

STATE REGULATION OF PUBLIC UTILITIES REVIEW COMMITTEE

**CANDIDATES FOR THE
SOUTH CAROLINA PUBLIC SERVICE COMMISSION
EDITED PERSONAL DATA QUESTIONNAIRE**

NOTICE: The information requested herein is needed to assist the Committee in its investigation of candidates for the Public Service Commission. This questionnaire is the initial step in the investigation of your candidacy. A completed questionnaire should be returned to the Committee as soon as possible, but in any event no later than noon, 12:00 p.m., on Friday, February 28, 2020. (Use and attach separate sheets, if necessary.)

PLEASE SPECIFY THE SEAT FOR WHICH YOU ARE APPLYING (THE CONGRESSIONAL DISTRICT IN WHICH YOU RESIDE; YOU MAY ONLY APPLY FOR ONE SEAT): #1

1. Full Name: **Brigadier General Emory Jackson Hagan, III**

Home Address: **85 Alexander Street
Charleston, SC 29403**

Business Address: **85 Alexander Street
Charleston, SC 29403**

6. List each institution of higher learning you attended, including dates of attendance and degrees awarded. Please provide an official transcript prior to your screening hearing. If you left any institution without receiving a degree, state the reason for leaving.

Original Response.

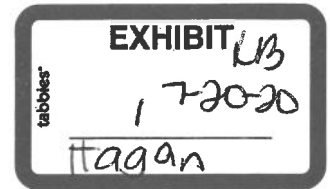
See attached sheet.

Amended Response. (4/2/2020)

- **The Citadel, Sept 1967-May 1971, Bachelor of Science, Business Administration**
- **Pepperdine University, Jan 1975-Dec 1975, Master of Art, Psychology**
- Tulane University July-Aug 1969 (summer school took one course)
- University of South Carolina, Sept-Nov 1974 (pre course for graduate degree, one course on Pepperdine transcript)
- Catholic University, Sept Nov 1981 (general education courses took 2 courses)
- John F Kennedy School of Government, Harvard University, April 2013, Certificate

7. List any continuing education courses or other professional education or training programs that you have attended in the past five years.

Continuity of Operations Plan (COOP) Development Course, FEMA



Attended over 40 professional education or training courses between 2005 and 2015.

8. Have you been employed or held any position in any of the following areas?

- (a) energy issues
- (b) telecommunications issues
- (c) consumer protection and advocacy issues
- (d) water and wastewater issues
- (e) finance, economics, and statistics
- (f) accounting
- (g) engineering
- (h) law

Please provide the duration of your employment or service and details about the nature of the work or the position.

Original Response.

See attached sheets.

Amended Response. (4/2/2020)

Areas: Energy, Telecommunications, Consumer Protection and Advocacy, Finance, and Law

Director, Safety and Enforcement Division, California Public Utilities Commission

(2012 to 2014)

- Lead a division of over 240 personnel in offices throughout the State ensuring the safety of the consumer and industry employees in the natural gas, propane, and electric generation, transmission, and distribution industry; railroads (heavy rail-freight, light rail, and municipal rail carriers); motor carriers (limousines, buses, and charter party carriers); household goods movers; ferries; and hot air balloons.
- Conducted high profile criminal and technical investigations into major accidents (fatalities, serious injuries, and major property damage) and breaches of safety in the railroad, utility, transportation, and communications industries. Conducted enforcement actions against violators of the Public Utilities Code and the Penal Code. Issue citations under the Rail Transit, Utility Enforcement, and Pipeline Safety programs of up to \$10 million. Conducted other Peace Officer enforcement actions.
- Tasked with the mission to change the culture of safety in the State of California from a “check the box” mentality to a risk assessment/risk management approach. Changed the corporate culture in my division, the other divisions within California Public Utilities Commission (CPUC), of the individual commissioners, and of the industries we regulate to embrace safety as a tool and an enhancement to accomplish their mission.
- Tasked to alter the public’s perception of safety and highlight the CPUC’s proactive initiatives to ensure safety in aftermath of the catastrophic gas pipeline explosion in a residential neighborhood in San Bruno, CA. Coordinated our regulated industries to proactively seek collaborative (regulated industries & CPUC) “win-win” solutions to tomorrow’s rapidly changing dynamic problems in providing safe, reliable, and affordable utility services.
- Wrote the recommended penalty brief for \$2.24 billion against PG&E as part of the San

Bruno gas pipeline explosion investigation and prosecution. A 30" steel gas pipe exploded destroying 38 houses and damaging over 70 homes. There were 8 people were killed and 58 people were seriously injured. I recommended that all the money be used to fund safety improvements at no cost to the rate payers, that all the money had to come from the shareholders.

- Initiated a strategic planning initiative to conduct a total mission analysis; review all our programs, statues, regulations, and general orders; update our mission, vision, and core values; develop our underlying principles; and our goals and objectives. Conducted research on the latest law enforcement techniques, investigative strategies, and enforcement programs.
- Developed the CPUC Five Year Strategic Plan, the SED Strategic Campaign Plan, and an Integrated Safety Management system (ISM) as part of the strategic planning initiative Based our ISM system on the Naval Aviation and Department of Energy Safety programs and it will be the guiding policy for safety in California.
- Designed a strategic marketing plan, an enhanced communications plan, and a branding plan to communicate and educate industry leaders, the legislature, and the public about the mission of the CPUC and how it accomplishes that mission. The goal was to improve the perception of the CPUC and regain the public trust by demonstrating integrity and transparency in our actions.
- Developed several marketing plans to target high visibility and critical safety areas: "Dig In – Don't Dig Until You Call 811" and "Pipeline Safety Improvement Program."
- Changed the name of the Division to the "*Safety and Enforcement Division*" (SED) to express our mission in simple and concise terms.
- Developing a zero-based budget (ZBB) for SED, based on our previous mission analysis of all the laws, regulations, and general orders.
- Negotiated settlements for several long-term (over four years old) utility company accident investigations, which resulted in over \$64 million in penalties.
- I was responsible for consumer protection and the consumer advocate for safety.

