

# House Legislative Oversight Committee



**South Carolina Army National Guard  
Brigadier General Stephen B. Owens  
Director of the Joint Staff**

7 December 2017



# Agenda



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



# Introductions



- **Brigadier General Brad Owens**  
Director of the Joint Staff
- **Colonel Ronald F. Taylor**  
Chief of Staff – SC Army National Guard
- **Command Sergeant Major Russell A. Vickery**  
State Command Sergeant Major
- **Colonel Brigham Dobson**  
Construction and Facility Management Officer



# Army Guard Facts



- State Employees (Cooperative Agreements) 125
- Army National Guard (M-Day) 7,747
- Army Active Guard Reserve (AGR) 752
- Army Technician 768
- 9,392
  
- Total Budget - \$218M (Federal \$s)
- Number of Readiness Centers - 62



# Organizational Mission and Vision



## Mission:

- Provide combat-ready units to the U.S. Army.
- 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, and employees ready to meet the challenges of the 21<sup>st</sup> century.

## Vision:

The South Carolina Army National Guard is an **ETRAORDINARY, COMMUNITY-BASED ORGANIZATION – READY** to execute its mission today, with a **RELEVANT** force structure, composed of **RESILIENT** Service Members, Employees, and Families, who are **RESPONSIBLE** to our Nation, Communities, Families, Soldiers, and Airmen.



# Organizational Goals



- Grow the South Carolina Army National Guard to 10,000 Soldiers with relevant force structure.
- Set the conditions to gain a Brigade Combat Team.
- Provide for the safety, health, and wellbeing of the citizens, residents, and visitors of the State of South Carolina.



# Key Dates in History

- **1670** - On the first Wednesday of April, three ships from England and the Caribbean sailed into what is now known as Charleston Harbor. A militia, formed of all male inhabitants and free men of Carolina between the ages of 17 to 60, was called to bear arms. The SC National Guard traces its lineage back to this early colonial militia.
- **1670-1903** - The units of the SC Militia participated in The American Revolution, the War of 1812, Creek War, the Second Seminole War, the Mexican-American War, the Civil War, and the Spanish-American War.
- **1903** - The Militia Act, also known as the Dick Act, created a federally recognized and supported National Guard. SC's legislature passed a new South Carolina Military code and the strength of the militia fell from 3,000 men in 1904 to 1,786 in 1905, mainly due to a lack of federal funding.
- **1905** - South Carolina's organized militia officially became known as the South Carolina National Guard



# Key Dates in History



- **1916** - President Wilson mobilized the Palmetto Regiment, along with most of the nation's National Guard. They joined nearly 44,000 active duty Soldiers, under the command of General John J. Pershing, to prevent Mexican bandits led by Pancho Villa from raiding U.S. territory.
- **1918** - The 118<sup>th</sup> Infantry Regiment was sent to the Gouy-Naroy sector in France. Six members of the 118<sup>th</sup> Infantry received the Medal of Honor; among them was Lieutenant James C. Dozier, the future 13<sup>th</sup> Adjutant General of the South Carolina National Guard.
- **1943** - The 178<sup>th</sup> Field Artillery Battalion landed in Gela, Sicily on 18 July 1943, and was the first National Guard unit from the Palmetto State to fight in the European theater of World War II.
- **1972** – The Total Force concept, also called the “Abrams Doctrine” was implemented to correct the gap created by conscription (the draft), as well as the associated lack of popular support for the Vietnam War.





# Key Dates in History



- **1989** - Hurricane Hugo made landfall on 21 September north of Charleston Harbor. The SC National Guard responded with the activation of 6,317 National Guardsmen.
- **1990-1991** - Twenty-two South Carolina National Guard units were called to active duty for Operations Desert Shield/Desert Storm. The 228<sup>th</sup> Signal Brigade's Mobile Communications Detachment was the first SC Army National Guard unit to deploy with two of their personnel on the first U.S. Army Central Command flight to Riyadh, Saudi Arabia.
- **2007** - The SC Army National Guard deployed its largest formation since WWII when the 218<sup>th</sup> BCT went to Afghanistan with approx. 1,600 Soldiers.
- **2012** – The SC National Guard entered into the State Partnership Program (SPP) with the country of Colombia.



