



Office of The Adjutant General South Carolina Military Department

Annual Accountability Report

Fiscal Year 1999 – 2000

James H. Hodges, Governor

Stanhope S. Spears, The Adjutant General

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TRANSMITTAL MESSAGE

Submitted herewith is the Fiscal Year 1999-2000 Annual Accountability Report for the South Carolina Military Department.

The Military Department began its strategic planning process several years ago in accordance with Presidential Executive Order 12862 dated August 3, 1993. This order required an annual strategic planning meeting that would address long range planning, mission, vision, values, goals, objectives and performance measures.

The Military Department's initial strategic plan evolved from an examination of strengths, weaknesses, opportunities and threats (SWOT). Recently, the agency conducted its first **Malcolm Baldrige-based assessment**. The results of this assessment confirmed many of the agency's strengths but at the same time revealed areas where there are **opportunities for improvement**, e.g., additional State employee training, better communications within the organization, enhanced public awareness and information dissemination, the need for detailed customer surveys – both internally and externally – and improvement in process management.

This report is “a work in progress” providing a **basis for future agency process improvements that effect efficiency, productivity, accountability and customer satisfaction**. It represents the input of many individuals, both Federal and State, in order to cover the diverse activities of the Military Department.

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EXECUTIVE SUMMARY

The South Carolina Military Department is composed of the South Carolina Army National Guard (SCARNG), the South Carolina Air National Guard (SCANG), and State Operations (DSO), which includes the Emergency Preparedness Division (EPD), the South Carolina State Guard (SCSG) and the Youth ChalleNGe Academy (YCA). All of these agency elements have made significant progress in addressing the key issues of our strategic plan in order to accomplish their respective missions. These missions impact every citizen of the State as well as the security of the Nation. **It is important that all agency employees perform their work in a fair, effective, and customer-focused manner that is constantly motivated by process improvement.**

In doing business, the South Carolina Military Department is committed to process improvement by: (1) strategic and annual business planning; (2) quality management; and (3) measurement of key performance indicators. All three of these components are “in line of sight” with the agency’s goals as expressed in the strategic plan.

The strategic plan sets the agency’s direction long-term, while the annual business plan represents short-term initiatives backed-up by measurable action plans. All major work groups participate in this important annual planning process. With the identification and tracking of key performance indicators, the agency is able to gauge its effectiveness and efficiency. When analyzed, these same key performance indicators give management the tools necessary to make sound and business-like decisions.

To accomplish the strategic plan, an Executive Council, comprised of senior leadership from the South Carolina Military Department’s three major elements, was established. This Council not only develops long-term policies based on the strategic plan but also serves as a catalyst for process improvement throughout the organization. This has resulted in the formation of Quality Councils for the Army National Guard (known as the Army Readiness Council), the Air National Guard and State Operations. These Councils ensure that the strategic plan, goals and objectives are communicated to every employee.

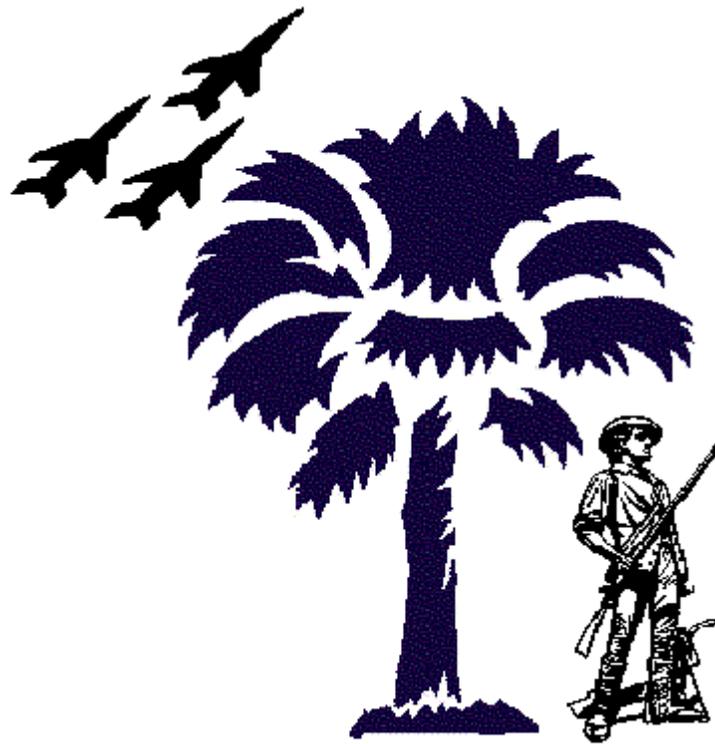
This **quality management** lends itself to **empowerment, innovation** and **entrepreneurship**. It has promoted partnering with other State and Federal agencies and the private sector for mutual advantage. As we benchmark against others for best practices, others benchmark against this agency. Here are a few examples from this past year: (1) the successful deployment of over 4,000 Army Guard men and women and their equipment to the National Training Center in California's Mojave Desert without a single fatality is **servicing as a model for the National Guard Bureau and future deployments**; (2) Army and Air Guard engineer units created access roads and built a new information center at the Congaree Swamp National Monument to **enhance tourism and build community relations**; (3) a **State Guard considered "tops in the country"** is used by other States as a model for success in organization, leadership and quality of missions; (4) Air Guard fighter elements are deployed to Turkey in Operation Northern Watch entering into real combat situations with the Iraqis **without a single loss in life or equipment**; (5) a Youth ChalleNGe program for at-risk youth with a **post-graduation success rate of 88%**; (6) a continuing relationship with the SCANA Corporation **that produces \$150,000 per year for the agency** through the leasing of out-dated maintenance facilities and the creation of a new conference center at McCrady Training Center **at no cost to the State**; and (7) at a time of diminishing resources, **this agency is the first** of 21 State agencies using the SABAR accounting system to implement the Citrix version of terminal server to improve remote access. This resulted in a **50% improvement in data access and reporting**. These are but a few of this past year's accomplishments made possible by this agency's commitment to **quality management and to self assessment using the Malcolm Baldrige criteria for excellence**.

The South Carolina Military Department continues to work with the Governor's Office, the General Assembly and other State agencies and local governments to ensure that the citizens of South Carolina are served as effectively as possible and treated as valued customers.

MISSION STATEMENT

Mission is the reason for an organization's existence, or what it does. The South Carolina Military Department's mission is to:

- *Provide combat-ready units to the US Army and US Air Force.*
- *Provide planning, coordination and military capabilities in response to State emergencies.*
- *Add value to State and Nation with community-based organizations, soldiers and airmen*



OVERVIEW

The South Carolina Constitution established the Office of the Adjutant General in 1792 to develop and maintain the militia of the State. Its support to the State includes providing personnel and equipment to assist local agencies and the citizens of South Carolina in times of need. The overall annual budget is \$191 million: \$181.5 million in Federal assistance and \$9.5 million in State appropriations

Responsibilities: Provide trained military personnel and equipment to support the requirements of the President of the United States and the Governor of South Carolina.

Customers: The agency's primary customers are the citizens of South Carolina and the Nation at large. Additionally, through State Operations, military functions and facilities are supported as well as the Governor's Office. The accounting department of State Operations processes payments to all types of business and customers in South Carolina.

Vision Statement: A vision represents a clear picture of the desired state of an organization at some time in the future. Our vision statement is:

Community-based, relevant, ready...to meet the challenges of the 21st century.

- **Community-based** organization consisting of Army, Air and State Operations supporting the communities where the South Carolina Military Department is located, not only in times of emergency, but also in the daily activities of that community and its citizens;
- **Relevant** force structure that will support the Army and Air Force and support the State during State emergencies when needed;
- **Ready** to meet the needs of this Nation and State with units consisting of trained and properly equipped soldier and airmen.

Goals: Goals are long-range statements of purpose, aim and intent which, when accomplished, collectively will enable the organization to achieve its vision. Goals are not necessarily quantified nor limited in time. The South Carolina Military Department's goals are:

- *Strength*
- *Promote the South Carolina Military Department*
- *Training Readiness*
- *Enhance Resource Management*
- *Equipment Readiness*
- *Support State Missions*

Business Imperatives: Business imperatives are what an organization has to do well to stay in business and be successful. The South Carolina Military Department's imperatives are:

- *Committed Leadership.* Leaders at every level must be fully committed to our vision, mission, values and excellence.
- *Quality People.* We must attract South Carolina's best and brightest, retain them and develop them to their fullest potential.
- *Operational Excellence.* We must achieve operational excellence at every level in every activity – soldier support, leader development, training, tactical operations, maintenance of equipment and facilities, resource management (human, fiscal and property) and support of State missions.
- *Relevant Force Structure.* We must ensure that every unit is relevant to State and National needs and is fully resourced.

Key Business Indicators: Key business indicators are those critical few key indicators that, with associated metrics, help determine success and identify how well the organization is progressing. The South Carolina Military Department's key business indicators are:

- *Personnel Readiness*
- *Equipment Readiness*
- *Training Readiness*
- *Supply Readiness*

Workforce: The Adjutant General's staffing includes approximately 12,784 men and women of whom 10,759 are traditional National Guard members. Forty-five personnel are employed in the Emergency Preparedness Division. There are 929 unpaid volunteer members of the State Guard.