Inspector General, 1st Marine Logistics Group; Camp Pendleton CA
(1995 to 1998)

- Supervised an Inspector General (IG) Department, which had three major programs
 - Investigations
 - Inspections and Audits
 - Assistance and advocacy
- Conducted and supervised criminal and civil investigations, the review of misconduct by senior officials, and audits involving fraud, waste, and abuse for an 8,000-person worldwide organization. Implemented an 800# Hotline and a Fraud, Waste and Abuse Program.
- Assisted and worked closely with the Department of Defense IG, Inspector General of the Marine Corps, other IG's, the FBI, and other federal and local law enforcement agencies. Prepared formal reports for members of Congress and their staffs in response to congressional inquiries.
- Developed and implemented a comprehensive inspection and Audit program to measure satisfaction of both external and internal customers for a large service support organization that provided law enforcement, military police, logistics, supply, engineering, repair and maintenance, comptroller, payroll, travel processing, data processing, intelligence data, and health care services to more than one third of the Marine Corps' combat forces.
- Evaluated 89 functional areas with a team of 70 evaluators and auditors. Based upon evaluations of customer satisfaction, changes were made that improved effectiveness and readiness, streamlined business practices, and lowered operating costs.

- Provided assistance to Marines, Sailors, and their families who needed help navigating the bureaucracy of the Marine Corps and DoD when the system failed them. Was able to cut through the red tape and resolve their problem in hours that had dragged on for weeks or months with no resolution.
- Was the advocate within the chain of command when a Marine, a Sailor, or their family believe they had been treated unfairly or inappropriately. Handled over 100 cases. Office had a reputation of sincere caring, fairness, and justice.
- Created and directed an Advanced Leadership Training Program on the Marine Corps' Core Values based on *Principle Centered Leadership* and *The Seven Habits of Highly Effective People*, which improved combat readiness, effectiveness, and unit morale through reinforcing core values based leadership at all levels of leadership.

Areas: Finance and Law

Special Agent, California Bureau of Investigation, California Department of Justice

(1998 to 2003, 2009 to 2010, and 2010 to 2012)

- Conducted complex, sensitive, and difficult criminal investigations as a member of the Sexual Predator Apprehension Team, the Fugitive Apprehension Team, and the Major Crimes Team. Participated in more than 114 investigations and was the case agent for 39 investigations, including high profile multi-agency homicide (Lacy Peterson case), sex assault, violent sexual predators, child pornography, fugitive apprehensions, death penalty appeals, corruption, and background investigations.
- Developed a program for local law enforcement agencies to manage their Registered Sex Offender population in an operational and cost-effective manner. The program was highly successful and was instituted in almost every jurisdiction in the Sacramento Regional Field Office area of responsibility.
- Tasked to coordinated with local, state, and federal law enforcement agencies due to my command presence and military experience in operations and ability to coordinate groups. Assigned the additional duties of Range Master, Training Officer, Evidence Custodian, and Job Steward. Overhauled the regional field office's evidence handling, evidence vault, and armory procedures; as well as the individual and office training programs. All these areas were graded noteworthy in the next office inspection.
- Served as the Team Leader for the Attorney General's Honor Guard.
- Served as the Secretary and a Director on the Board of Directors of the Association of Special Agents for six years.
- Served as the Division of Law Enforcement, Professional Standards Group, Technical Strategic Support Group, Project Officer for developing new and improved evidence handling policy and procedures.
- Developed a Standard Operating Procedure (SOP) handbook, training aids, and a training program for Evidence Custodians and Agents, with a focus on standardization, effectiveness, simplicity, and cost savings.

Chief, Division of Investigation, California Department of Consumer Affairs

(2010)

- Recruited to revitalize a dysfunctional investigative operation.
- Directed a staff of 82 sworn peace officers and 25 support staff with an \$8.4 million operating budget to conduct investigations of criminal, administrative, and civil violations of California laws to protect the health, safety, and welfare of California's consumers and licensed professionals. Comparable to the operations of Chief of Police of a medium-sized police department spread over a very large geographic area.
- Conducted a mission analysis of how the Division of Investigation (DOI) supports the

Department of Consumer of Affairs (DCA), which regulates 40 Boards and Bureaus, and issues 255 different professional licenses to over 2.4 million licensed professionals. Implemented a multi-phase strategic plan with over 12 initiatives to improve effectiveness and efficiency, communications with our customers, quality and timeliness of investigations, case closure rate, employee morale, and the image of DOI based on the mission analysis of DOI. Included were initiatives on external and internal communications plans on “DOI’s Services What They Are and What They Are Not.”

- Established process action teams from all the DCA stakeholders to review the investigative process from start to finish; determine requirements for communications and law enforcement equipment; purchase the required equipment; determine requirements for individual and office training plans and case review committees; and conduct quarterly meetings with the Executive Officers and Chiefs of the Boards and Bureaus to resolve issues. Some initiatives provided immediate improvements while others established long-term cultural change. Transformed DOI, through sound leadership and business practices, from being ineffective organization to a highly effective and respected law enforcement agency.