# Key Dates in History

- **2015** - A severe storm with high precipitation caused historic flooding which affected the majority of the State. The SC National Guard executed its first missions on 3 October, and personnel numbers peaked between 8-11 October with over 4,100 personnel mobilized to State Active Duty.
- **2016** - Hurricane Matthew made landfall as a Category 1 Hurricane on 8 October 2016, near McClellanville. At the peak of operations, from 5 October to 2 November, more than 2,900 SC Army National Guard Soldiers were mobilized to assist in evacuations, security operations, logistics, engineer support, and recovery support.
- **2016** - Pinnacle Mountain fire destroyed 10,623 acres of forest from 9 November to 16 December. The fire was the largest, longest and costliest mountain fire in State history. Aircraft from the South Carolina and Georgia Army National Guards, and the US Forest Service dropped more than 2 million gallons of water during the firefighting efforts.



# Key Dates in History



- **2017** - The SC Army National Guard deployed personnel in support of response operations in South Carolina for Hurricane Irma. In addition, the SC Army National Guard deployed personnel in support of EMAC requests to Texas (Hurricane Harvey), Florida (Hurricane Irma) and Puerto Rico (Hurricane Maria).

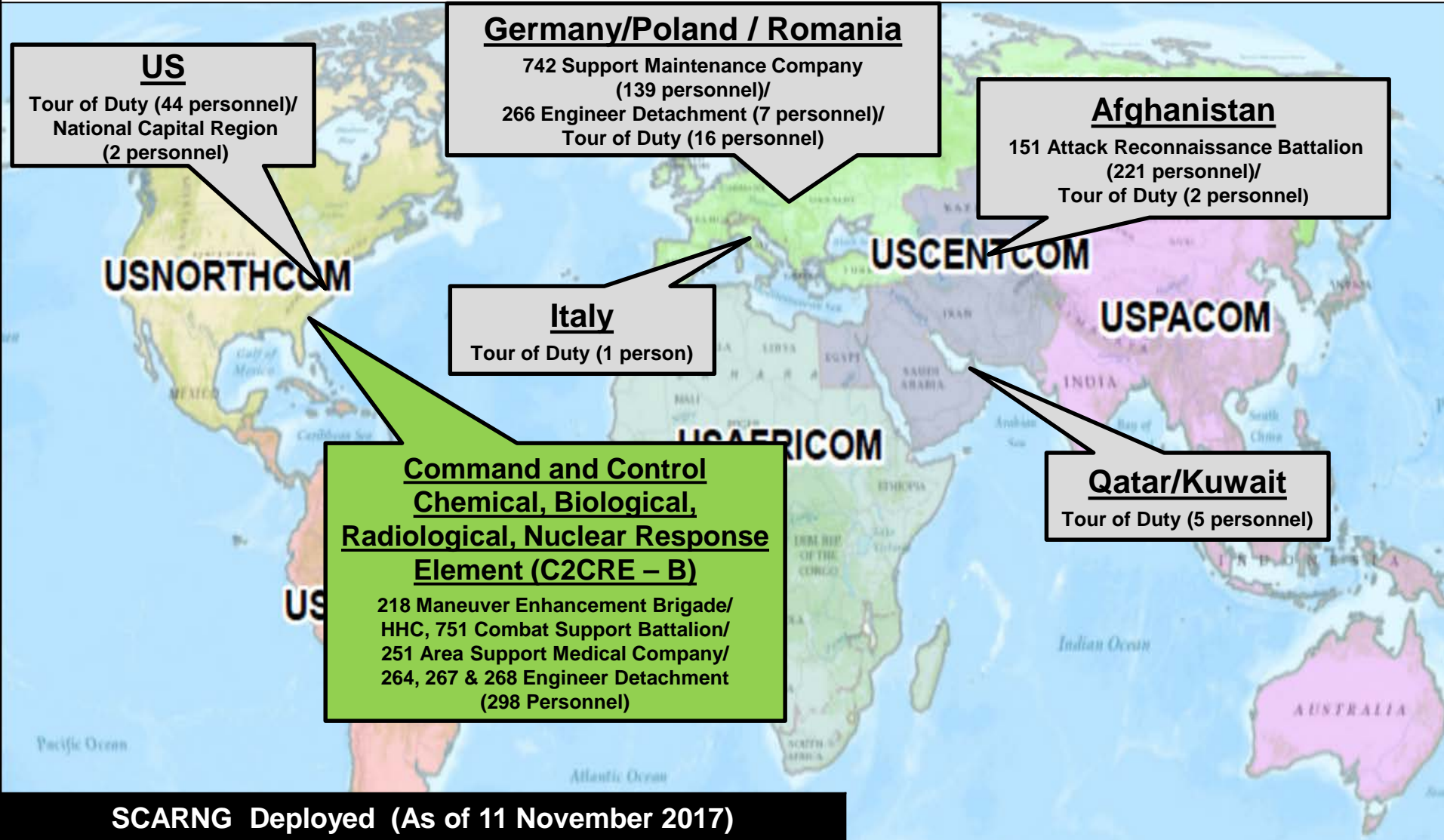


# Key Successes



- From 2003 – present, the South Carolina Army National Guard has deployed over 19,000 Soldiers in support of various operations in the war on terrorism.
- The South Carolina Army National Guard's disaster response actions during the 2014 Ice Storm, 2015 Flood Event, 2016 Hurricane Matthew, 2016 Pinnacle Mountain Fire, and 2017 Hurricane Irma.
- The Agency continues to provide combat-ready personnel and units to the U.S. Army in support of on-going operations, domestically and internationally.

# SCARNG FY-18 Mobilizations



## SCARNG Deployed (As of 11 November 2017)

Presently Deployed Outside of the US	<b>Total: 391</b>
Presently Deployed In the US	<b>Total: 46</b>
Presently on C2CRE-B	<b>Total: 298</b>

**Army Early Response Force**  
Currently six (6) units with 298 personnel are prepared for missions in FY17-18. Eight (8) units with 636 personnel are scheduled for FY18-19.