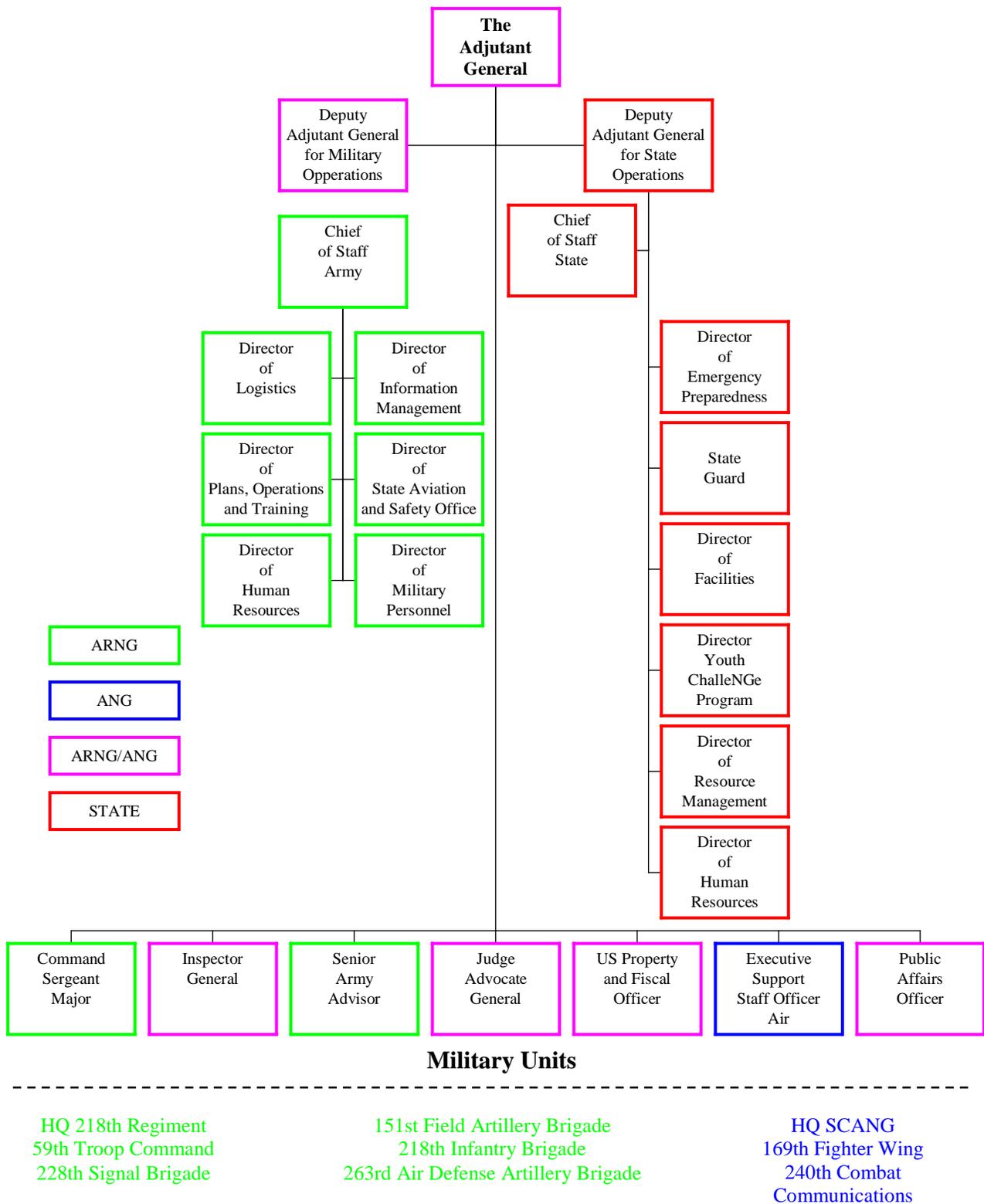
Position: The South Carolina Military Department is considered one of the premier military departments in the United States. It is ranked 6th in the Nation in size. Army Guard and Air Guard units are tasked to be in a continuous state of readiness for deployment. During the past Fiscal Year, units were deployed to Korea, Kuwait, Turkey, Japan, Germany and various locations within the United States.

Facilities: The agency maintains 82 armories, valued at \$311 million; two Army National Guard training installations; and an Air National Guard training base.

Technology: Because of the vast number of facilities and vendors, the agency is highly dependent on information technology. Processing payments and providing Federal program managers up-to-date financial information requires automation support. Automation is an essential link to other State agencies as well as the Federal Government.

Comments: Personnel and facilities will continue to be the driving forces of our organization. Without trained and qualified employees, the citizens of South Carolina will not receive the quality support they require and deserve. **Facilities must be properly maintained to provide acceptable conditions for continual military training. Unfortunately, most facilities do not meet minimum Federal guidelines for usability.**

ORGANIZATIONAL CHART



LEADERSHIP

Led by the Adjutant General, Major General Stanhope S. Spears, the senior leadership in the South Carolina Military Department, through its Executive Council, the Air Guard and State Quality Councils and the Army Guard Readiness Council, is vitally involved in many areas. These include guiding the agency's long range strategic planning, development of the annual business plans, seeking innovative business-like practices, insuring that performance measures are monitored for excellence and serving as role models for all employees of the organization. It is the leadership's responsibility to ensure that participation in these activities extends to all levels of the organization and is communicated throughout the organization. In turn, feedback from these organizational processes is used to improve the agency's leadership.

The "Vision Statement," as mentioned earlier, is the sole product of the organization's leadership. The South Carolina Military Department's vision statement is:

Community-based, relevant, ready...to meet the challenges of the 21st century.

Our "Mission Statement" is on Page 5 of this report.

Values

Mission and vision are enhanced by the values adopted by the agency. These values, or guiding principles, express those things we care most about and drive behavior at all levels. They serve as **guides to doing the right things** as we carry out our mission. Our values are:

- **Communication** – open, honest and timely dialogue with respectful exchange of views with everyone working together for a common purpose.
- **Honesty** – telling the unbiased truth with sincerity, compassion and without hidden agendas.

- **Integrity** – doing the right thing every time; loyal to the organization and to each other.
- **Competence** – qualified, capable, effective and dedicated professionals who meet the expectations of our members.
- **Teamwork** – working together as a team with cooperation, shared goals, mutual support and unity of purpose.
- **Fairness** – equal opportunity for everyone through consistent actions, equal recognition for equal accomplishments and treating everyone the same.
- **Family** – taking care of and supporting each other and our loved ones, keeping them informed, making them feel like they belong and putting them first.
- **Patriotism** – supportive of the U.S. and S.C. constitutions and democracy.

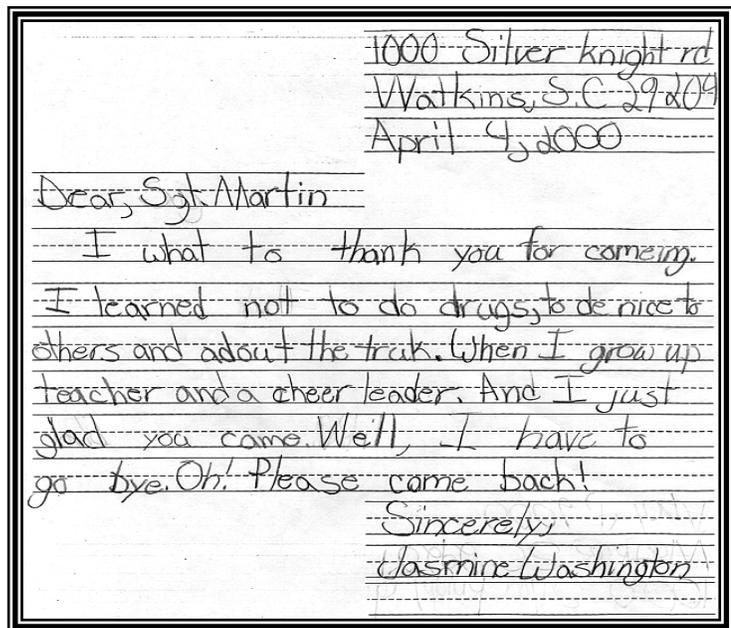
The South Carolina Military Department's goals are the means by which mission is accomplished and vision achieved. Again, those goals are: ***Strength, Training Readiness, Equipment Readiness, Promote the South Carolina Military Department, Enhance Resource Management and Support State Missions.***

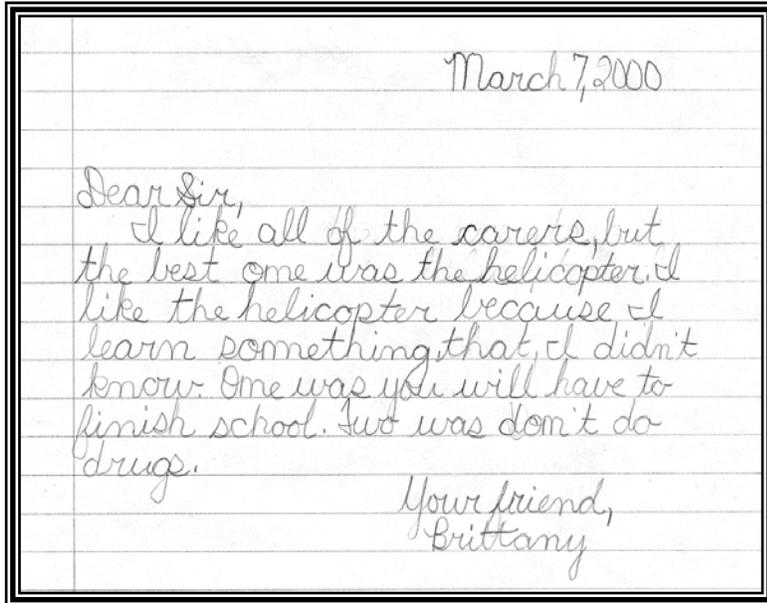
Leading by example, the senior leadership provides the environment for innovation and improvement within the agency. The Adjutant General is currently a member of the Executive Council of the National Guard Association of the United States, a member of the Reserves Forces Policy Board and Chairman of the Safety and Occupational Health Committee of the National Guard Bureau. The senior leaders on the military side of the agency have been trained in management principles, team leadership and **Malcolm Baldrige-type criteria**, viz., Quality Air Force Assessment and Army Performance Improvement Criteria, **all at Federal expense**. Leaders in State Operations receive Malcolm Baldrige training as an on-going project in addition to the courses available through the Budget and Control Board's Human Resources Office, especially the Executive Institute. That their leadership abilities are recognized is evidenced by the Director of the Emergency Preparedness Division who has served as Chairman of the National Emergency Management Association Terrorist Committee and who is currently

Chairman of the State's Hurricane Task Force that focuses on improving communities' survival from the effects of hurricanes.