Commanding General, California State Military Reserve, California Military Department

(2006 to 2009)

- Served as the Commanding General of California’s State Defense Force, an all-volunteer force of over 800 Soldiers and Airmen who support the California Army and Air National Guard in the execution of their missions in support of the Global War on Terrorism overseas and their Homeland Security missions in California, in response to terrorist attacks and natural catastrophic disasters.
- Deployed over 305 personnel, for over 5,390 man-days who managed command and control facilities, communications sites, logistics, and transportation during California’s wildfires and the hurricanes in Texas and Louisiana during 2007 and 2008.
- Developed a permanent Recruiting Force, a strategic communications plan, and a comprehensive marketing plan. Developed the marketing plan using state of the art communications tools that used an all media approached. Increased our strength by 38% through this aggressive recruiting marketing program and our budget increased by 42% with highly successful budget change proposals (BCP’s) which took significant marketing to the Department of Finance, legislature, and Governor’s Office.
- Researched and developed a comprehensive plan and the legislation to reactivate the California Naval Militia, which provides access to the 17,000 Navy, Marine Corps, and Coast Guard reservists in California to be additional resources to support the National Guard during disasters. Developed a strategic marketing plan for the Naval Militia.
- Developed the State Military Reserve into a significant “force multiplier” for California.

Deputy Director, Training and Exercise Division, California Governor’s Office of Homeland Security

(2003 to 2009)

- Directed the Training and Exercise Division, which managed California’s Homeland Security Exercise and Evaluation Program (HSEEP) and Training Support Program.
- Oversaw the Training and Exercise Division’s Resource Management Section which managed \$44 million dollars in Homeland Security Grant funds for statewide exercises, training, and equipment programs.
- Directed a multi-disciplined, multi-agency staff of 50 military and civilian subject matter experts tasked with developing, coordinating, and producing training and exercises for California’s 58 counties, five major international ports, over 1,500 critical infrastructure sites, 10 major metropolitan cities, and 650,000 emergency responders to

prepare for, mitigate, respond to, and recover from terrorist attacks involving weapons of mass destruction (WMD) and natural catastrophic disasters.

- Developed and implemented the California HSEEP from policy concept to sustainable statewide program. Created and produced the Governor's Annual Statewide Exercise Series "Golden Guardian" to assess city, county, tribal, state, federal agencies, volunteers, and private sector response and recovery capabilities. During Golden Guardian's eleven years it involved over 5.4 million participants and hundreds of local, state, and federal agencies. Participation in Golden Guardian significantly enhanced California's ability to respond to the wildfires in southern and northern California. Golden Guardian and the California HSEEP Program are recognized by the U.S. Department of Homeland Security (US DHS) as model programs and best practices. The California HSEEP program is the most dynamic and realistic exercise program in the country. It has been adopted by other states and federal agencies (FBI, Department of Energy, Veterans Administration, etc.).
- Developed the State's five-year Strategic Training and Exercise Plan, which included a communications and marketing plan to enhance the participation and cooperation among local and state agencies and the private sector. Each exercise contained a comprehensive communication plan that involved Crisis Communications Training for Senior Public Officials, mock press conferences; a media plan to inform the public about the exercise and potential accidents including press releases and news conferences. Conducted all the real-world press conferences as the exercise spokesperson.
- Managed the State's Training Support Program, which developed over 109 US DHS approved courses for first responders, representing over 56% of the courses developed in the country. Coordinated the training of over 643,000 emergency responders. Production of training and exercises required extensive, coordination, collaboration, and concurrence of senior officials in federal, state, and local government.

Inspector General, 1st Marine Logistics Group; Camp Pendleton CA (1995 to 1998)

- Supervised an Inspector General (IG) Department, which had three major programs
 - Investigations
 - Inspections and Audits
 - Assistance and advocacy
- Conducted and supervised criminal and civil investigations, the review of misconduct by senior officials, and audits involving fraud, waste, and abuse for an 8,000-person worldwide organization. Implemented an 800# Hotline and a Fraud, Waste and Abuse Program.
- Assisted and worked closely with the Department of Defense IG, Inspector General of the Marine Corps, other IG's, the FBI, and other federal and local law enforcement agencies. Prepared formal reports for members of Congress and their staffs in response to congressional inquiries.

Law Enforcement Experience in the Military (1971-1999)

- Conducted complex criminal and civil investigations (six years).
- Supervised and reviewed criminal, civil, and internal affairs investigations (five years).
- Involved in judiciary proceedings as follows:
 - Testified in court as both a witness and as an expert witness.
 - Acted as both the prosecutor and the defense counsel.
 - Acted as the "District Attorney" in determining prosecution and plea-bargaining.
 - Acted as a judge in trying cases and appellate review (10 Summary courts-martial).
 - Acted as a magistrate in misdemeanor (400 Non-Judicial Punishment) Hearings.

- Served as a member of the Governor of South Carolina's Protective Service Detail during President Reagan's inauguration. Worked closely with protective service details from foreign governments, Department of State, DOD, FBI, and Secret Service.

9. Have you served in the military? If so, give the dates of service, branch of service, highest rank, serial number, present status, and the character of your discharge or release. Please provide a copy of your DD-214 prior to your screening hearing.

Original Response.

See attached sheets.

