARBASE Curriculum is being taught</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Charlotte, NC STARBASE <u>Additional Notes:</u> Measured August 8 through June 31</p>	Output	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>
<p>Ensure DoD STARBASE Program Guidance is being used in conducting STARBASE Swamp Fox Program</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Charlotte, NC STARBASE <u>Additional Notes:</u> Measured August 8 through June 31</p>	Output	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>
<p>Ensure required number of STARBASE classes are conducted each Federal FY</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Charlotte, NC STARBASE <u>Additional Notes:</u> Measured August 8 through June 31</p>	Output	<p><u>Target:</u> 28 classes <u>Actual:</u> 40 classes</p>	<p><u>Target:</u> 28 classes <u>Actual:</u> 54 classes</p>	<p><u>Target:</u> 28 classes <u>Actual:</u> 54 classes</p>	<p><u>Target:</u> 28 classes <u>Actual:</u> 50 classes</p>	<p><u>Target:</u> 56 classes</p>
<p>Ensure STARBASE participation meets minimum DoD standards of 20/class</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Charlotte, NC STARBASE <u>Additional Notes:</u> Measured August 8 through June 31</p>	Output	<p><u>Target:</u> 560 students @ 20/class <u>Actual:</u> 951 students @ 24/class</p>	<p><u>Target:</u> 560 students @20/class <u>Actual:</u> 1,160 students @ 21/class</p>	<p><u>Target:</u> 560 students @ 20/class <u>Actual:</u> 1,153 students @ 21/class</p>	<p><u>Target:</u> 560 students @ 20/class <u>Actual:</u> 1,167 students @ 23/class</p>	<p><u>Target:</u> 1,120 students @ 20/class</p>
<p>Maintain a safe environment at STARBASE Swamp Fox for visiting teachers/students/guests with zero reportable accidents</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Charlotte, NC STARBASE</p>	Outcome	<p>Agency was not utilizing measure</p>	<p>Agency was not utilizing measure</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100% * Note - Measure Initiated</p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>

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

SC EMERGENCY MANAGEMENT DIVISION

Overview

The **South Carolina Emergency Management Division (SCEMD)** is the State-funded coordinating agency responsible for the statewide emergency management program. SCEMD's mission is to lead the State emergency management program by supporting local authorities to minimize the loss of life and property from all-hazard events. SCEMD is the lead State coordinating agency during natural disasters and State emergencies. SCEMD also serves as the pass-through organization for Federal funding to support several disaster recovery and mitigation programs.

History

SCEMD was originally under the Office of the Governor. After Hurricane Hugo, the Governor moved it under The Office of The Adjutant General. Various states have their emergency management agency under the oversight of a variety of agencies (e.g., Office of The Adjutant General, Department of Public Safety, Office of the Governor, etc.).

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, except for Federal regulations governing disaster recovery and mitigation funding utilization. It obtains funding from several sources.

- *Law:* State, except for Federal regulations governing disaster recovery and mitigation funding utilization
- *Funding:* Annual Operating Budget is funded by several sources:
 - 27% State funded;
 - 52% Federal funded (Emergency Preparedness Program Grants); and
 - 21% from private sector (Fixed Nuclear Facilities).

Recent Disasters

Major disasters to which SCEMD has responded during the last three years include the following:

- 2014 Ice Storm
- 2015 Flood
- 2016 Hurricane Matthew
- 2016 Pinnacle Mountain Fire
- 2017 Hurricane Irma

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 15 includes an overview of the deliverables provided by the Emergency Management Division, Table 16 includes additional information about each.