Senior leadership has also ensured that all employees of the agency have an opportunity to receive training that will enhance their value to the agency and their own quality of life. The agency's Strategic Development Center is charged with preparing and instructing courses such as Culture For Change, Meeting Management, Statistical Process Controls, Strategic Planning, Process Action Teams and a nationally accredited Facilitator program. Training of this nature ensures that future leaders have both the skills and experience to excel and continue a tradition of excellence in leadership.

The South Carolina Military Department demonstrates its public responsibilities and practices in many ways. In the past year, the Emergency Preparedness Division has published and distributed 500,000 public information brochures to over half the State; presented briefings to local citizen groups, municipal and county officials and private enterprises concerning individual and community actions prior to, during and after disasters; and has hosted the **largest State Hurricane Conference to date**. The State Operations' accounting department has reduced payroll preparation for State Active Duty personnel **from three weeks to three days** – a significant achievement in the agency's responsibility to the citizen soldier and customer. On the cutting edge of technology and leadership in its field, the agency's Office of Information Technology was the **first of 21 State agencies** to show that SABAR access could be **improved by as much as 50%**. Additionally, the little publicized Army Guard's Governor's Counterdrug Task Force (**100% Federally funded**) addressed **over 47,000 school children throughout the State** on the dangers of drug abuse.





The South Carolina Military Department also partners with other State agencies such as the Department of Transportation, SLED, the University of South Carolina and Clemson University. A Federal partnership with the National Park Service resulted in the construction of a new \$750,000 **(100% Federally funded and exclusive of Army and Air Guard labor and equipment)**

information/exhibit center at the Congaree Swamp National Monument. A private sector partnership with SCANA Corporation has resulted in an innovative use of a militarily outdated facility that now **produces \$150,000 in revenue for facility maintenance** each year for the agency. On-going negotiations with SCANA include storage facilities at various National Guard armories along the coast in the event of emergencies.

The agency actively supports and encourages employee participation with such community groups as the United Way, the March of Dimes and the Good Health Appeal.

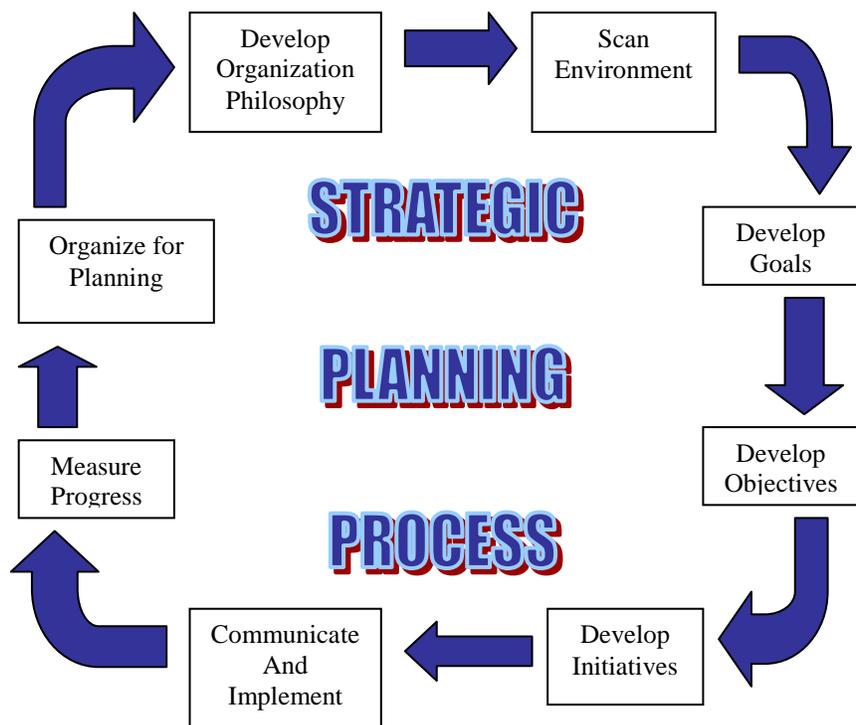
Finally, the senior leadership is committed to public responsibility and good citizenship practices. They serve as models for all employees in the organization. Their participation and policies reinforce this agency's responsibilities to its customers and the citizens of South Carolina.

STRATEGIC PLANNING

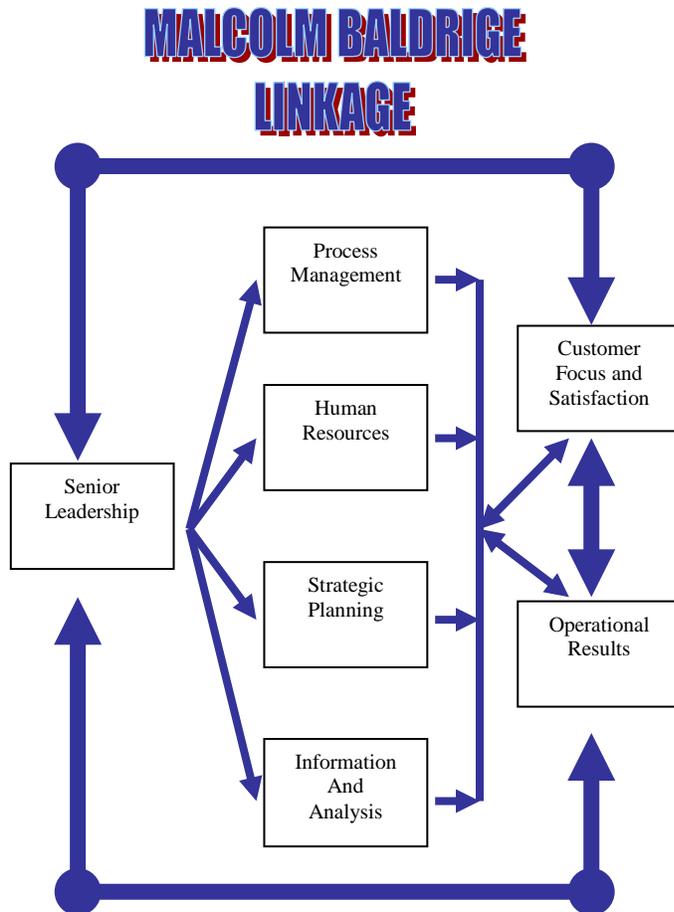
The South Carolina Military Department’s strategic plan is the basis for both its long range and short term planning. The agency is now in its seventh year of strategic planning as mandated by Presidential Executive Order. The original strategic plan began with an analysis of our **strengths, weaknesses, opportunities and threats or SWOT**. The process involved an intense study of both internal and external customers. The internal scan covered opportunities for improvement in our culture, human resources, structure, systems and processes and technology. Covered externally were Federal and State mandates that affect our vision and mission, demographic trends, technology trends and other relevant topics.

Using input from all sources, leadership formulated statements of mission, vision and values to reflect the agency’s strategic direction. Goals were developed that are key issues for the agency: **Strength, Training Readiness, Equipment Readiness, Promote the South Carolina Military Department, Enhance Resource Management and Support State Missions.**

Our strategic plan is reviewed annually and updated as necessary in order to remain a viable plan of action for the agency. The model to the right is used in the strategic planning process.



An understanding of the **strategic plan’s linkages to the Malcolm Baldrige Criteria** is critical for the plan to be a success:



Goal No. 1 – STRENGTH:

- Achieve and maintain 100% authorized strength in the South Carolina Army National Guard.
- Achieve and maintain 100% authorized strength in the South Carolina Air National Guard.
- Establish optimum number of State Employees to support Army and Air Guard, the Emergency Preparedness Division and the Youth Challenge Academy.
- Achieve and maintain 100% of cadre strength objectives for the State Guard.

Goal No. 2 – TRAINING READINESS:

- Achieve the standard of readiness in training as prescribed by the National Guard Bureau for the South Carolina Army National Guard.
- Achieve the standard of readiness in training as prescribed by the National Guard Bureau for the South Carolina Air Guard.
- Ensure that State Employees are adequately trained to perform and excel in their jobs to include training and field exercises for personnel in the Emergency Preparedness Division and the State Guard.
- Ensure that armories and other military facilities are maintained to a level set by Federal standards in order to be fully mission capable.

Goal No. 3 – EQUIPMENT READINESS:

- Achieve the desired standard of equipment readiness as prescribed by the National Guard Bureau for the South Carolina Army National Guard.
- Achieve the desired standard of equipment readiness as prescribed by the National Guard Bureau for the South Carolina Air Guard.
- Ensure that State Employees are equipped with the most advanced information technology available within budget constraints.

Goal No. 4 – PROMOTE THE SOUTH CAROLINA MILITARY DEPARTMENT

- Ensure that all agency personnel are kept fully informed at all times.
- Ensure that the citizens of South Carolina are kept aware of “their Guard’s” activities and success stories.
- Educate all agency personnel to become “spokespersons” for the South Carolina National Guard.
- Promote the benefits of Guard membership by word of mouth and the media.
- Promote the benefits of Guard membership through the Tuition Assistance Program.
- Promote a strong Employer Support for Guard and Reserve program.
- Enhance and extend the benefits of Family Support Groups.