Amended Response. (4/2/2020)

- **1971-1999, US Marine Corps, Lt Colonel, Retired, Honorable**
 - **DD214 and DD215s**
- **2003-2009, California State Military Reserve, California Military Department, Brigadier General, Retired, Honorable**
 - **CSMR Retirement Orders**
- **2018-Present, Joint Services Detachment, South Carolina Military Department, Brigadier General, Active Reserve, N/A**

10. Have you ever held public office? If so, provide details, including the office, whether elected or appointed, the length and dates of your service. Also, state whether or not you timely filed reports with the State Ethics Commission during the period you held public office. If not, were you ever subject to a penalty? If so, provide details, including dates.

NO

11. Have you ever been an unsuccessful candidate for elective, judicial, or other public office? If so, provide details, including dates.

Board of Directors, South Carolina State University, Orangeburg, SC 2018

12. Please list in chronological order any employment of you by any governmental agency (whether full time or part time, contractual or at will, consulting or otherwise). Provide dates of employment, name of employer, name of supervisor, and major job responsibilities.

Original Response.

See attached sheets.

Amended Response. (4/2/2020)

2018-Present

Joint Services Detachment, South Carolina Military Department, Columbia, SC

Brigadier General John W. Geiger SCMD

Director, Strategic Plans J-5

- Direct the development of long-range strategic plans and policy for the Joint Services Detachment (JSD) in support of the South Carolina National Guard in its missions in support of the Global War on Terrorism and response to catastrophic natural and manmade disasters.
- The JSD Liaison to the South Carolina Emergency Management Department.

2012 to 2014

California Public Utilities Commission, San Francisco, CA

Executive Director Paul Clanon

Director, Safety and Enforcement Division

- Lead a division of over 240 personnel in offices throughout the State ensuring the safety of the consumer and industry employees in the natural gas, propane, and electric generation, transmission, and distribution industry; railroads (heavy rail-freight, light rail, and municipal rail carriers); motor carriers (limousines, buses, and charter party carriers); household goods movers; ferries; and hot air balloons.
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- T asked to alter the public’s perception of safety and highlight the CPUC’s proactive initiatives to ensure safety in aftermath of the catastrophic gas pipeline explosion in a residential neighborhood in San Bruno, CA. Coordinated our regulated industries to proactively seek collaborative (regulated industries & CPUC) “win-win” solutions to tomorrow’s rapidly changing dynamic problems in providing safe, reliable, and affordable utility services.

2010 to 2012

Division of Law Enforcement, California Department of Justice, Sacramento, CA

Special Agent Supervisor Karen Jackson

Special Agent

- Served as the Division of Law Enforcement, Professional Standards Group, Technical Strategic Support Group, Project Officer for developing new and improved evidence handling policy and procedures.
- Developed a Standard Operating Procedure (SOP) handbook, training aids, and a training program for Evidence Custodians and Agents, with a focus on standardization, effectiveness, simplicity, and cost savings.

2010

Division of Investigation, California Department of Consumer Affairs, Sacramento, CA

Deputy Director Paul Riches
Chief, Division of Investigation

- Recruited to revitalize a dysfunctional investigative operation.
- Directed a staff of 82 sworn peace officers and 25 support staff with an \$8.4 million operating budget to conduct investigations of criminal, administrative, and civil violations of California laws to protect the health, safety, and welfare of California's consumers and licensed professionals. The Department of Consumer Affairs regulates 40 Boards and Bureaus, and issues 255 different professional licenses to over 2.4 million licensed professionals. Comparable to the operations of Chief of Police of a medium-sized police department spread over a very large geographic area.

2006 to 2009

California State Military Reserve, California Military Department, Sacramento, CA

Major General David Baldwin ARNG

Commanding General

- Served as the Commanding General of California's State Defense Force, an all-volunteer force of over 800 Soldiers and Airmen who support the California Army and Air National Guard in the execution of their missions in support of the Global War on Terrorism overseas and their Homeland Security missions in California, in response to terrorist attacks and natural catastrophic disasters.
- Deployed over 305 personnel, for over 5,390 man-days who managed command and control facilities, communications sites, logistics, and transportation during California's wildfires and the hurricanes in Texas and Louisiana during 2007 and 2008.
- Developed the State Military Reserve into a significant "force multiplier" for California.

2003 to 2009

Training and Exercise Division, California Governor's Office of Homeland Security, Sacramento, CA

Chief Deputy Director Gary Winuk

Deputy Director

- Directed the Training and Exercise Division, which managed California's Homeland Security Exercise and Evaluation Program (HSEEP) and Training Support Program.
- Oversaw the Training and Exercise Division's Resource Management Section which managed \$44 million dollars in Homeland Security Grant funds for statewide exercises, training, and equipment programs.
- Directed a multi-disciplined, multi-agency staff of 50 military and civilian subject matter experts tasked with developing, coordinating, and producing training and exercises for California's 58 counties, five major international ports, over 1,500 critical infrastructure sites, 10 major metropolitan cities, and 650,000 emergency responders to prepare for, mitigate, respond to, and recover from terrorist attacks involving weapons of mass destruction (WMD) and natural catastrophic disasters.
- Developed and implemented the California HSEEP from policy concept to sustainable statewide program. Created and produced the Governor's Annual Statewide Exercise Series "Golden Guardian" to assess city, county, tribal, state, federal agencies, volunteers, and private sector response and recovery capabilities. During Golden Guardian's eleven years it involved over 5.4 million participants and hundreds of local, state, and federal agencies. Participation in Golden Guardian significantly enhanced California's ability to respond to the wildfires in southern and northern California. Golden Guardian and the California HSEEP Program are recognized by the U.S. Department of Homeland Security (US DHS) as model programs and best practices. The California HSEEP program is the

most dynamic and realistic exercise program in the country. It has been adopted by other states and federal agencies (FBI, Department of Energy, Veterans Administration, etc.).