# Key Issues



- Facilities Maintenance
  - The SC Army National Guard is faced with maintenance challenges of its facilities whose average age is 39 years, identified gaps between its current Readiness Centers and existing requirements, and mission shortfalls due to capacity and worsening maintenance conditions.
  - Readiness Centers require State Funding before being matched to Federal Funds.
  - As the SC Army National Guard looks to increase in force structure, State support to Readiness Center investment is critical.



# Key Issues



- Military Construction
  - The Federal budget constraints of the last two decades have reduced and slowed military construction resources.
  - Federal/State support agreements require 25% State matching funds and land for new construction.
  - Readiness Centers and key facilities for training and operations are critical to how the SC Army National Guard trains combat-ready units and how it responds to State emergencies.
  - The SC Army National Guard has a deficit of 1.5M square feet in Readiness Centers.
  - Because of our part-time nature, these facilities are well suited for multi-occupant use.



# Key Issues



- Leveraging Existing Agency Partnerships
  - Savannah River Site (SRS)
    - SC Army National Guard partnership with Department of Energy/SRS to act as Military Training Liaison for all military training at SRS
    - SC Army National Guard is acquiring land at SRS for use as a cantonment area
    - Market unique training opportunities at SRS to all of Department of Defense





# Key Issues



- Southeast Aviation Training Site (SEATS)
  - Partnership program with Greenville Technical College, Greenville County, and the SC Technology and Aviation Center (SCTAC)
  - Focused on aviation domestic operations with the goal of becoming a national Center of Excellence for Aviation Domestic Operations
- Cyber Initiatives
  - Developing partnerships with the SC Cyber Consortium, the Governor’s Cyber Task Force, and the SANS Institute
  - Unique ability of the National Guard to harness civilian based expertise to assist in cyber events
  - SC Army National Guard has one of four Cyber Battalions in the country to counter emerging threats, and to assist local authorities in protecting critical infrastructure.



# Key Issues

- Awareness/Knowledge of Agency Capability by State Leadership
  - Key members of the executive and legislative branches are not comfortably aware of the full range of capacities and the obligations for use of their Army Guard.
  - The SC Army National Guard has plans to directly engage various stakeholders in the executive and legislative branches to increase awareness and partnership, and to forge an increasingly productive relationship.



# Emerging Issues



- Reductions in Federal Funding
  - Projected reductions or elimination of federal funding for programs have the potential to have a direct, negative affect on various programs beneficial to the State of South Carolina (e.g., family programs, employment programs, Youth Challenge, STARBASE, Job Challenge, etc.)
- Increasing Requirements for STEM Education
  - The demographics of South Carolina will continue to directly, and positively, influence the composition of the SC Army National Guard. A crucial link in this chain includes State investment in Science, Technology, Engineering, and Math (STEM) education facilities across the State in high schools and, in particular, the community and technical colleges.
  - These graduates are ideal for the emerging needs of the SC Army National Guard, particularly in the engineering, medical, communications, aviation, technology, and cyber fields.



# 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 Guards from another 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 law 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	The family of a deserving Guardsman not 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
17	State provision of transportation for officers, and transportation and food for enlisted Soldiers on State Active Duty	25-1-1380	Disruption or degradation in emergency operation due to personnel having to obtain meals their own meals	Maintain current requirement



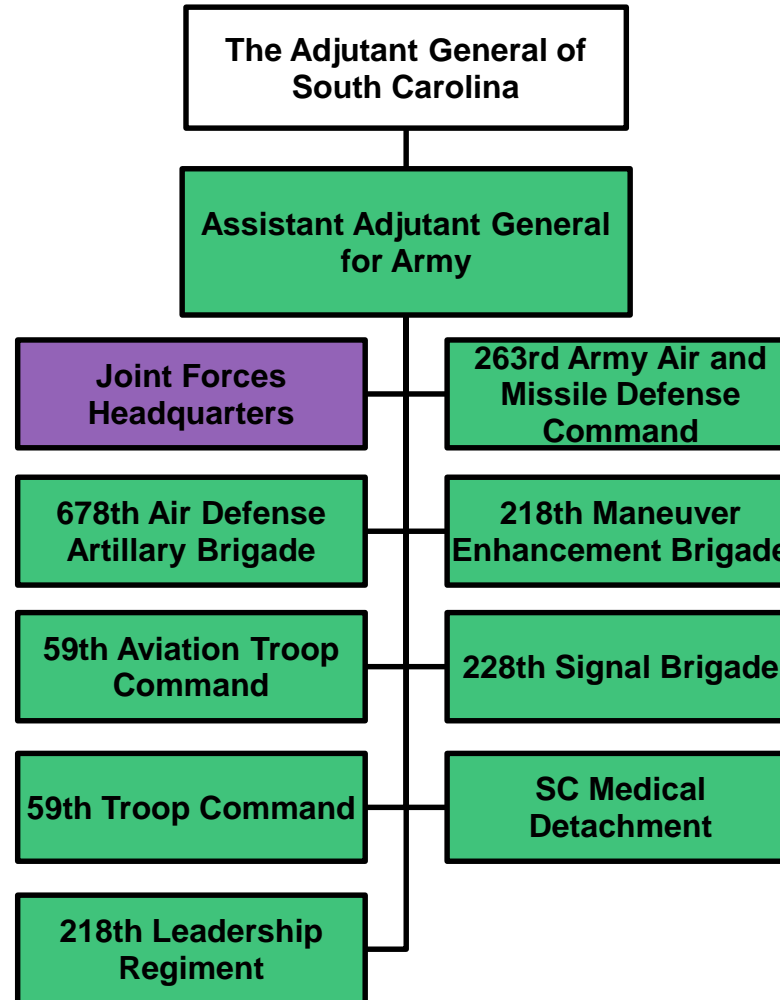
# Deliverables and Potential Harm



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 responds to disasters and emergencies	Maintain current requirement
30	Assistance to the State Public Safety Authority in enforcing orders	44-1-100	Increase 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