Goal No. 5 – ENHANCE RESOURCE MANAGEMENT

- Initiate energy conservation programs for every South Carolina National Guard facility and educate employees in sound energy practices.
- Enter into partnerships with Federal and other State agencies and the private sector for mutual benefit.
- Actively seek out innovative uses for existing and future military facilities such as multiple users/owners.
- Conduct surveys for internal and external customers to assist in identifying areas in need of improvement and how to address employee needs and expectations.

Goal No. 6 – SUPPORT STATE MISSIONS

- Ensure that the Emergency Preparedness Division is fully mission-capable during times of emergency.
- Attract more at-risk young men and women for the Youth ChalleNGe Academy by a sound marketing/advertising program.
- Encourage the active participation of the State Guard in their support of local communities, civil authorities and the State during times of emergency.

The deployment of the strategic plan involves all employees of the South Carolina Military Department. Our **annual Strategic Planning Conference** addresses improvement opportunities in each agency division and sets objectives and initiatives that are then formulated in the annual business plan. This allows alignment of employee efforts with the issues of most importance to the agency and helps leadership in monitoring programs and the wise use of resources. Progress updates are reported on a regularly scheduled basis throughout the year by the Quality Councils directly to the Executive Council.

Performance measures are an important part of the process and help us track and measure our progress on issues directly tied to the goals of the strategic plan. These include: recruiting and retention, facility management and maintenance, response time to emergencies, error rates, cycle time reduction, customer satisfaction, employee expectations and needs, and employee and external customer training. The agency benchmarks with other States and like agencies to **identify, translate and implement best practices.**

Strategic planning, initiatives for quality improvement and key performance measures are the agency's tools in determining how successful we are in achieving our goals and accomplishing the mission set forth in the strategic plan.

CUSTOMER FOCUS AND SATISFACTION

Identification of customers and their needs is crucial to the strategic planning process. However, the South Carolina Military Department's operations are of such a diverse nature that a complete list of customers exceeds the demands of this report. A primary list of external customers includes: the President of the United States; the Governor of South Carolina and the citizens of this State; the Departments of Defense, the Army and the Air Force; the National Guard Bureau; the Federal Emergency Management Agency; the traditional National Guard men and women of our Army and Air Guard components; parents/guardians of at-risk youth; the Universities of South Carolina and Clemson University; South Carolina Departments of Juvenile Justice, Social Services, Health and Environmental Control, Public Safety, Transportation; local magistrates; county and municipal governments; and the American Red Cross.

All of these customer groups provide input and feedback on the agency's processes. A variety of methods are employed to determine their market requirements and expectations. These include:

- Workshops
- Climate Surveys (Army and Air National Guard)
- Recruiting and Retention Surveys
- Participation in State and National Conferences
- After Action Reports
- Vendor Surveys
- One-on-One Customer Surveys
- Hurricane Season Assessment (Emergency Preparedness Division)
- Training Needs Assessment for Local and State Officials (EPD)
- Customer Satisfaction Surveys
- Utilization of the South Carolina Military Department's Website

Here are a few examples from this past year, all of which are in “line of sight” with the goals as set forth in the agency’s strategic plan:

South Carolina Army National Guard (SCARNG): (1) SCARNG conducted an in-depth survey on recruitment and retention on first-time enlistees. Dr. Hardy Merritt of the Budget and Control Board’s Office of Human Resources conducted the survey. **It serves as a national benchmark study in identifying problem areas and the needs and expectations of young soldiers.** This study is available to the other States and Territories; (2) Also under the direction of Dr. Merritt, SCARNG in December 2000 will conduct its first “Climate Survey” of all traditional Army Guard men and women to assess these valuable customers’ requirements; (3) SCARNG personnel and equipment are **proactive in the ordinary lives of our citizens and their communities** with projects like the Saxon Homes demolition in Columbia, new and improved roads at Lake Jocassee and the new information/exhibit center at the Congaree Swamp National Monument; (4) An enhanced Employer Support for Guard and Reserve (ESGR) program now supplies valuable information and establishes two-way communications with private sector employers necessitated by more frequent and prolonged deployments of the National Guard; (5) SCARNG has strengthened its Family Support by improving information flow and meeting the needs of “loved ones left behind” by the citizen-soldier; and (6) SCARNG continues to use “After Action Reports” that incorporate customer feedback on all major undertakings in order to determine performance standards and success rates.

South Carolina Air National Guard (SCANG): (1) SCANG conducts “Climate Surveys” on a frequent basis to determine air personnel needs and expectations; (2) SCANG was a major participant in the construction work at Congaree Swamp National Monument. **The end product was a National Park Service center that exceeded customer expectations and will enhance tourism for years to come;** (3) SCANG has put in place an ESGR program with a database containing each airman and airwoman’s private sector supervisor in order to improve communications and insure the flow of correct information; (4) SCANG’s version of the Family Support Group has been expanded to ensure that the needs of spouses and families are met during periods of prolonged deployment such as Operation Northern Watch in Turkey; and (5)

SCANG, like its Army Guard counterpart, continually employs the use of “After Action Reports” in order to measure performance and success.

Both the South Carolina Army National Guard and the South Carolina Air National Guard participated in the agency’s recent **Malcolm Baldrige-based assessment in order to improve processes to meet the customer’s needs.**

Emergency Preparedness Division: (1) Hurricane Floyd provided an opportunity to examine hurricane operations based on feedback from citizens and local governments. Customer concerns were gained by direct input and by use of a private contractor hired to develop a 1999 Hurricane Season Assessment; (2) In coordination with the Departments of Public Safety and Transportation, the division revised the State Hurricane Plan to reflect lane reversals in the State’s northern and southern coastal areas. The lane reversal could **reduce individual travel time by as much as 50%**; (3) The division developed a phased evacuation concept to encourage earlier evacuation in order to reduce congestion on evacuation routes. This plan was briefed to municipal and county officials to **insure customer satisfaction**; (4) A complete shelter review of over 200 locations was conducted in coordination with the Departments of Social Services and Health and Environmental Control, the American Red Cross and local governments. Comfort stations providing toilets, water and evacuation maps have been incorporated into the State Hurricane Plan; (5) The division created, edited and distributed 2,000 copies of a guidebook for State local officials to insure Y2K compliance; (6) Y2K Workshops were held in ten areas of the State; (7) The division organized, trained and exercised State agency response teams to assist local government if required during the Y2K transition; (8) Division personnel staffed the State Emergency Operation Center on a 24-hour basis during the holiday period of Y2K to respond to any potential problems; (9) The division conducts a training needs assessment at the beginning of the year to determine training needs for local and State officials; and (10) The division established a “Public Information Phone System” to provide disaster related information to evacuating citizens. In a partnership that involved 65 personnel from Departments of Public Safety, Mental Health and Health and Environmental Control, information was provided to 12,000 individuals requiring assistance during Hurricane Floyd.

South Carolina State Guard: The State Guard has 82 memorandums of understanding (MOUs) with state-wide and local organizations such as the Red Cross, Volunteer Organizations Active in Disaster (VOAD), city and county law enforcement agencies, community festivals, schools and non-profit entities. The measure of success has been the continued on-going execution of these MOUs. The State Guard is developing customer surveys to more accurately measure the degree of customer satisfaction. **The retention rate of the various MOUs has been 100% for more than two years.**

Youth ChalleNGe Academy: Through constant tracking and analysis of cadet and graduate surveys, the Youth ChalleNGe program ascertains to what degree cadets and graduates are helped. Monthly contact with graduates and the volunteers who mentor them are a requirement mandated by the National Guard Bureau. These contacts are tracked monthly and reported monthly. Surveys are also conducted at the beginning and end of each class that help identify satisfaction trends. Parent involvement throughout all phases of the program allows staff to build relationships with them and within the community they come from. Monthly monitoring that continues after graduation and exit interviews at the completion of the entire program helps us in determining customer satisfaction.

Facilities Management Office: This division seeks to understand the voices of customers by conducting site visit to all facilities throughout the State. The annual site visit target goal is to visit and assess at least 50% of the armory facilities. An environmental section routinely e-mails and conducts site visit surveys to identify and address health and environmental issues. Program activities address “Customer Needs” by active customer involvement in the planning stages of engineering and design for new facilities or addition/alteration of existing facilities.

National Guard Pension Fund: Serving as administrator of the South Carolina National Guard pension fund, this division conducts an annual “Retiree Briefing” averaging an audience of over 300 attendees. In addition to being updated on agency changes, customer satisfaction

surveys are conducted at the completion of the daylong program. **Retirees continue to make contributions as private citizens and remain important customers to this agency.**

Accounting and Finance: Based on monthly direct meetings with internal customers and conversations with external customers, this Division has determined that the customer requires fast turnaround on invoice payments and accurate and timely access to financial information. **The Division's goal is to process payments within six days.** This year a new chart of accounts was developed that allows users to better define their expenses and provide accountability to the agency. Monthly meetings were held to assist in the use and understanding of the new chart of accounts and direct access to the system.

Information Technology: Based on continual direct contact with internal customers and conversations with external customers, this Division determined that the customer requires fast and timely access to network assets. To achieve this, the Office of Information implemented a more secure, reliable and significantly faster server access for our remote customers. **Early indications are that up to 50% improvement in data access and reporting has been realized.**

The recent **Malcolm Baldrige assessment indicated opportunities for improvement** in the area of customer focus and satisfaction. The agency is currently exploring ways to correct weaknesses in existing processes that hinder our progress in achieving operational excellence. We must ensure that customers needs and expectations are being met.