- Developed the State's five-year Strategic Training and Exercise Plan, which included a communications and marketing plan to enhance the participation and cooperation among local and state agencies and the private sector. Each exercise contained a comprehensive communication plan that involved Crisis Communications Training for Senior Public Officials, mock press conferences; a media plan to inform the public about the exercise and potential accidents including press releases and news conferences. Conducted all the real-world press conferences as the exercise spokesperson.
- Managed the State's Training Support Program, which developed over 109 US DHS approved courses for first responders, representing over 56% of the courses developed in the country. Coordinated the training of over 643,000 emergency responders. Production of training and exercises required extensive, coordination, collaboration, and concurrence of senior officials in federal, state, and local government.

1998 to 2003 and 2009 to 2010

California Bureau of Investigation, California Department of Justice, Sacramento, CA

Special Agent Supervisors Rick Lopes and Mike Lillie

Special Agent

- Conducted complex, sensitive, and difficult criminal investigations as a member of the Sexual Predator Apprehension Team, the Fugitive Apprehension Team, and the Major Crimes Team. Participated in more than 114 investigations and was the case agent for 39 investigations, including high profile multi-agency homicide (Lacy Peterson case), sex assault, violent sexual predators, child pornography, fugitive apprehensions, death penalty appeals, corruption, and background investigations.
- Developed a program for local law enforcement agencies to manage their Registered Sex Offender population in an operational and cost-effective manner. The program was highly successful and was instituted in almost every jurisdiction in the Sacramento Regional Field Office area of responsibility.
- Assigned the additional duties of Range Master, Training Officer, Evidence Custodian, and Job Steward.
- Served as the Team Leader for the Attorney General's Honor Guard.
- Served as the Secretary and a Director on the Board of Directors of the Association of Special Agents for six years.

1995 to 1998

1st Marine Logistics Group, I Marine Expeditionary Force, Camp Pendleton CA

Colonel Gary Collenborne USMC

Inspector General

- Supervised an Inspector General (IG) Department, which had three major programs:
 - Investigations
 - Inspections and Audits
 - Assistance and advocacy
- Conducted and supervised criminal and civil investigations, the review of misconduct by senior officials, and audits involving fraud, waste, and abuse for an 8,000-person worldwide organization. Implemented an 800# Hotline and a Fraud, Waste and Abuse Program.
- Assisted and worked closely with the Department of Defense IG, Inspector General of the Marine Corps, other IG's, the FBI, and other federal and local law enforcement

agencies. Prepared formal reports for members of Congress and their staffs in response to congressional inquiries.

- Developed and implemented a comprehensive inspection and Audit program to measure satisfaction of both external and internal customers for a large service support organization that provided law enforcement, military police, logistics, supply, engineering, repair and maintenance, comptroller, payroll, travel processing, data processing, intelligence data, and health care services to more than one third of the Marine Corps' combat forces.
- Evaluated 89 functional areas with a team of 70 evaluators and auditors. Based upon evaluations of customer satisfaction, changes were made that improved effectiveness and readiness, streamlined business practices, and lowered operating costs.
- Provided assistance to Marines, Sailors, and their families who needed help navigating the bureaucracy of the Marine Corps and DoD when the system failed them. Was able to cut through the red tape and resolve their problem in hours that had dragged on for weeks or months with no resolution.
- Was the advocate within the chain of command when a Marine, a Sailor, or their family believe they had been treated unfairly or inappropriately. Handled over 100 cases. Office had a reputation of sincere caring, fairness, and justice.
- Created and directed an Advanced Leadership Training Program on the Marine Corps' Core Values based on *Principle Centered Leadership* and *The Seven Habits of Highly Effective People*, which improved combat readiness, effectiveness, and unit morale through reinforcing core values-based leadership at all levels of leadership.

1993 to 1995

**Special Operations Training Group, I Marine Expeditionary Force,
Camp Pendleton CA**

Colonel Buster Diggs USMC

Officer in Charge

- Directed a formal school that conducted courses in close quarters battle (CQB), SWAT tactics and techniques, urban sniping, breaching, clandestine reconnaissance and surveillance, command post/watch center operations, target assessment and analysis, counter-terrorist intelligence systems, and special air operations.
- Supervised the instruction and development of the course curriculum, program of instruction, and master training plan.
- Planned, organized, budgeted, and directed complex live fire special operations (counterterrorist) training exercises in urban environments off military bases. Conducted these exercises, known as TRUE (Training in an Urban Environment), involving more than 350 Marines and 12 helicopters every six months in Sacramento, San Francisco, Oakland, Los Angeles, San Diego, and Phoenix. Conducted multi-agency coordination with the FBI, FAA, DEA, Border Patrol, DOJ, CHP, and local police, sheriff, and fire departments. Developed communications and marketing plans to pursued local government agencies to allow us to conduct these high-risk operations in their communities. Conducted press conferences to inform civilian community about the exercises and deal with any incidents/accidents.
- Trained numerous law enforcement agencies in urban sniping and tactics in support of counter-drug operations.
- Established budget requirements and managed a \$600,000 annual budget, including purchasing and contracting. Managed a multimillion-dollar range complex and a staff of five officers and 40 instructors.
- Served as a subject matter expert on special operations.