Table 14. List of SCEMD'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?
5 ¹	SCEMD Director serves on the First Responders Advisory Committee	Require	No	No	No	No	No
7	SCEMD Director serves as vice chair of the Firefighter Mobilization Oversight Committee	Require	No	No	No	No	No
8	Duties of Firefighter Mobilization Oversight Committee and related duties of SCEMD Director	Require	No	No	No	No	No
12	Develop a certification system for reentry into or remaining in a curfew area	Require	No	Yes	No	No	No
26	SCEMD representative serves on the Dept. of Insurance Advisory Committee	Require	No	No	No	No	No
31	SCEMD representative serves as a member of the Emergency Medical Services Advisory Council	Require	No	No	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?
33	Office of Ocean and Coastal Resource Management (DHEC) consults with SCEMD to establish beach/dune rebuilding system	Require	No	No	No	No	No
34	SCEMD representative serves on the Drought Response Committee	Require	No	No	No	No	No
39	Meet Local Emergency Management standards	Not Address	No	No	No	No	No
40	Meet State Emergency Management standards	Not Address	No	No	No	No	No
41	Membership on the Drought Response Committee	Not Address	No	No	No	No	No
42	Communication of Governor's emergency declaration to county agencies	Not Address	No	No	No	No	No
44	Meals to state SCEMD employees serving at the State emergency operations center and unable to leave their stations	Require	No	Yes	No	No	No
47	Quarterly report on status of expenditure of funds appropriated for FEMA match for specific emergency events	Require	No	No	No	No	No

Table 15. Additional details about each of the SCEMD’s deliverables.

SCEMD Director serves on First Responders Advisory Committee

(Deliverable #5¹⁴)

Product/Service Component: Time and expertise on First Responder matters

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

Applicable law: S.C. Code Ann. 23-1-230

Greatest potential harm to the public if deliverable is not provided: Loss of expertise and information by the committee

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. Transfer requirement to a different agency

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

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

SCEMD Director serves as vice chair of Firefighter Mobilization Oversight Committee

(Deliverable #7¹⁵)

Product/Service Component: Time and expertise on Firefighter Mobilization issues

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

Applicable law: S.C. Code Ann. 23-49-30

Greatest potential harm to the public if deliverable is not provided: Lack of a committee vice chair

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. Designate a different agency the responsibility of providing the vice chair

Other state agencies whose mission the deliverable may fit within: Department of Labor, Licensing and Regulation; 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	No	No	No	No

Duties of Firefighter Mobilization Oversight Committee and related duties of SCEMD Director

(Deliverable #8¹⁶)

Product/Service Component: Knowledge of duties of Firefighter Mobilization Committee

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

Applicable law: S.C. Code Ann. 23-49-60

Greatest potential harm to the public if deliverable is not provided: Lack of clearly defined committee duties.

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. Designate a different agency the responsibility of providing the vice chair

Other state agencies whose mission the deliverable may fit within: Department of Labor, Licensing and Regulation; 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	No	No	No	No

Develop a certification system for reentry into or remaining in a curfew area

(Deliverable #12¹⁷)

Product/Service Component: Re-entry certification system

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

Applicable law: S.C. Code Ann. 25-1-445

Greatest potential harm to the public if deliverable is not provided: Individual county reentry systems which are not coordinated or synchronized

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 responsibility to Department of Commerce with requirement for coordination with SCEMD during execution

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

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

SCEMD representative to serve on Dept. of Insurance Advisory Committee

(Deliverable #26¹⁸)

Product/Service Component: Individual familiar with insurance and building code issues

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

Applicable law: S.C. Code Ann. 38-75-470

Greatest potential harm to the public if deliverable is not provided: Loss of expertise and information by the committee

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 Insurance; SFAA (Office of the State Engineer)

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

SCEMD representative serves as a member of the Emergency Medical Services Advisory Council

(Deliverable #31¹⁹)

Product/Service Component: Individual qualified to serve on the advisory council

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

Applicable law: S.C. Code Ann. 44-61-30

Greatest potential harm to the public if deliverable is not provided: Loss of expertise and information by the committee

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

Office of Ocean and Coastal Resource Management (DHEC) consults with SCEMD to establish beach/dune rebuilding system

(Deliverable #33²⁰)

Product/Service Component: Knowledge of beach/dune rebuilding system requirements