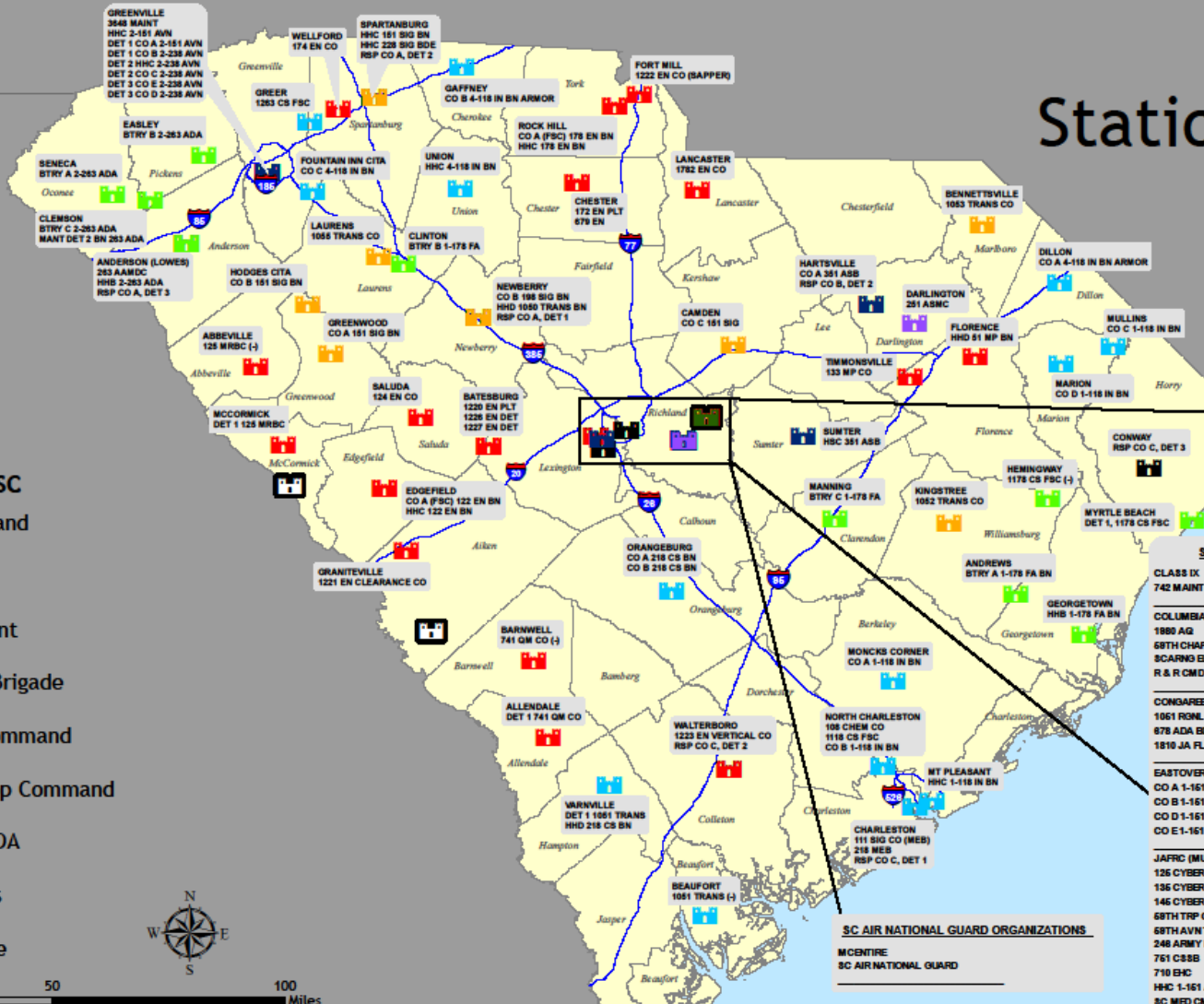




# Unit Stationing

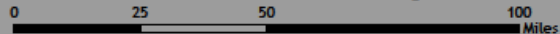


## SCARNG Stationing Plan as of October 2017



### Stationing by MSC

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



**STATE ORGANIZATIONS**

- JAFRC (MURC)
- STARBASE
- MCCRADY YOUTH CHALLENGE
- MCENTRE SC AIR NATIONAL GUARD
- PINERIDGE SC EMERGENCY MANAGEMENT DEPARTMENT
- OLYMPIA SC STATE GUARD

**SC ARMY NATIONAL GUARD ORGANIZATIONS**

CLASS IX 742 MAINT CO	LIMA COMPANY CO A 1-111 AVN DET 1 HHC 1-111 AVN DET 1 CO D 1-111 AVN DET 1 CO E 1-111 AVN DET 1 CO B 642 8PT BN
COLUMBIA 1889 AG 58TH CHAPLAIN TEAM SCARNG ELMT JF HQ (-) R & R CMD	MCCRADY TRAINING SITE 168 PA DET 218TH REGIMENT (LDR) 264 EN DET (FF) 265 EN DET (FF) 268 EN DET (FF) 267 EN DET (FF) 268 EN DET (FF) 742 CO CO DET UTBS SCARNG TRAINING CENTER
CONWARE 1951 RGNL TRIAL DEF 878 ADA BDE 1816 JA FLD TRIAL	PINERIDGE 43 CST DET 1 SCARNG ELMT JF HQ
CONARE 58TH AVN TRP CMD 248 ARMY BAND 761 CSBB 710 EHC HHC 1-161 AVN BN SC MED CMD	TAG COMPLEX ARMY ELMT JF HQ
JAFRC (MURC) 126 CYBER PROTECTION BN 136 CYBER SECURITY 146 CYBER WARFARE 58TH TRP CMD 58TH AVN TRP CMD 248 ARMY BAND 761 CSBB 710 EHC HHC 1-161 AVN BN SC MED CMD	WEST COLUMBIA 132 MP CO RSP CO B, DET 1 RSP CO B, DET 3 RSP CO B, DET 5 WEST COLUMBIA AACF DET 24 OSA DET 6, CO B 2-841 AVN