1991 to 1993

11th Marine Expeditionary Unit (Special Operations Capable), Camp Pendleton CA, Persian Gulf, Kuwait, and Somalia

Colonel Michael Hagee USMC

Operations Officer (S-3)

- Supervised a staff of 11 officers and 70 Marines. Supervised the operations and training of a 70-man Special Operations Direct Action (Counterterrorist) Force.
- Directed real world counter-terrorist and other combat operations for a 2,300-man tactical unit in the Persian Gulf and Western Pacific. Ran a large complex watch center aboard a Navy amphibious assault ship. Utilized highly classified intelligence systems of military intelligence centers, the CIA, the NSA, and the State Department in assessing real world missions and doing detailed operational/strike planning.
- Served as the lead negotiator and primary liaison between high ranking foreign officers and the U. S. Government to develop, plan, budget, and execute four large complex bi-lateral, live fire training exercises with two Middle Eastern and two Pacific Rim countries. Developed detailed communications plan for marketing each of the exercises that outlined media involvement, press releases, and press conferences.
- Conducted on the ground evaluation of Mogadishu, Somalia in preparation for Operation Restore Hope. Facilitated the arrival and deployment of two battalions of Pakistani peacekeepers into Mogadishu.

1992 to 1993

Joint Task Force Restore Hope, Somalia

Lt General Robert Johnston USMC

Naval Forces Liaison Officer

- Served as the direct representative between the Joint Task Force Commanding General and the Naval Task Force Admiral during Operation Restore Hope in Somalia.
- Ensured that all U.S. and allied naval forces understood the ground operations ashore and their missions in support of those operations.

1988 to 1991

2nd Battalion, 24th Marine, 4th Marine Division (FMF), Chicago, Fort McCoy, IL, Saudi Arabia, and Kuwait

Colonel George German USMC

Inspector-Instructor/Battalion Commander

- Directed a 55-man staff in five sites. Managed an annual budget of \$1.3 million.
- Served as the active duty technical and tactical advisor to a Marine Reserve Infantry Battalion (850 Marines) with units in three mid-western states.
- Developed, planned, organized, and supervised complex, diverse, and realistic training plans. Based each training plan upon a detailed mission analysis to identify and ensure that appropriate tasks, conditions, and standards were used and met.
- Required all operational plans were intelligence driven which required the use of military intelligence systems.
- Supervised the administration, logistics, fiscal management, and contracting of these annual training plans and deployments/exercises.
- Recognized when my battalion was awarded the Meritorious Unit Citation for their performance in two major exercises. This was the first time a reserve unit had been awarded a unit citation in 40 years.
- Deployed the battalion to Desert Storm.
- Made causality notifications on Marines who were killed in action during Desert Storm whose families lived in the Chicago area. Assisted the families with the funeral arrangements, insurance claims, and other paperwork. Performed burial details to render military honors at funerals of Marines (active duty, reservist, retired, and veteran Marines)

who were buried in the Chicago area. This averaged one to two a week and sometimes as many as seven in one week. Military Honors consisted of a color guard, pall bearers/flag folding detail, an eight Marine firing party for the three-volley salute, and a bugler for taps.

1991 to 1992

11th Marine Expeditionary Unit (Special Operations Capable), Kuwait

Colonel Michael Hagee USMC

1988 to 1990

2nd Battalion, 24th Marines, 4th Marine Division, Fort McCoy, WI and 29 Palms

Colonel George German USMC

1985 to 1987

2nd Battalion, 3rd Marines, 1st Marine Expeditionary Brigade, Okinawa and Korea

Lt Colonel James Reid USMC

1982 to 1983

Headquarters and Service Company, III Marine Expeditionary Force, Korea

Major General Robert Habel USMC

1978 to 1979

Headquarters Company, 3rd Marines (Reinforced), 1st Marine Brigade, Hawaii and 29 Palms, CA

Colonel Paul Slack USMC

Camp Commandant

- Built and ran eight small cities (4000+ people) and airports in remote locations around the world under very austere conditions with staffs of 70-155 personnel.
- Supervised the following services and activities for each camp: police, fire, utilities (electrical power, water, and sewage), housing (construction, maintenance, and allocation), road construction and maintenance, telephone, internet, gas station, garage, general store, central food service and dining facilities, and ammunition dump.

1987 to 1988

3rd Marines (Reinforced) 1st Marine Expeditionary Brigade, Hawaii, 29 Palms, CA, and Korea

Colonel Robert Wakefield USMC

Operations Officer (S-3)

- Supervised a staff of nine officers and 40 Marines with a training budget of \$120,000 and an exercise budget of \$1.9 million.
- Directed the operations and training for a reinforced Infantry Regiment consisting of 10 major units and approximately 7,000 Marines.
- Developed, planned, and executed two highly successful large-scale exercises: a joint exercise in Korea and a live fire combined arms desert exercise.
- Served as the Liaison Officer to the British government and British Joint Forces in Hong Kong for joint operations with the Gurkha Forces.

1985 to 1987

2nd Battalion, 3rd Marines, 1st Marine Expeditionary Brigade, Hawaii, Okinawa, Japan, and Korea

Lt Colonel James Reid USMC

Executive Officer/Chief of Staff

- Served as the Chief of Staff for an Infantry Battalion (850 Marines). Directed a staff of 20 officers and 150 Marines in the areas of personnel administration, intelligence,

operations, logistics, and communications. Directly supervised the staff planning and development of courses of action for numerous exercises and operations.