INFORMATION AND ANALYSIS

The agency's divisions have developed performance measures to either monitor system inputs, outputs and outcomes or to improve the systems by eliminating special and common cause variations. These measures reflect the information necessary for **quality management** to make data-based decisions that are wise, business-like and **in the best interests of the customer**. These measures also insure that the systems are operating properly to achieve the strategic plan's goals in the delivery of services or products to our customers.

South Carolina Army National Guard and Air National Guard: Both services have in place measurable key performance indicators that tie directly to the goals of the strategic plan; (1) Recruiting and retention reports that are briefed on a regular basis to commanders for their immediate action; (2) Unit status reports that reflect the readiness of Guard personnel in the event of Federal deployment or State emergencies; (3) Regular and frequent equipment readiness reports in support of soldiers and airmen; and (4) Quarterly meetings of facility personnel to address maintenance, future needs and training requirements.

Emergency Preparedness Division: (1) The development of an automated emergency management system that tracks requests for assistance from local government during disasters has resulted in **reducing processing time by approximately 50%**; (2) The State Warning Point receives and disseminates disaster/weather reports to insure that local officials are aware of potential problems. During this past year, **the number of warnings received and sent by operators increased by 20%**; (3) During the past fiscal year, the State Emergency Operations Center received 1,683 informational messages, 328 requests for assistance and was activated for 45 days. This was **over a five-fold increase** in response workdays over the previous year; (4) A "Capability Assessment for Readiness" (CAR), developed and coordinated by FEMA, is conducted every three years. This assessment examines the operational readiness of the State emergency management program to mitigate against, prepare for, respond to and recover from emergencies and disasters. **The division's average CAR score, on a scale of 0-5, is 3.9 compared to the national average of 3.2**; and (5) Similarly, the division has developed a "Joint Assessment Program" for South Carolina counties to be assessed. Each year one-third of the

counties are assessed. The program began three years ago, thus a baseline is now established for future comparison.

South Carolina State Guard: The State Guard measures organizational performance based on the following three metrics: number of volunteer hours, value of services in equivalent dollars and types of service. Metrics are based on actual official State Guard orders which tell the who, what, how and how many. This extremely reliable data is upgradeable with minimum effort. Strength drives the State Guard – the more volunteers available, the more services and projects can be accomplished. Benchmarking is accomplished based on the strength of the South Carolina State Guard versus other States. Although New York and Puerto Rico have slightly more members, **South Carolina’s trend is very positive and continues to move upward from 500 in 1996 to 929 in 2000.** The desired number of members is 1,000 in order to reach the strategic plan’s goal.

Youth Challenge Academy: Information pertaining to graduates, cadets and mentors is collected by the post-residential department and entered in the Academy’s database. This information is analyzed by the Deputy Director and the Program Manager to insure that customer needs are being met. The data from monthly reports, surveys and educational data supplies performance measures which in turn support strategic planning and processes for improvement. By benchmarking this data with other Youth ChalleNGe programs across the country, the Academy is able to measure its competitiveness and success rate with its customers. This same data is used for comparisons with other at-risk youth programs in South Carolina. All data is transferred weekly to the National Guard Bureau and validated by semi-annual visits from this agency. Information considered to be “best practices” is shared by counterparts throughout the country and by evaluators at regional and national meetings.

Facilities Management Office: In maintaining accurate facilities information, this division measures by meeting specific goals, time and effort expended to complete the goal and the overall outcome of having reached that goal. More than ten computer applications are used to measure daily operations. Some of these applications are: Service Based Costing systems, a Utilities Usage data tracking system, Installation Status Reports, Computer Assisted Design

systems, a Congressional programming database that documents authorizations based on customer needs for major construction projects and an Operations and Maintenance Army National Guard program that documents customer needs versus authorization on a project by project basis. The ability to reach goals identified in the agency's strategic plan is based on a clear understanding of these objectives coupled with effective personnel management. The following time management policies used by this division are: routine job/task cross-training, periodic individual performance counseling, flex time accounting because of the nature of the work, standard time and attendance reporting and compensatory time accrual.

Accounting and Finance: This division has identified three key performance indicators: average process time, voucher errors and returned vouchers. Measurement of these key indicators and their trending provides information in determining the success of service to customers. Measurements are reviewed on a monthly basis and an analysis is conducted on how to improve the processes used.

Information Technology: Three key performance indicators have been identified: network server on-line readiness, anti-virus currency and server backup currency. These three indicators along with their measurements allow the division to determine its success in providing exceptional service to our customers. To date, all indicators have met or exceeded established goals. **A web-based customer satisfaction survey with a 25% return rate indicated an overall 92% customer satisfaction rate.**

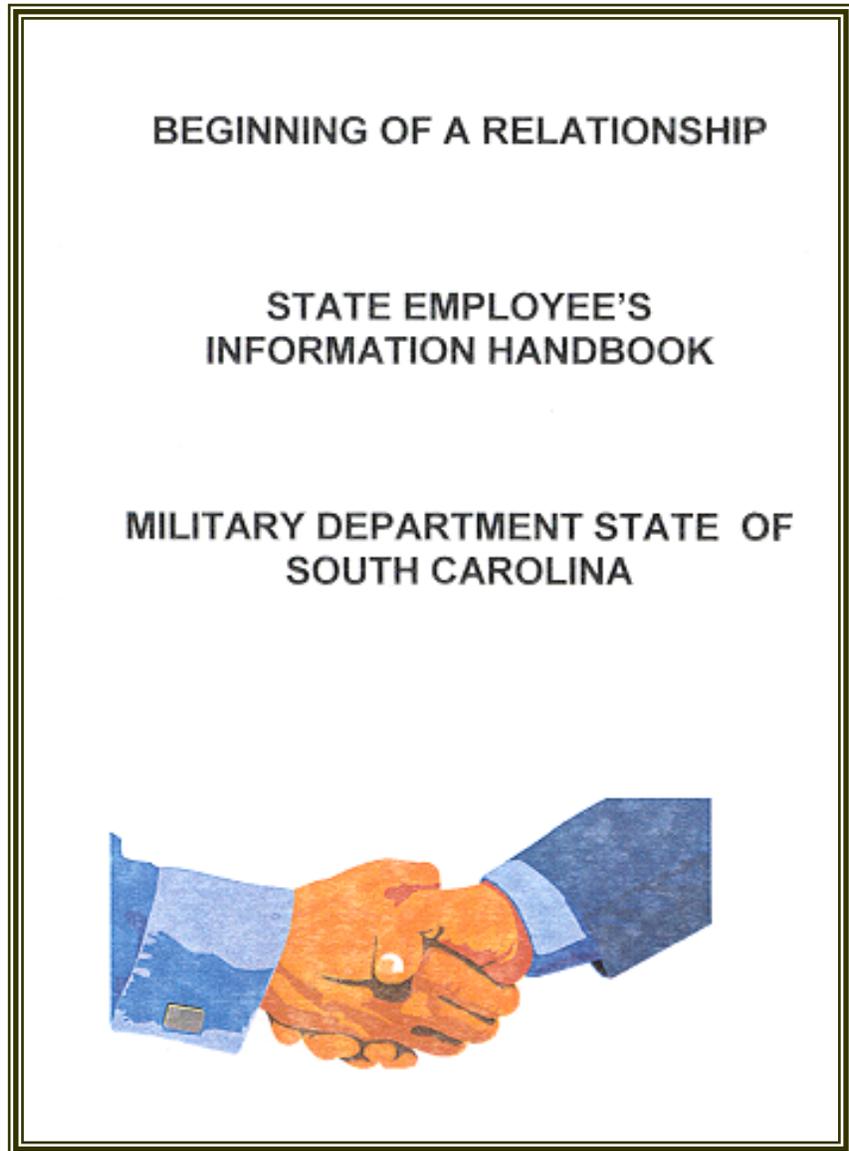
Human Resources: This division monitors and tracks four key performance indicators: number of vacancies, time required to fill vacancies, number of FTE positions and the percent turnover rate for the agency. Reduced turnover and time to fill a vacancy improve both internal and external customer satisfaction and at the same time helps fulfill the **agency's responsibility to the citizens of South Carolina by providing efficient and timely goods or services.** Human Resources benchmarks against other State agencies for **best practices** and incorporates these practices into its processes to maximize benefit to the agency and its internal customers. This division also holds regular seminars and briefings for the agency's State employees keeping them informed of insurance changes, policy changes and retirement benefits. **In January,**

Human Resources produced a new employee orientation video capturing the diversity of the agency and explaining the agency’s mission, vision and goals in relation to the strategic plan.

Additionally, a handbook was produced entitled “The Beginning Of A Relationship” outlining new employees’ responsibilities, benefits and related topics. The first page of this brochure captures the agency’s mission and vision statements as set forth in the strategic plan.

Once more the agency’s recent Malcolm Baldrige-based assessment indicates opportunities for improvement.

While the South Carolina Military Department has amassed a wealth of data, it is mostly in tabular form, which is not conducive to tracking trends. Plans are under way to correct this situation with additional training.



HUMAN RESOURCES FOCUS

The Adjutant General's staff consists of 1,647 technicians and Army Guard Reserve (AGR) personnel (**100% Federally funded**) and 378 State employees who are FTEs or occupy grant positions (**grant employees can be funded up to 100% Federally**). This staff operates from the Columbia headquarters, 82 armories throughout the State, two Army National Guard training sites and one Air National Guard training base. As stated on Page 7, the South Carolina Military Department is committed to **“attract South Carolina's best and brightest, retain them and develop them to their fullest potential.”** In order to succeed, employees are **empowered** to cross team and/or division lines to communicate issues and collaborate to optimize service delivery. Teams in each division are chartered to work on improvement and implementation issues that tie-in directly with the agency's strategic plan.