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

Applicable law: S.C. Code Ann. 48-40-60

Greatest potential harm to the public if deliverable is not provided: Loss of expertise and information by the DHEC

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: DHEC, 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	No	No	No	No

SCEMD representative to serve on the Drought Response Committee

(Deliverable #34²¹)

Product/Service Component: Knowledge of drought issues and mitigation efforts

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

Applicable law: S.C. Code Ann. 49-23-60

Greatest potential harm to the public if deliverable is not provided: Loss of expertise and information by the committee

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

1. Loss of ability to influence and/or obtain training for the Agency's veterans

Other state agencies whose mission the deliverable may fit within: 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	No	No	No	No

Meet Local Emergency Management standards

(Deliverable #39²²)

Product/Service Component: Knowledge of Local Emergency Management Standards

Does law require, allow, or not address it? Not Address

Applicable law: 58-1 (Local Emergency Management Standards)

Greatest potential harm to the public if deliverable is not provided: Inconsistent or inadequate emergency management systems by the counties and municipalities

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

Meet State Emergency Management standards

(Deliverable #40²³)

Product/Service Component: Knowledge of State Emergency Management Standards

Does law require, allow, or not address it? Not Address

Applicable law: 58-101 (State Emergency Management Standards)

Greatest potential harm to the public if deliverable is not provided: Inconsistent or inadequate State-level emergency management practices

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

Membership on the Drought Response Committee

(Deliverable #41²⁴)

Product/Service Component: Knowledge of drought issues and mitigation efforts

Does law require, allow, or not address it? Not Address

Applicable law: 121-11.5 (Drought Response Committee)

Greatest potential harm to the public if deliverable is not provided: Loss of expertise and information by the committee

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

1. Maintain current requirement

Other state agencies whose mission the deliverable may fit within: 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	No	No	No	No

Communication of Governor's emergency declaration to county agencies

(Deliverable #42²⁵)

Product/Service Component: Copy of Governor's Declaration, functional communications network

Does law require, allow, or not address it? Not Address

Applicable law: 19-712.01.k (Other Leave Programs / Hazardous Weather and Emergency Leave)

Greatest potential harm to the public if deliverable is not provided: Counties and local governments are not aware of current threats or dangers to their residents and visitors

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

1. Maintain current requirement
2. Shift responsibility to the Department of Administration

Other state agencies whose mission the deliverable may fit within: Department of Administration

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

Meals to state SCEMD employees serving at the State emergency operations center and unable to leave their stations

(Deliverable #44²⁶)

Product/Service Component: Funding for the meals

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

Applicable law: 100.6 (ADJ: Meals in Emergency Operations Centers), 2017-18 Appropriations Act, Part 1B

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

1-3 recommendations to the General Assembly, other than \$, for how the General Assembly can help avoid the greatest 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	Yes	No	No	No

Quarterly report on status of expenditure of funds appropriated for FEMA match for specific emergency events

(Deliverable #47²⁷)

Product/Service Component: Consolidated report on status of emergency funding

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

Applicable law: 100.19 (ADJ: Disasters Expenditure Status Report), 2017-18 Appropriations Act, Part 1B

Greatest potential harm to the public if deliverable is not provided: Lack of situational awareness by the Legislature on the on-going status/expenditure of funds related to emergency events

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

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 14 includes the information provided by the agency.

Table 16. Organizational Unit: SCEMD.

<u>Details:</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>
What is the turnover rate?	20%	20%	15%
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?	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 SCEMD does not generate any revenue. Table 17 includes the funding sources the program utilized during FY 2016-17 and 2017-18.