1983 to 1985

Atlanta Military Entrance Processing Station, US Military Entrance Processing Command, Atlanta, GA

Colonel Mayer Lipman USAF

Commanding Officer

- Directed a staff of 4 officers, 50 enlisted and civilian personnel. Managed an annual budget of \$1.1 million.
- Supervised a joint service operation that conducted the mental testing, medical examination, and administrative processing for applicants into the Armed Forces that was a very time-sensitive and customer-orientated operation.
- Won “Most Improved MEPS” and “Best MEPS” in our size category two years in a row.
- Elected the Chairman of the Inter-Service Recruiting Council (IRC) which consisted of the Commanding Officers of all the local recruiting stations.

1982 to 1983

Headquarters and Service Company, III Marine Expeditionary Force, Okinawa and Korea

Colonel Dennis McCarty USMC

Commanding Officer

- Supervised the personnel administration, training, and logistical support for over 350 personnel.
- Embarked the Command Element aboard a Navy command and control ship and then moved the tactical command post of over 300 people ashore during a major month-long exercise in Korea.

1981

Joint Presidential Inaugural Staff; Washington, DC

Colonel William Hammock USMC

Aide de Camp

- Served as the Aide de Camp to the Governor of South Carolina and as a support staff officer on the Joint Presidential Inaugural Staff for President Reagan. Directed the logistical support, transportation, and security support for the Governor of South Carolina and other dignitaries during the week of inaugural events.

1980 to 1982

Training Division, Headquarters Marine Corps; US Marine Corps, Washington, DC

Major Edward Hutchinson USMC

Project Officer, Marine Corps Ground Training Device Officer

- Served as the Ground Training Device Officer for the Marine Corps. Developed budget requirements and supervised project management for multimillion-dollar manual and computer-assisted war games, firearms training devices (FATS), and laser engagement systems (MILES). Briefed these programs to the Secretary of the Navy and congressional staffers.

1978 to 1980

L Company, Battalion Landing Team 3/3, 31st Marine Expeditionary Unit, North Arabian Sea

Colonel Ken Jordan USMC

Headquarters Company, 3rd Marines (Reinforced), 1st Marine Brigade, Hawaii

Colonel Paul Slack USMC

Commanding Officer

- Planned and directed combat training for over 200 Marines. Supervised the personnel administration and logistical support.
- Participated in direct support operations of Desert One, the Iranian Hostage Crisis.

1976 to 1978

Headquarters, Fleet Marine Forces Pacific, Hawaii, Japan, and California

Lt Colonel Jane Wallace USMC

Drug and Alcohol Abuse Abatement Officer

- Served as the Program Manager for the Marine Corps Drug and Alcohol Rehabilitation Programs in California, Hawaii, and Japan. Developed policy for drug and alcohol abatement programs. Subject matter expert on drug and alcohol rehabilitation.

1973 to 1976

Recruit Training Regiment, Marine Corps Recruit Depot; Parris Island, SC

Lt Colonel William Von Harten USMC and Lt Colonel Vera Jones USMC

Training Officer and Operations Officer (S-3)

- Supervised 13 Drill Instructors as the Series Commander of six male recruit training series. Each series contained 360 recruits and lasted 3 months each.
- Taught basic leadership and military skills.
- Served as the Operations and Training Officer for Woman Recruit Training Command. Supervised a staff of 12 Drill Instructors and 10 support staffs.
- Directed the training of all female recruits entering the Marine Corps. Reviewed course curriculum, developed master training plans and programs of instruction, supervised the quality of class presentations and instructor performance, and led physical training.

1975

Marine Corps Personnel Administration School/Schools Company, Headquarters Battalion; MCRD Parris Island, SC

Major Thomas Scheib USMC

Assistant Director and Company Executive Officer

- Served as the Personnel Administration Officer and Assistant Director of the Marine Corps Personnel Administration School. Oversaw course development and quality of instruction of eight different personnel and administration courses from Basic Typing to the Personnel Officers course.
- Served as the Executive Officer of Schools Company. Directed the personnel administration of 300 students and 40 instructors and support staff in personnel records, pay, equal opportunity, benefits, and assignments.

1972 to 1973

1st Battalion, 4th Marines, 3rd Marine Division, Okinawa, Japan, and South Vietnam

1st Battalion, 9th Marines, 3rd Marine Division, Okinawa, and South Vietnam

Captain Joseph Freed USMC

Captain William Barker USMC

Rifle Platoon Commander

- Trained 35 Marines for combat in Vietnam

1971 to 1972

**The Basic School, Education Center, Marine Corps Development and Education Command,
Quantico VA**

Captain William Sherer USMC

Student

- Student at The Basic School.

13. Please list in chronological order any occupation, business, or profession in which you have been engaged or employed (other than serving in a public office or being employed by a governmental agency). Please briefly note the nature of your work during each period.

Original Response.

See attached sheets.

Amended Response. (4/2/2020)

(2014 to Present)

E. J. Hagan and Son Company

President/CEO

- Provide consulting services and/or training in the following areas:
- Mentoring, coaching, and training for senior executives in leadership, interpersonal skills, critical thinking, decision-making, team building, collaboration, accountability, time management, and strategic planning.
- Resource management, fiscal management, and personnel administration.
- Mission analysis: development of mission statement, vision, intent, and core values.
- Training in zero-based budgets, strategic planning, audits/inspection programs, security, investigations, training programs, exercises, emergency management, Homeland Security, and motivational Speaking.
- Facilitate Covey's *7 Habits of Highly Effective People* and *Principle Centered Leadership*.

14. Are you now an officer or director or involved in the management of any business enterprise? Explain.

President/CEO

E. J. Hagan and Son Company

Management Consulting Company

15. Describe any financial arrangements or business relationships that you currently have or have had in the past that could pose a conflict of interest in the position you seek. Explain how you would resolve any potential conflict of interest.