Leadership's responsibility does not end with internal staffing, but extends to the 10,759 citizen-soldiers of the State's Army and Air National Guard, one of the agency's largest customer groups. For the first time in a decade, there is a significant downward trend in strength. Analysts claim a strong State and National economy makes a commitment to Guard and Active Duty service less and less attractive. This agency is using every possible means to reverse this trend since it affects our ability to accomplish both Federal and State missions.

A recent survey on recruiting and retention conducted for the South Carolina Army National Guard identified the influence of a civilian job as the number one reason for leaving the Guard. Because of this finding, the agency has supported a stronger Employer Support for Guard and Reserve program and Family Support Group. This is evidenced by their inclusion in the Army Readiness Council's business plan and the strategic plan's strength goal. The South Carolina Air National Guard has made these strength issues part of their business plan as well.

As traditional National Guard men and women, these customers come to us one weekend a month and two weeks a year. Part of customer satisfaction for our citizen-soldiers is receiving the quality training they expect and deserve in a timely and efficient manner. Thus, the agency's

responsibility extends not only to providing training of the highest caliber available **but providing facilities that are mission capable, free of health and environmental hazards and generally pleasing in which to work.** As stated on Page 8: **“Personnel and facilities continue to be the driving force of our organization.”**

State employment recruitment and retention face problems, as well. Every effort is made to hire the best qualified person for the job, train them, provide them with the right tools and technology and provide a work environment that is safe, healthy and pleasing to work in. Processes are in place to reward exceptional performance with pay increases when possible and recognition through an awards program. An Award and Recognition Committee is in place to insure that employees are properly honored.

Employees perform better when they are kept fully informed. An **internal customer satisfaction survey** reinforced this observation and resulted in two significant actions that addressed information flow and training. In January, a newsletter entitled “All About Us” was started that keeps employees up-to-date on policy changes, upcoming agency seminars and courses, employee recognition and other pertinent data. Also in January, a “Culture for Change” course was introduced for all new employees and for all those employees who had not received “Quality Awareness” training. The course offers an overview of the agency and its different components, tours of the Air National Guard’s McEntire Air Base and the Army National Guard’s McCrady Training Center, **a core of instruction on customer service and a briefing on the agency’s strategic planning process and business plan.** At commencement, a member of the senior leadership addresses the class and answers questions. Other courses offered through the agency include: Meeting Management, Statistical Process Control, Process Action Teams, Strategic Planning and a fully accredited Facilitator course. These courses help employees gain the skills and knowledge to become future leaders of the agency. Attendance at these courses is monitored by a database retained in the agency’s Strategic Development Center.

A flexible work schedule also allows employees the time to pursue undergraduate and post-graduate courses. While additional education contributes to the individual’s quality of life, it also enhances the individual’s value to the agency. Human Resources is currently developing

a survey to address an expanded training curriculum geared to individual needs, e.g., supervisory training, computer skills, accounting techniques and other relevant areas. Professional training of this nature is critical **in preventing the loss of skilled personnel.**

The agency's accounting division conducts specialized training to insure that personnel have the skills needed in computer usage. These classes continue with on-going discussions on the requirements of the system and the processes by which it meets customer needs. **Accounting is also developing a comprehensive manual illustrating the processes required for improved customer service.**

Information technology plays an important role in today's marketplace by increasing the speed of internal processes and the faster delivery of services to our customers. A four-year program of workstation replacements to keep current with technology is **20% ahead of schedule.** The dramatic network speed **upgrade from a 10MB/sec to a 100MB/sec network was completed two months ahead of schedule.**

The agency has sponsored two credit unions for its employees and customers: McEntire Air National Guard Federal Credit Union and the South Carolina Army National Guard Credit Union. These credit unions have combined assets in excess of \$35,000,000 and provide valuable financial counseling and services to over 8,000 members.

Employee well-being and satisfaction is a significant indicator of our return on investment. Agency measures include customer surveys, focus groups, feedback, "Town Hall" meetings, exit interviews, turnover and absenteeism.

PROCESS MANAGEMENT

A responsibility of **quality management** is the identification and monitoring of key organizational processes that affect customer needs and business results. These processes need to be under constant review for **improvement, elimination and/or additions**. These processes and their measurements are the key to the agency's strategic plan in delivering a timely and quality product/service to our customers.

South Carolina Army National Guard and South Carolina Air National Guard: Federal mandates require that both services report regularly on a number of mission- essential processes, along with appropriate metrics. These include recruiting and retention, strength, training readiness and equipment readiness. Additional requirements, **but of high customer importance**, are pay and leave records, officer and enlisted evaluations, promotions, benefits and retirement. All processes support the goals of the strategic plan.

Emergency Preparedness Division: (1) In support of the goal of "Support State Missions," this division coordinates the disaster planning process with key emergency related agencies to insure a successful response to disasters. State agencies continue this planning process by developing operating procedures. In conjunction with this, EPD conducts frequent procedural reviews and certifications. (2) The Hazard Mitigation program is designed to prevent repetitive losses from disasters to individuals, municipal, county and State governments. **Each year this process is reviewed to assure maximum benefits to the recipients of mitigation funds.** (3) Hurricane Floyd provided an opportunity to examine hurricane operations based on feedback from citizens and local government. The feedback about customer concerns and the findings of a private contractor resulted in the 1999 Hurricane Season Assessment. **This assessment led to significant changes in the State Emergency Operations that affect the lives and safety of thousands of citizens in the event of an evacuation.** (4) EPD conducts a **training needs assessment** at the beginning of the year to determine training requirement for local and state officials. This feedback gives EPD valuable data in meeting customer needs and expectations. (5) EPD developed an automated emergency management system that tracks requests for assistance from local governments during disasters. **As a result, processing time**

has been reduced by approximately 50%. (6) A “Capability Assessment for Readiness” is conducted every three years and examines the operational readiness of the State Emergency Management Program, (7) Similarly, EPD developed a “Joint Assessment Program” for South Carolina counties to be assessed. A database has been established for tracking performance and process improvement on customer needs, (8) The training of emergency management personnel is a process of high importance to EPD. The division conducts training at State, county and local levels to enable effective preparation for and efficient response to emergencies and disasters. The objective of increasing available training exceeded its 10% goal, (9) In order to improve plans, procedures and operational performance, EPD conducted exercises with the Departments of Transportation, Public Safety and Probation, Parole and Pardon. In addition, there were Federally evaluated exercises involving fixed nuclear facilities. The inputs, outputs and outcomes of these exercises are essential in the pursuit of performance excellence for our customers. (10) And a final example of process management and supplier/partner relation for improvement: In support of the strategic plan’s goal of readiness, the state military support coordinator developed an innovative approach, both operationally and budget-wise, in supplying his customer with “Log Packs” – packages for deploying units in emergencies containing food rations, flashlights, batteries, safety vests and other necessities. Customer input was sought to determine requirements and subsequent follow-up insured the customer’s satisfaction.

South Carolina State Guard: (1) Flexibility to meet new challenges within the State Guard is encompassed by the ability to change organizational make-up or the Table of Distribution and Allowances, (2) When a new task or mission is identified, sections within the State Guard may be enhanced, e.g., chaplains for increased funeral participation, Historical Detachment for support of the South Carolina Military Museum or new detachments to recruit ROTC units, (3) State Guard regulations are also edited and revised as needed to keep abreast of current military doctrine and directives, (4) All these processes require feedback from our units in the field and comments from our partners in the memorandums of understanding on how the State Guard can improve and better serve them, (5) After Action Reports define and delineate how an exercise was conducted, and suggest possible performance improvements, and (6) Daily phone calls, e-mail and reports serve to keep the command elements informed of how business is being conducted.

Youth ChalleNGe Academy: The Youth ChalleNGe Academy manages several key processes to achieve its “Support State Missions” goal. (1) Each at-risk student undergoes continual performance assessment in the areas of academics, life skills and leadership training. This data provides a tool for individual counseling and guidance as needed to insure a productive, employable graduate of the program, (2) Benchmarking against similar programs in other States is conducted on a regular basis to identify best practices and implement what works best for the students, (3) A post-residential mentoring program tracks the graduate’s progress and provides valuable moral support, (4) Feedback from program participants and family members is collected, analyzed and implemented when applicable to insure continuous improvement of the Academy, (5) The Academy’s Advisory Board serves as a mechanism to monitor the program’s responsiveness to the community and its needs since students must interact with their respective environments when they complete the program, (6) Regular evaluations by the National Guard Bureau validate the processes and measurements that the Academy has in place and provide a forum for feedback and new ideas, and (7) The Academy provides the Adjutant General’s Office with current and accurate information on its operations on a day-to-day basis. This communication network has led to an improved understanding of the Academy and its needs via the budgetary process.

Facilities Management Office: This office is accountable for a number of processes which tie-in directly with all six of the agency’s strategic goals. (1) In the area of construction, both major and minor, elaborate “information loops” are formed with customers, architects, contractors, sub-contractors and an FMO project manager. Documented planning sessions, a construction timetable, in process reviews and participants’ input and feedback are crucial in delivering a product that meets the customer’s specifications and expectations. Additionally, the project manager is responsible for compliance with State and Federal law and keeping the project within budget and on time. (2) An FMO team regularly visits agency facilities for on-site inspections. The results are tabulated from a standardized checklist for later evaluation and analysis. The visits also provide an opportunity for meetings with facility personnel and capturing their input on areas that need improvement. (3) The office’s environmental sections insures the safety of employees/customers by regular on-site inspections of facilities for health

and environmental hazards. Interviews are conducted with both staff and customers to determine compliance with State and Federal laws. Reports are evaluated and analyzed. Appropriate action, where applicable, are initiated and followed-up. (4) The environmental section, through partnerships with the Federal government and the Universities of South Carolina and Clemson, conducts rigid and thoroughgoing scientific studies, e.g., a fire ant study in conjunction with Clemson University. These studies will result in long-term benefits to the citizens of South Carolina. (5) An energy section, headed by the winner of the “1999 Energy Manager of the Year” by the Association of South Carolina Energy Managers, is the agency’s driving force to reduce energy consumption by 5% by 30 June 01. Monthly statistics are collected and analyzed for further actions such as lighting retrofits, etc. Customer suggestions, seminars, interviews and facility manager input on how to save energy are important to this process.