Table 17. 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	\$1,896,017	\$1,612,729
Federal Army/Air Appropriation *Cooperative Agreements to support Army/Air National Guard (Federally reimbursed State monies)	Recurring	Federal	\$3,631,972.4	\$3,885,842
Emergency Operations (Federal) *Federal grants	Recurring	Federal	\$68,541,245	\$22,000,000
Armory Operations *Armory/TAG property rental income and expenditures to support Armory Operations	One-time	Other	\$28,040.5	\$0
Emergency Operation Funds (Other) *Non-appropriated funds for State Match and 100% State funded emergency expenditures	One-time	Other	\$3,803,636	\$3,500,000
State Capital Projects *Multi-year projects	One-time	Other	\$167,624.3	\$0
Fixed Nuclear Facility (FNF) *Monies from energy producers to support the FNF program at SCEMD	One-time	Other	\$1,493,674	\$1,500,000
State Appropriation *Appropriated monies for State emergencies (as needed)	One-time	State	\$3,292,920	\$72,572,807

	2016-17 Totals (Percent of Total)	2017-18 Totals (Percent of Total)
Recurring General Fund	\$1,896,017 (2.29%)	\$1,612,729 (1.53%)
Recurring Federal	\$72,173,217 (87.11%)	\$25,885,842 (24.64%)
One-Time Other	\$5,492,974 (6.63%)	\$5,000,000 (4.76%)
One-Time General Fund	\$3,292,920 (3.97%)	\$72,572,807 (69.07)
GRAND TOTAL	\$82,855,129	\$105,071,378

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.²⁸

Table 18 through 21 include an overview of the portion of the agency's strategic plan applicable to SCEMD and resources allocated to its goals and strategies.²⁹ This information is grouped by strategy. After each strategy, in Tables 19.2 through 21.2, is information about the performance measures associated with that strategy.

Table 18. Strategic plan applicable to the SCEMD: 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 ³⁰ / budgeted ³¹ *
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 19.1 Strategic plan applicable to the SCEMD: 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 ³² / budgeted ^{33*}
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 19.2. 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
<p>Enhance professional development and implement internal qualification standards for all positions</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	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%
<p>Sustain current disaster management software/program for local jurisdictions</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	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%
<p>Conduct statewide training</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found</p>	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
<p>Conduct comprehensive exercises</p> <p><u>Required by:</u> Federal <u>Best in the Country:</u> Researched - no comparative data found</p>	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
<p>Citizen disaster exercise - Great Shakeout - Earthquake Drill</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> State of California</p>	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>
<p>Conduct awareness campaigns including severe weather, hurricane and earthquake and severe winter weather awareness weeks.</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	Output	<p><u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted</p>	<p><u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted</p>	<p><u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted</p>	<p><u>Target:</u> Conduct 4 media campaigns <u>Actual:</u> 4 media campaigns conducted</p>	<p><u>Target:</u> Conduct 4 media campaigns</p>
<p>Distribute educational brochures and publications to all communities statewide</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	Output	<p><u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 300,000 guides distributed</p>	<p><u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 266,000 guides distributed</p>	<p><u>Target:</u> Distribute 200,000 guides <u>Actual:</u> > 200,000 guides distributed</p>	<p><u>Target:</u> Distribute 200,000 guides <u>Actual:</u> 424,051 guides distributed</p>	<p><u>Target:</u> Distribute 400,000 guides</p>
<p>Issue re-entry passes</p> <p><u>Required by:</u> State <u>Best in the Country:</u> Researched - no comparative data found</p>	Output	<p>Agency was not utilizing measure</p>	<p>Agency was not utilizing measure</p>	<p>Agency was not utilizing measure</p>	<p><u>Target:</u> Issue 100 business re-entry passes <u>Actual:</u> 500 business re-entry passes issued *</p> <p>Note - Measure Initiated</p>	<p><u>Target:</u> Issue 300 business re-entry passes</p>

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

Table 20.1 Strategic plan applicable to the SCEMD: 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 spent³⁴ / budgeted^{35*}</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 20.2. Performance measures associated with Strategy 5.6.