**SC AIR NATIONAL GUARD ORGANIZATIONS**

- MCENTRE
- SC AIR NATIONAL GUARD

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# Employee Statistics



	<u>2015</u>	<u>2016</u>	<u>2017</u>
<b><u>Number of Employees (State)</u></b>			
• FTE	11	10	10
• Temporary	24	10	13
• Grant	97	95	101
• Time Limited	1	1	1
<b><u>Turnover (State)</u></b>			
• Turnover Rate	13.0%	13.6%	12.6%
<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	\$2,306,025	\$2,394,550	Recurring Appropriations
State Appropriation	One-time	State	\$0	\$0	
Enterprise Operations	One-time	Other	\$0	\$0	
Armory Operations	One-time	Other	\$556,595	\$300,000	Revenues from TAG property rentals and expenditures to support Armory Operations
Emergency Operations Funds	One-time	Other	\$0	\$0	
State Capital Projects	One-time	Other	\$3,352,486	\$5,000,000	Multi-year projects
Fixed Nuclear Facilities	One-time	Other	\$0	\$0	
Army/Air Appropriation	Recurring	Federal	\$20,450,887	\$19,181,921	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	\$9,532,785	\$0	National Guard Bureau (NGB) Federal grants for Capital Projects and Military Construction (requires State Match)