National Guard Pension Fund: The purpose of this section directly supports the agency’s goal of “Support State Missions.” (1) This section is responsible for accurately identifying and distributing entitlements for two fund programs: the National Guard Pension Fund as supported by the State and a Federal Retirement for retirees of the Guard system with 20 or more years of service. Prompt pay is an important facet of customer satisfaction. To accomplish this, databases are maintained showing current retirees, former Guard members coming up for retirement and other pertinent information. These files are regularly reviewed and updated as necessary through telephone, e-mail and correspondence directly with the customer. (2) Each year this section hosts a day long retiree briefing to update pensioners on agency policy and benefit changes. Attendees are surveyed for input and feedback following each briefing. Suggestions are acted upon that will improve service to these valued customers. (3) This section is also charged with maintaining the State fund at the prescribed level. To accomplish this, actuarial firms are employed to validate the “health” of the fund and determine if additional monies are required from the State. Shortcomings, such as under-funding, are reported to the Controller General’s Office. (4) A process is being put in place to track and trend the number of requests and types of request that come to this section by walk-in, phone, e-mail or correspondence. This data, along with delivery times, will enhance our service to the customer and provide an important performance measurement.

Accounting and Finance: In support of the goal of “Enhance Resource Management,”

(1) This division has improved its software system to include direct access by major internal customers, thereby allowing division managers to address errors in the same period in which the error took place. (2) This year for the first time accounting information was closed and rolled automatically. This process has allowed the South Carolina Military Department to identify current cash status and make sound decisions before the end of the Federal fiscal year. (3) Working one-on-one and in joint staff meetings with key individuals in the Comptroller General’s Office and the Treasurers Office has improved communications and processing time and reduced errors. The effects are considerable for this office: State Active Duty pay has been reduced from a three week process to three days and the average processing time on an invoice is now at four days. Customer satisfaction is assured when customers are paid accurately and on time. (4) Again, working one-on-one and in joint staff meetings with the Treasurers Office, a plan is being developed to transfer information electronically. This will increase the speed and accuracy of the information flow between both agencies. Also, a system has been established with the Treasurers Office that allows for better communications as to deposits of Federal and State money

Information Technology: This section’s primary goal is to provide fast, accurate and reliable access to data for all customers of the agency and in support of the agency’s goal of “Enhance Resource Management. (1) The Information Technology section has in place a four-year workstation replacement plan to keep current with technology improvements. Regular reviews take place to insure the plan is on schedule and within available resources. (2) Information Technology tracks three performance indicators that determine their success rate in providing exceptional service: network server on-line readiness, anti-virus currency and server backup currency. To date, all indicators have met or exceeded goals. (3) In 1999, the agency’s website was converted to a dot com versus a dot US address in order to reach desired customers outside of State government. This and other enhancements resulted in increased South Carolina Military Department website traffic. (4) This section is updating a comprehensive work guide that delineates the processes required for good customer service. The update should be in place by 1 Dec 00. This guide will be available to existing staff and as a learning tool for new employees.

Human Resources: Human Resources is tasked with providing agency managers with the information and the needed employees to accomplish all of the agency's goals. (1) HRO insures that a hiring process is in place that is compliant with State and Federal law. All staff receive training in this area either in-house by the HRO director, outside seminars and State HRO sponsored conferences. (2) This section benchmarks with other State agencies in identifying best practices that can serve our customer: improved interviewing techniques, fully delineated job positions, improved new employee orientations, etc. In 1999, an employee brochure, a new employee video and introductory course entitled "Culture for Change" were introduced. (3) To find out "how we are doing," HRO has selected several key performance indicators: number of employees receiving training, number of positions identified by type (FTE, part-time, grant), turnover rate and time to fill vacant positions. Review and analysis of these indicators will allow HRO to better serve its customers by improving on its processes. (4) HRO is partnering with the agency program managers and department heads to establish better communications so that their requirements can be met in a timely manner and with the best applicants possible.

As good as all this may sound, our **Malcolm Baldrige-based assessment clearly indicates a need for improvement in the area of process management, with the exception of the Air Guard component.** This agency needs to take a fresh look at information flow and follow-up actions, revisit the processes to correct weaknesses, better tracking and trending mechanisms, and, of course, improved measurements.

The South Carolina Military Department is committed to make these improvements for increased customer satisfaction through excellence in our performance. Our customers expect and deserve the best; they should receive no less.

KEY BUSINESS RESULTS

Program Name:

Armory Operations

Program Rank: First

Cost:	\$1,631,959	State
	\$285,261	State (Salaries)
	<hr/>	
	\$1,917,220	Total

Goal: Manage facility programs in accordance with Section 25-1-1620, South Carolina Code of Laws, 1976, as amended. Provide quality facilities for use by the South Carolina Army National Guard in support of Federal training missions as mandated by the United States Army and the National Guard Bureau and support to the local communities. Program considers adequacy of facility relative to providing needed space for meeting strength requirements and fielding military equipment.

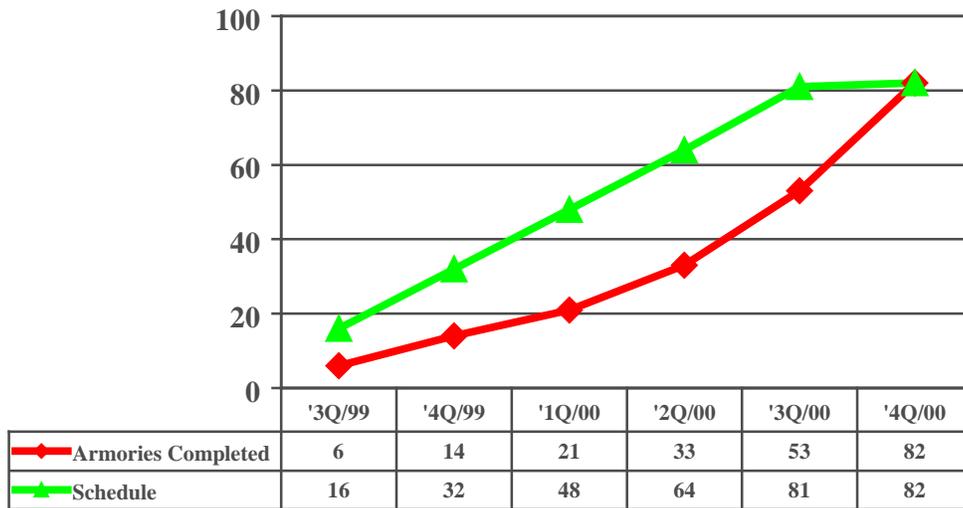
Objectives:

- Conduct comprehensive inspections of all supported facilities to identify and prioritize maintenance/construction requirements.
- Develop long-range plans for maintenance, repair, and construction of facilities to meet program goal.
- Improve the physical condition of the facilities and to ensure that they provide a safe and clean environment for employees and the general public at the lowest possible cost.
- Safely and effectively manage hazardous materials, to protect and preserve natural and cultural resources, to protect endangered species, to manage erosion control to manage land-disturbing activities, to manage the underground storage tank program, and to facilitate the removal and disposal of asbestos containing materials at existing locations.
- Effectively and efficiently manage the military construction program.

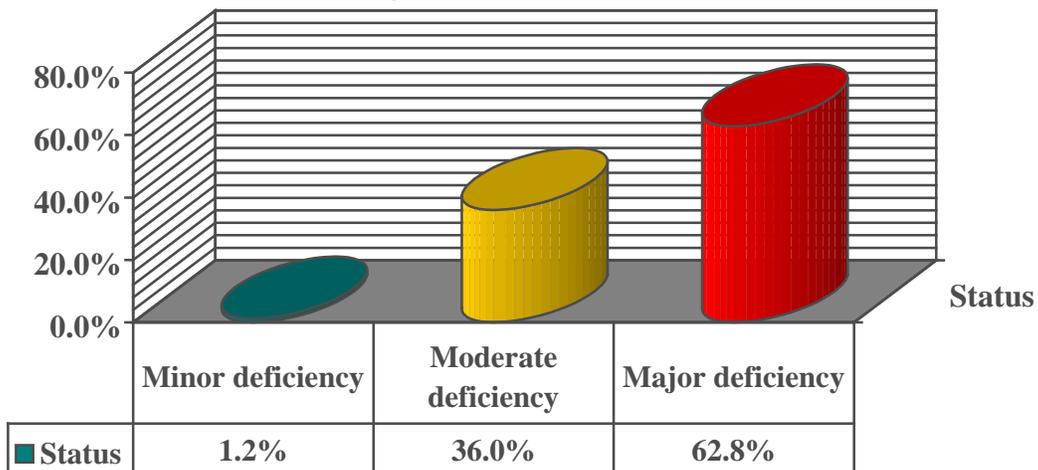
Program Results:

- During FY 99-00, we conducted inspections to determine the status of each armory. These inspections included evaluation criteria provided by the Federal Government for the purpose of determining whether the facility provided adequate space for mission accomplishment as well as whether the facility met appropriate building standards.