None

20. Have you ever been a named party in a lawsuit, either personally or professionally? If so, provide details.

Original Response.

No

Amended Response. (4/2/2020)

The lawsuit was for Wrongful Termination. It arose from the interpretation and application of the California Military Department Regulation and the California Military Code on the age for mandatory separation from State Active Duty for age. The lawsuit was filed on 1/6/2012 and then I withdrew the lawsuit on 10/15/12 after discussions with the Military Department.

22. Are you now or have you ever been employed as a “lobbyist,” as defined by S.C. Code Section 2-17-10(13), or have you acted in the capacity of a “lobbyist’s principal,” as defined by S.C. Code Section 2-17-10(14)? If so, please provide the dates of your employment or activity in such capacity and specify by whom you were directed or employed.

No

23. Since your decision to seek a position on the Public Service Commission, have you accepted lodging, transportation, entertainment, food, meals, beverages, money, or any other thing of value, as defined by S.C. Code Section 2-17-10(1), from a lobbyist or lobbyist’s principal? If so, please specify the item(s) received, date of receipt, and the lobbyist or lobbyist’s principal providing the item(s).

No

26. Other than expenditures for travel or room and board, please itemize all expenditures (by amount, type, and date) by you, or on your behalf, in seeking the office of Public Service Commissioner.

None

27. Please list the amount and recipient of all contributions made to members of the General Assembly within six months of filing this questionnaire.

\$100.00 Nancy Mace for her US Congressional Campaign

\$100.00 Nancy Mace for her US Congressional Campaign

28. Have you directly or indirectly requested a pledge of any member of the General Assembly as to your election for the position for which you are being screened? Have you received the assurance of any public official or public employee that they will seek the pledge of any member of the General Assembly as to your election for the position for which you are being screened?

No

29. Have you or has anyone on your behalf solicited or collected funds to aid in the promotion of your candidacy for the position of Public Service Commissioner? If so, please specify the amount, solicitor (if applicable), donor, and date of solicitation and/or receipt.

No

30. List all professional organizations of which you are a member and give the titles and dates of any offices that you have held in such groups.

Original Response.

See attached sheets.

Amended Response. (4/2/2020)

Association of Special Agents (Secretary 2001 to 2003)
Association of the United States Army
California State Law Enforcement Association
California Peace Officers Association
Historic Ships Memorial at Pacific Square (CEO 2009 to Present)
National Guard Association of the United States
National Guard Association of California
Military Officers Association of America
Navy League
State Guard Association of the United States

31. List all civic, charitable, religious, educational, social, and fraternal organizations of which you are or have been a member during the past five (5) years.

Original Response.

See attached sheets.

Amended Response. (4/2/2020)

American Legion
California State Military Museum
Disabled American Veterans
Marines' Memorial Association
Marine Corps League
Masonic Order
Mid Carolina Gun Club
National Infantry Association
National Rifle Association
Naval Academy Alumni Association

Naval Order
Palmetto Gun Club
The Citadel Alumni Association
The Citadel Club of Charleston
The Citadel Exchange Club
The Exchange Club of Charleston
Veterans of Foreign Wars
Vietnam Veterans of America
Vietnam Veterans of California

32. State any other information which may reflect positively or negatively on you, or which you believe should be disclosed in connection with consideration of you for a position on the Public Service Commission.

None

33. List the names, addresses, and telephone numbers of five (5) persons, including your banker, from whom references could be required. Also, provide this Committee with original letters of recommendation from each person listed herein, including their signature. A photocopy, facsimile, or electronic submission of a letter of recommendation will not be accepted.

See attached letters.

- 1) **Banker Letters**
- 2) **Mr. Michael Picker**
- 3) **Mr. Roger Clugston**
- 4) **Mr. Frank Lindh, Esquire**
- 5) **Ms. Lynn Sadler**

YOUR SIGNATURE WILL BE HELD TO CONSTITUTE A WAIVER OF THE CONFIDENTIALITY OF ANY PROCEEDING BEFORE A GRIEVANCE COMMITTEE OR ANY RECORD INFORMATION CONCERNING YOUR CREDIT.

I HEREBY CERTIFY THAT THE ANSWERS TO THE ABOVE QUESTIONS ARE TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE.

Signature:

Date:

PLEASE NOTE: S.C. CODE SECTIONS REFERRED TO IN THIS DOCUMENT ARE CONTAINED IN THE PDQ CODE REFERENCES DOCUMENT.

I ACKNOWLEDGE, AS A CANDIDATE, THAT I AM RESPONSIBLE FOR REVIEWING THE FOLLOWING DOCUMENTS. THESE DOCUMENTS ARE PROVIDED ON THE USB FLASH DRIVE WITH THE PUBLIC SERVICE COMMISSION APPLICATION MATERIALS AND ARE ACCESSIBLE ON THE PUBLIC UTILITY REVIEW COMMITTEE'S WEBSITE:

- (1) An Introduction to the Public Service Commission;**
- (2) The press release issued by the Committee announcing the start of its application process;**
- (3) An Advisory Opinion relating to attendance by candidates for the Public Service Commission at legislative receptions;**
- (4) An Advisory Opinion relating to attendance by candidates for the Public Service Commission at legislative caucus meetings;**
- (5) The Judicial Code of Conduct;**
- (6) Statutory definitions and statute concerning pledges; and**
- (7) Information regarding accessing your credit report.**

Signature:

Date: