

# House Legislative Oversight Committee



**South Carolina Air National Guard  
Brigadier General Russell A. Rushe  
Assistant Adjutant General for Air**

7 December 2017



# Agenda



- Introductions
- Organizational Mission, Vision, and Goals
- Key Dates in History
- Key Successes/Issues/Emerging Issues
- Key Deliverables and Potential Harm
- Organization
- Employee Statistics
- Organizational Finances
- Applicable Agency Goals and Strategies
- Supporting Performance Measures
- Summary/Conclusion



# Introductions



- **Brigadier General Russell Rushe**  
Assistant Adjutant General for Air
- **Colonel Michael Metzler**  
Director of Staff



# Organizational Mission and Vision



## Federal Mission:

To provide world class combat capability to meet our nation's needs for contingency and general war requirements, specifically to employ conventional munitions in the following missions:

- Suppression/Destruction of Enemy Air Defenses (SEAD)
- Offensive Counter Air (OCA – Escort)
- Air Interdiction
- Defensive Counter Air
- Close Air Support
- Aerospace Control Alert
  - Defense of the homeland, 24/7 365-day coverage



# Organizational Mission and Vision



## State Mission:

Provide Civil Support operations to South Carolina under the direction of the Joint Operations Center (JOC) and State Emergency Operations Center (SEOC)

- Mobilized under the authority of the Governor
- Air Operations Branch (Coordinate all air missions for Search & Rescue, Infrastructure Assessment, VIP movement, Evacuation and Resupply movement)
- Security and Engineering
- Logistics and Transportation
- Medical Group
- Air Traffic Control & Mobile Tower
- Ground Equipment: lighting and electrical generators



# Organizational Mission and Vision



Vision:

To be the world's premier fighting force, bringing unmatched value and combat capability to the State and Nation



# Organizational Goals



- F-16 Modernization
  - Our jets are newest version in USAF inventory, but aging
  - Radar upgrade underway; other electronic upgrades planned
  - Service Life Extension Program
  - Keep SCANG in the SEAD fight until F-35 conversion



# Organizational Goals



- McEntire 2025
  - Protect the Crown Jewel – joint and relevant force structure and infrastructure improvements
  - \$106M in infrastructure modernization in the last 15 years
  - \$150M+ overall infrastructure value
  - McEntire JNGB already F-35 compliant
  - Runways/taxiways/ramps/hazardous cargo pad
  - Seeking new, complimentary missions (Cyber Defense/ Operations, Combat Communications, RED HORSE, Space Operations)
  - Room for growth – 2,400 acres of federal property under ANG control





# Key Dates in History



- **9 Dec 1946** – SCANG’s first muster (USAF created 18 Sep 1947)
  - P-51D Mustang (1946-1954)
- **1954-1974** - Air Defense Era
  - F-86 Sabre, F-104 Starfighter, F-102 Delta Dagger
  - 25 May 1961 - Brig Gen Bernie McEntire
- **1974-1993** - Air-to-Ground Era
  - A7D Corsair and F-16A Fighting Falcon
  - Desert Shield/Desert Storm
- **1993-Present** - SEAD Era
  - F-16CM Fighting Falcon
  - 9/11 response and continual combat rotation deployments ever since



# Key Successes - Federal



- 1989 – Gunsmoke Champions – 1<sup>st</sup> in the Guard
- 1991 – Desert Storm – one of two ANG fighter units deployed
- 2002 – Operation Enduring Freedom – Qatar
- 2003 – Operation Iraqi Freedom – Qatar
- 2006 – Theater Security Package - Okinawa
- 2009 – Falcon Air Meet competition winner - Jordan
- 2010 – 120 day, stand alone AEF deployment - Iraq
- 2014 – Colombia State Partnership Program
- 2015 – Atlantic Resolve - Poland
- 2016 – Theater Security Package – South Korea



# Key Successes - State



- 1989 – Hurricane Hugo
- 1994 – Tornado strikes in Lexington, SC
- 2011 – Alert Mission migrates to McEntire JNGB
- 2013 – Ardent Sentry
- 2015 – Vigilant Guard
- 2015 – Hurricane Joaquin & 1,000-Year flood
- 2016 – Hurricane Matthew
- 2017 – Hurricane Harvey - Texas
- 2017 – Hurricane Irma – Florida
- 2017 – Hurricane Maria – Puerto Rico & Virgin Islands recovery missions



# Key Issues



- Encroachment mitigation at McEntire JNGB
  - Richland County is very supportive in compatible zoning
  - Abandoned steel plant for sale
- F-16 Modernization
  - AESA Radar upgrade
  - Service Life Extension
- Ensure joint and relevant force structure at McEntire JNGB – Army and Air
  - Infrastructure improvement
  - New Air Guard missions compatible/complementary with fighter jet mission
    - Cyber Defense/Operations, Combat Communications, RED HORSE, Space