# 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 1 - Grow the South Carolina Army National Guard to 10,000 Soldiers with relevant force structure</b>						
<b>Strategy 1.1 - Modernize and Expand Infrastructure Capacity</b>	9 FTE 8 Temp 45 Grant 1 Time Limited	\$ 25,632,413	18.62%	9 FTE 10 Temp 44 Grant 1 Time Limited	\$ 30,031,117	19.15%
<b>Goal 2 - Set the conditions to gain a Brigade Combat Team (BCT)</b>						
<b>Strategy 2.1 - Build Modular BCT Force Structure</b>	1 FTE 0 Temp 3 Grant 0 Time Limited	\$ 8,456,012	6.14%	1 FTE 0 Temp 4 Grant 0 Time Limited	\$ 4,925,130	3.14%
<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>	4 FTE 2 Temp 3 Grant 0 Time Limited	\$ 1,996,792	1.45%	4 FTE 1 Temp 4 Grant 0 Time Limited	\$ 2,090,443	1.33%



# Applicable Agency Goals & Strategies



<p><b>Partner(s), by segment, the organization works with to achieve the objective</b></p>	<p>No external partners</p>
<p><b>Comments Strategy 1.1</b></p>	<ul style="list-style-type: none"> <li>• Appendix 1 (ARNG Facilities Program) - 55%</li> <li>• Appendix 2 (ARNG Environmental Program Resources Management) - 55%</li> <li>• Appendix 5 (ARNG Command, Control, Communications, Computers, and Information Management Services)</li> <li>• Appendix 7 (ARNG Training Support Systems Programs)</li> <li>• Appendix 14 (ARNG Administrative Services Activities)</li> <li>• Appendix 40 (ARNG Distributed Learning Program)</li> </ul>
<p><b>Comments Strategy 2.1</b></p>	<ul style="list-style-type: none"> <li>• Appendix 1 (ARNG Facilities Program) - 5%</li> <li>• Appendix 2 (ARNG Environmental Program Resources Management) - 5%</li> </ul>
<p><b>Comments Strategy 4.1</b></p>	<ul style="list-style-type: none"> <li>• Appendix 1 (ARNG Facilities Program) - 5%</li> <li>• Appendix 2 (ARNG Environmental Program Resources Management) - 5%</li> </ul>



# Supporting Performance Measures



## Strategy 1.1, 2.1 & 4.1

<u>Performance Measure</u>		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Maintain Readiness Centers at a overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	R2	R2	R2	R2	R2
	<u>Actual</u>		R3	R3	R3	R3	
<b>Maintain Readiness Centers at a overall MISSION Ready Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	F2	F2	F2	F2	F2
	<u>Actual</u>		F3	F3	F3	F3	
<b>Maintain Readiness Centers at a overall QUALITY Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	Q1	Q1	Q1	Q1	Q1
	<u>Actual</u>		Q2	Q2	Q2	Q2	



# Supporting Performance Measures



## Strategy 1.1, 2.1 & 4.1

<u>Performance Measure</u>		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Maintain Field Maintenance Sites at a overall READINESS Rating level of R1 based on National Guard Bureau Installation Status Report, ISR-Condition</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	R1	R1	R1	R4	R3
	<u>Actual</u>		R4	R4	R4	R4	
<b>Maintain Field Maintenance Sites at a overall MISSION Rating level of F1 based on National Guard Bureau Installation Status Report, ISR-Functionality</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	F1	F1	F1	F1	F1
	<u>Actual</u>		F2	F2	F2	F1	
<b>Maintain Field Maintenance Sites at a overall QUALITY Ready Rating level of Q1 based on National Guard Bureau Installation Status Report, ISR-Quality</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Colorado NG	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	Q1	Q1	Q1	Q1	Q1
	<u>Actual</u>		Q1	Q1	Q1	Q1	