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

Table 21.1 Strategic plan applicable to the SCEMD: 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 spent³⁶ / budgeted^{37*}</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 21.2. 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

<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>
<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>
<p>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</p> <p><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</p>	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%
<p>Maintain an average age of 30 years or less for Readiness Centers</p> <p><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</p>	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
<p>Ensure training in proper dining operation and job requirements for each position</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	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%
<p>Provide a working dining facility and equipment</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	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%
<p>Provide safe, clean, comfortable semi-private quarters</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	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>
<p>Maintain a safe environment at STARBASE Swamp Fox for visiting teachers/students/guests with zero reportable accidents</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Charlotte, NC STARBASE</p>	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i></p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>
<p>Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control.</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i></p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>
<p>Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	Outcome	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i></p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>
<p>Maintain key control in conjunction with billeting for after-hours key distribution.</p> <p><u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found</p>	Output	Agency was not utilizing measure	Agency was not utilizing measure	<p><u>Target:</u> 100% <u>Actual:</u> 100% <i>* Note - Measure Initiated</i></p>	<p><u>Target:</u> 100% <u>Actual:</u> 100%</p>	<p><u>Target:</u> 100%</p>

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>
- Phone Number - 803-212-6810
- Email - HCommLegOv@schouse.gov
- Location - Blatt Building, Room 228

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

² Department of Administration, Executive Budget Office, “2016-17 Accountability Report Technical Assistance Guide,” under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

³ 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\(May%209,%202017%20Subcommittee%20Meeting\).pdf](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.

⁴ and Percentage of total amount appropriated and authorized to spend

⁵ and Percentage of total amount appropriated and authorized to spend

⁶ Department of Administration, Executive Budget Office, “2016-17 Accountability Report Technical Assistance Guide,” under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

⁷ 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\(May%209,%202017%20Subcommittee%20Meeting\).pdf](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.

⁸ and Percentage of total amount appropriated and authorized to spend

⁹ and Percentage of total amount appropriated and authorized to spend

¹⁰ Department of Administration, Executive Budget Office, “2016-17 Accountability Report Technical Assistance Guide,” under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

¹¹ 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\(May%209,%202017%20Subcommittee%20Meeting\).pdf](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.

¹² and Percentage of total amount appropriated and authorized to spend

¹³ and Percentage of total amount appropriated and authorized to spend

¹⁴ Item numbers are the ones utilized in agency’s program evaluation report.

¹⁵ Item numbers are the ones utilized in agency’s program evaluation report.

¹⁶ Item numbers are the ones utilized in agency’s program evaluation report.

¹⁷ Item numbers are the ones utilized in agency’s program evaluation report.

¹⁸ Item numbers are the ones utilized in agency’s program evaluation report.

¹⁹ Item numbers are the ones utilized in agency’s program evaluation report.

²⁰ Item numbers are the ones utilized in agency’s program evaluation report.

²¹ Item numbers are the ones utilized in agency's program evaluation report.

²² Item numbers are the ones utilized in agency's program evaluation report.

²³ Item numbers are the ones utilized in agency's program evaluation report.

²⁴ Item numbers are the ones utilized in agency's program evaluation report.

²⁵ Item numbers are the ones utilized in agency's program evaluation report.

²⁶ Item numbers are the ones utilized in agency's program evaluation report.

²⁷ Item numbers are the ones utilized in agency's program evaluation report.

²⁸ Department of Administration, Executive Budget Office, "2016-17 Accountability Report Technical Assistance Guide," under Agency Accountability Reports <http://www.admin.sc.gov/files/FY%202016-17%20Accountability%20Report%20Technical%20Assistance.pdf> (accessed July 21, 2017). See also, Agency PER.

²⁹ 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\(May%209,%202017%20Subcommittee%20Meeting\).pdf](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.

³⁰ and Percentage of total amount appropriated and authorized to spend

³¹ and Percentage of total amount appropriated and authorized to spend

³² and Percentage of total amount appropriated and authorized to spend

³³ and Percentage of total amount appropriated and authorized to spend

³⁴ and Percentage of total amount appropriated and authorized to spend

³⁵ and Percentage of total amount appropriated and authorized to spend

³⁶ and Percentage of total amount appropriated and authorized to spend

³⁷ and Percentage of total amount appropriated and authorized to spend