# Emerging Issues



- Federal Funding
  - Inconsistent funding, threat of Sequestration
- BRAC
  - McEntire JNGB a perennial target
- Continued and growing need for STEM Education
  - Our recruits come from SC population
  - We compete for a shrinking pool of candidates
  - State investment in STEM helps more than just SCANG
    - STARBASE Swamp Fox hosted at McEntire JNGB



# Deliverables and Potential Harm



Item # in PER	Deliverable (i.e. service or product)	Applicable Law	Greatest potential harm to the public if deliverable is not provided	Recommendations for how the General Assembly can help avoid the greatest potential harm
1	Support to law enforcement in drug enforcement matters	1-3-480	Increase in illegal drug activity	Continue support of counter-drug operations
2	Support to National Guard from other states in counter-drug activities	1-3-490	Increase in illegal drug activity	Continue support of counter-drug operations
4	Maintenance of peace and order	16-7-30	Increased illegal activity	Continue support of the professional laws enforcement agencies
9	Assist with transportation of equipment and personnel to support Firefighter Mobilization Plan	23-49-100	Increased danger of loss of life and property to fire	Maintain current requirement
10	State flag to family of deceased Guardsman	25-1-110	Family of deserving Guardsmen to receiving the authorized honors	Maintain current requirement
15	Reports of training to use state militia appropriations	25-1-1350	Loss of funds to support training	Maintain current requirement



# Deliverables and Potential Harm



Item # in PER	Deliverable (i.e. service or product)	Applicable Law	Greatest potential harm to the public if deliverable is not provided	Recommendations for how the General Assembly can help avoid the greatest potential harm
20	The securing of personal effects of a National Guard member who dies	25-1-2240	Loss of accountability of Agency property and waste of taxpayer funds	Maintain current requirement
22	Reports to the Governor of treasonous activity	25-7-90	Increased illegal activity/danger to local communities	Maintain current requirement
23	National Guard forces to support Emergency Management Assistance Compact	25-9-410 thru 420	The State will not have the resources available to effectively respond to disasters and emergencies	Maintain current requirement
30	Assistance to the State Public Safety Authority in enforcing orders	44-1-100	Increased threat to the health and safety of the State and local communities	<ol style="list-style-type: none"> <li>1. Maintain current requirement</li> <li>2. Shift the law enforcement responsibility to one of the professional law enforcement agencies</li> </ol>



# Organizational Chart

**Adjutant General**  
MG Robert Livingston

**Assistant AG for Air**  
Brig Gen Russell Rushe

**Chief of Staff - Air**  
Brig Gen Scott Lambe

**169 FW Commander**  
Col Nicholas Gentile

Operations  
Group

Maintenance  
Group

Mission  
Support  
Group

Medical  
Group





# Employee Statistics



	<u>2015</u>	<u>2016</u>	<u>2017</u>
<b><u>Number of Employees</u></b>			
• FTE	10	10	9
• Temporary	10	5	2
• Grant	97	83	91
• Time Limited	0	0	0
<b><u>Turnover</u></b>			
• Turnover Rate	9%	10%	9%
<b><u>Employee Satisfaction and Feedback</u></b>			
• Is employee satisfaction evaluated?	Yes	Yes	Yes
• Is anonymous employee feedback allowed?	Yes	Yes	Yes
<b><u>Employee Certifications</u></b>			
• Do any positions within 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 the required certifications?	All	All	All



# Organizational Finances

## (2017 Expenses vs 2018 Budget)



Fund Source		Type	2017 Expenses	2018 Budget	Note
General Appropriations	Recurring	State	\$372,129	\$439,359	Recurring Appropriations
State Appropriation	One-time	State	\$0	\$0	
Enterprise Operations	One-time	Other	\$0	\$0	
Armory Operations	One-time	Other	\$0	\$0	
Emergency Operations Funds	One-time	Other	\$0	\$0	
State Capital Projects	One-time	Other	\$0	\$0	
Fixed Nuclear Facilities	One-time	Other	\$0	\$0	
Army/Air Appropriation	Recurring	Federal	\$4,337,345	\$4,750,538	Cooperative Agreements to support Army/Air National Guard
Emergency Operations	Recurring	Federal	\$0	\$0	
Youth/Post Challenge	Recurring	Federal	\$0	\$0	
Federal Capital Projects	Recurring	Federal	\$0	\$0	



# Applicable Agency Goals & Strategies



2017-18 Agency Comprehensive Strategic Plan Goals and Strategies	2016-17			2017-18		
	# of Employees utilized	Total amount spent	% of Total Agency Expenditures	# of Employees Budgeted	Total amount budgeted	% of Total Agency Budget
<b>Goal 3 – Ensure joint and relevant force structure at McEntire Joint National Guard Base (JNGB)</b>						
<b>Strategy 3.1 – Improve McEntire JNGB Infrastructure</b>	7 FTE 4 Temp 48 Grant 0 Time Limited	\$ 4,389,971	3.19%	7 FTE 1 Temp 54 Grant 0 Time Limited	\$ 5,052,127	3.22%
<b>Partner(s), by segment, the organization works with to achieve the objective</b>	No external partners					
<b>Comments</b>	<ul style="list-style-type: none"> <li>• Readiness of Air Guard facilities is consolidated, tracked, monitored and funded at Federal (National Guard Bureau) level and not at State level</li> <li>• Appendix 1 (ARNG Facilities Programs) – 35%</li> <li>• Appendix 2 (ARNG Environmental Programs Resources Management) – 35%</li> <li>• Appendix 21 (ANG Facilities Operations and Maintenance Activities)</li> <li>• Appendix 22 (ANG Environmental Program Management)</li> <li>• Appendix 25 (ANG Natural and Cultural Resources Management)</li> </ul>					