# Supporting Performance Measures



## Strategy 1.1, 2.1 & 4.1

Performance Measure		2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
<b>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, &gt;90% requires contracting support for normal sustainment work</b>  <u>Type of Measure:</u> Efficiency <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB)	<u>Target</u>	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	95%	95%
	<u>Actual</u>					95%	
<b>Maintain an average age of 30 years or less for Readiness Centers</b>  <u>Type of Measure:</u> Output <u>Required by:</u> Federal <u>Best in the Country:</u> Information not available at national level (i.e., NGB)	<u>Target</u>	No Data Found (exceeds NGB data retention policy)	<30	<30	<30	<30	<30
	<u>Actual</u>		35	36	37	39	



# 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	0.00%	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0.00%

<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>Supported by National Guard as a part of emergency/disaster operations, No State personnel are directly assigned as part of their job.</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 wellbeing 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 21 Grant 0 Time Limited	\$ 1,238,924	0.90%	0 FTE 1 Temp 19 Grant 0 Time Limited	\$ 1,240,000	0.79%

<b>Partner(s), by segment, the organization works with to achieve the objective</b>	SC Law Enforcement Division (SLED)
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<b>Comments</b>	<ul style="list-style-type: none"> <li>• Appendix 3 (ARNG Security Guard Activities)</li> <li>• Appendix 4 (ARNG Electronic Security System Management, Installation, Operations and Maintenance)</li> </ul>
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# Supporting Performance Measures



## Strategy 5.1

<u>Performance Measure</u>		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Operate/Maintain 24/7 security operations at McCrady Training Center, TAG Complex, and AASF#2 (Greenville, SC) Main Gates for security and access control.</b>  <u>Type of Measure:</u> Outcome <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	<u>Target</u>	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	100%	100%	100%
	<u>Actual</u>				100%	100%	
<b>Maintain security for the personnel gate at Old Farmers Market during certain hours to support for PT for SCNG Service Members and Employees.</b>  <u>Type of Measure:</u> Outcome <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	<u>Target</u>	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	100%	100%	100%
	<u>Actual</u>				100%	100%	
<b>Maintain key control in conjunction with billeting for after hours key distribution.</b>  <u>Type of Measure:</u> Outcome <u>Required by:</u> Agency selected <u>Best in the Country:</u> Researched - no comparative data found	<u>Target</u>	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	100%	100%	100%
	<u>Actual</u>				100%	100%	



# Supporting Performance Measures



## Strategy 5.1

<u>Performance Measure</u>		<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>
<b>Maintain training in accordance with FJ Policy to arm, AR 190-56; Master Coop 3, Appendix 3 guidelines.</b> Type of Measure: Outcome Required by: Federal Best in the Country: Researched - no comparative data found	<u>Target</u>	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	100%	100%	100%
	<u>Actual</u>				50%	50%	
<b>Maintain training (armed and unarmed) in accordance with AR 190-56 and Master COOP 3, Appendix 3.</b> Type of Measure: Outcome Required by: Federal Best in the Country: Researched - no comparative data found	<u>Target</u>	Agency was not utilizing measure	Agency was not utilizing measure	Agency was not utilizing measure	100%	100%	100%
	<u>Actual</u>				100%	100%	



# 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 wellbeing of the citizens, residents, and visitors of the State of South Carolina</b>						
Strategy 5.6 - Provide State-level emergency management of disasters and multi-county events	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0.00%	0 FTE 0 Temp 0 Grant 0 Time Limited	\$ 0.00	0.00%

<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>Supported by National Guard as a part of emergency/disaster operations, No State personnel are directly assigned as part of their job.</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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<b>Goal 5 - Provide for the safety, health, and wellbeing 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>	0 FTE 0 Temp 24 Grant 0 Time Limited	\$ 3,000,000	2.18%	0 FTE 0 Temp 25 Grant 0 Time Limited	\$ 3,000,000	1.91%

<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>• Appendix 1 (Fire Services)</li> <li>• Appendix 10 (Anti-Terrorism)</li> <li>• Facility safety issues and conditions are funded and assessed as a part of Strategy 1.1 and 3.1.</li> </ul>
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# Summary/Conclusion