# Applicable Agency Goals & Strategies



2017-18 Agency Comprehensive Strategic Plan Goals and Strategies	2016-17			2017-18		
	# of Employees utilized	Total amount spent	% of Total Agency Expenditures	# of Employees Budgeted	Total amount budgeted	% of Total Agency Budget
<b>Goal 4 – Establish a consolidated, joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations</b>						
<b>Strategy 4.1 – Modernize and Integrate Response Capabilities into Interagency Processes, Practices and Functions</b>	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0%	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0%
<b>Partner(s), by segment, the organization works with to achieve the objective</b>	No external partners					
<b>Comments</b>	<ul style="list-style-type: none"> <li>Supported as part of emergency/disaster operations.</li> <li>No State personnel are directly assigned</li> <li>Funding is done through the Agency/State Operations as part of disaster operations</li> </ul>					



# Applicable Agency Goals & Strategies



2017-18 Agency Comprehensive Strategic Plan Goals and Strategies	2016-17			2017-18		
	# of Employees utilized	Total amount spent	% of Total Agency Expenditures	# of Employees Budgeted	Total amount budgeted	% of Total Agency Budget
<b>Goal 4 – Establish a consolidated, joint, interagency, intergovernmental, multinational Emergency Operations Center concept of operations</b>						
<b>Strategy 4.2 – Improve Response Planning and Validation</b>	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0%	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0%

<b>Partner(s), by segment, the organization works with to achieve the objective</b>	No external partners
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<b>Comments</b>	<ul style="list-style-type: none"> <li>No State personnel are directly assigned</li> <li>Funding for the National Guard is through use of federal training monies</li> <li>Performance measures are integrated into SCEMD's Measure 25 (Conduct statewide training) and 26 (Conduct comprehensive exercises).</li> </ul>
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# Applicable Agency Goals & Strategies



2017-18 Agency Comprehensive Strategic Plan Goals and Strategies	2016-17			2017-18		
	# of Employees utilized	Total amount spent	% of Total Agency Expenditures	# of Employees Budgeted	Total amount budgeted	% of Total Agency Budget
<b>Goal 5 – Provide for the safety, health and well-being of the citizens, residents and visitors of the State of South Carolina</b>						
<b>Strategy 5.1 – Provide Force Protection at National Guard facilities</b>	0 FTE 1 Temp 10 Grant 0 Time Limited	\$ 411,272	0.30%	0 FTE 1 Temp 9 Grant 0 Time Limited	\$ 415,000	0.26%
<b>Partner(s), by segment, the organization works with to achieve the objective</b>	No external partners					
<b>Comments</b>	Appendix 23 (ANG Security Cooperative Agreement)					



# Applicable Agency Goals & Strategies



2017-18 Agency Comprehensive Strategic Plan Goals and Strategies	2016-17			2017-18		
	# of Employees utilized	Total amount spent	% of Total Agency Expenditures	# of Employees Budgeted	Total amount budgeted	% of Total Agency Budget
<b>Goal 5 – Provide for the safety, health and well-being of the citizens, residents and visitors of the State of South Carolina</b>						
<b>Strategy 5.6 – Provide State-level emergency management of disasters and multi-county events</b>	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0%	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0%
<b>Partner(s), by segment, the organization works with to achieve the objective</b>	No external partners					
<b>Comments</b>	<ul style="list-style-type: none"> <li>• Supported as a part of emergency/disaster operations</li> <li>• No State personnel are directly assigned</li> <li>• Funding is done through the Agency/State Operations as a part of disaster operations</li> </ul>					



# Applicable Agency Goals & Strategies



2017-18 Agency Comprehensive Strategic Plan Goals and Strategies	2016-17			2017-18		
	# of Employees utilized	Total amount spent	% of Total Agency Expenditures	# of Employees Budgeted	Total amount budgeted	% of Total Agency Budget
<b>Goal 5 – Provide for the safety, health and well-being of the citizens, residents and visitors of the State of South Carolina</b>						
<b>Strategy 5.7 – Provide for the safety and safe working environment for Service Members and agency employees</b>	3 FTE 0 Temp 25 Grant 0 Time Limited	\$ 1,356,024	0.98%	2 FTE 0 Temp 28 Grant 0 Time Limited	\$ 1,351,143	0.86%
<b>Partner(s), by segment, the organization works with to achieve the objective</b>	No external partners					
<b>Comments</b>	Appendix 24 (ANG Fire Protection Activities)					





# Summary/Conclusion