Armory Site Visit, Assessments

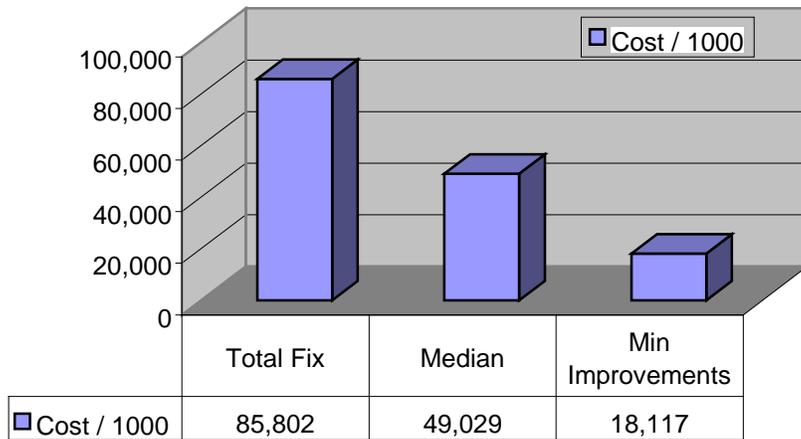


Armory Status Assessment Results



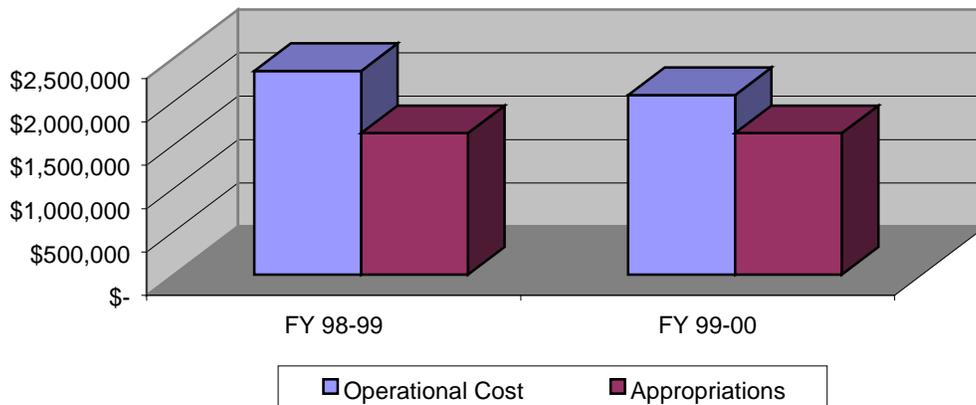
- During the evaluation process, we identified the estimated maintenance and repair and minor constructions costs associated with upgrades to meet mission requirements.

Cost to Improve All Armories to Next Quality Level

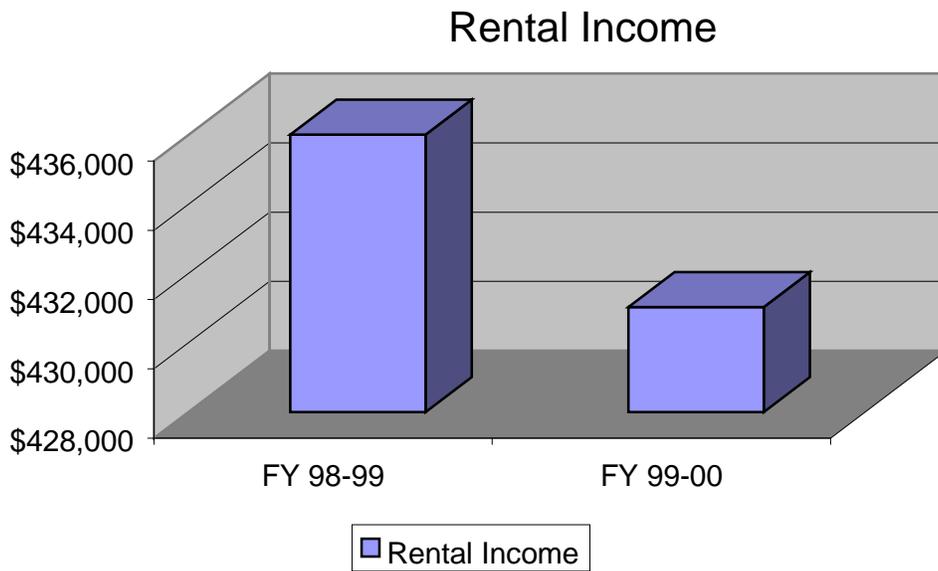


- State appropriations for FY 99-00 totaled \$1,631,959 with daily operational costs, i.e. electricity, natural gas, water, propane, etc., totaling approximately \$1,035,907. Maintenance and repairs affected during FY 99-00 totaled \$1,033,463. The total annual operating cost for FY 99-00 was \$2,069,370.

Armory Operation Costs



- Funding shortfalls required to offset operating costs and make emergency repairs were derived from carry-forward funds from the previous year as well as an active rental program. Proceeds derived from the rental of armories, authorized through the annual Appropriations Act, totaled \$431,025.



Program Name: South Carolina Emergency Preparedness Division / South Carolina Disaster Relief Assistance

Program Rank: Second

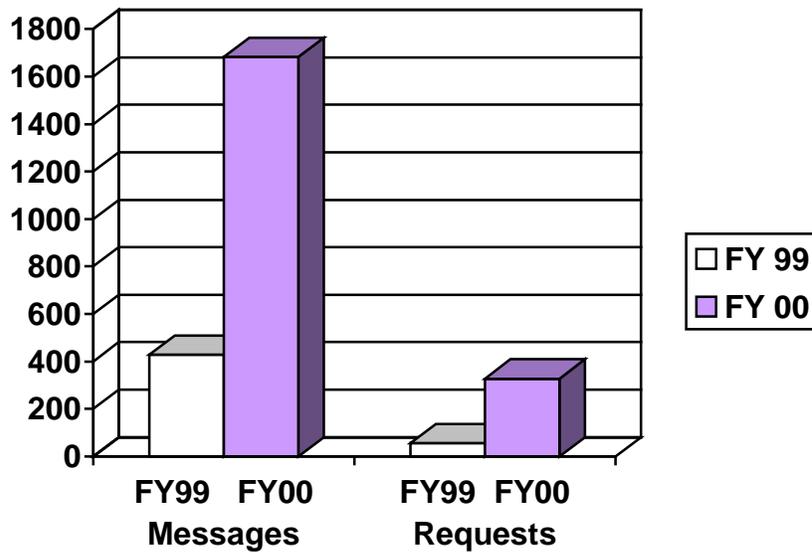
Cost:	\$13,599,348	State
	\$65,519,392	Federal
	\$1,863,881	Earmarked
	<hr/>	
	\$80,982,621	Total

Goals: Reduce human suffering and enhance the State's capability to recover from a disaster.

Objectives: Provide State and Federal assistance to respond and recover from disasters.

Key Results:

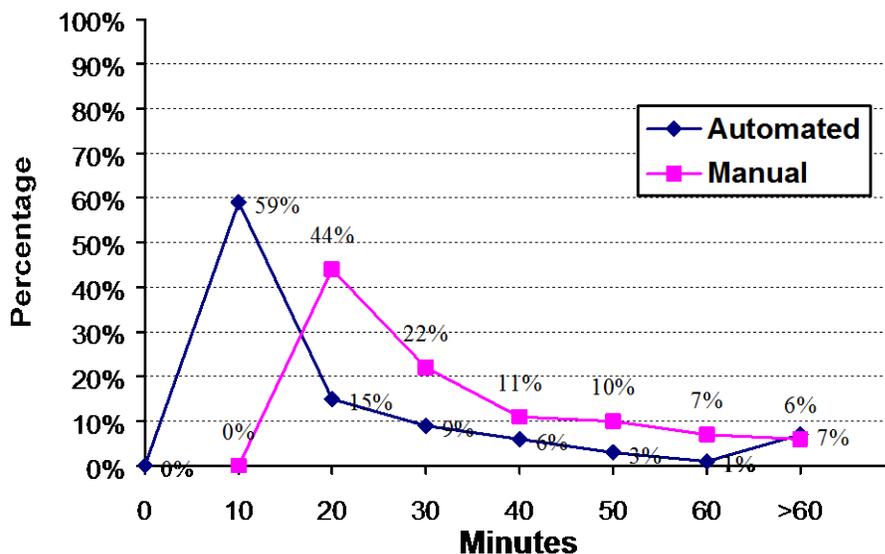
- SCEPD responded to and managed two major Presidential disaster declarations (Hurricane Floyd and Winter Storm 2000) and the Y2K rollover during FY00. Hurricane Floyd had 27 counties declared for federal disaster assistance and the Winter Storm 2000 had 39. Both disasters had more counties declared than Hurricane Hugo.
 - During FY00, 145 workdays were devoted to disaster response as compared to 27 in FY99.
 - Additionally in FY00, the State Emergency Operations Center processed 1683 emergency messages and 328 requests for emergency assistance as opposed to 428 emergency messages and 55 requests in FY99.



- SCEPD is substantially reducing the processing and payment time for public assistance programs since we began administering the program in 1998. A total of \$48.6 million of disaster funds has been approved/obligated for disbursement for Hurricanes Bonnie and Floyd and the Winter Storm 2000 for public assistance.
- SCEPD in partnership with the Department of Social Services, administered \$16.9 million of state and federal funds to provide timely financial assistance to individuals for housing assistance, food, clothing, counseling and household items following Hurricane Floyd.
- The Hazard Mitigation Grant Program provides disaster funds to improve the survivability of essential government buildings/facilities, businesses and homes. SCEPD is currently administering mitigation grants for Hurricane Bonnie, Floyd and the Winter Storm 2000 totaling \$15.4 million.
 - Hurricane Bonnie projects have been developed, approved and are underway.
 - Hurricane Floyd projects have been developed and approval from FEMA is pending.
 - Winter Storm 2000 projects are being developed.

- SCEPD has developed an automated system to reduce the emergency assistance processing time providing quicker assistance to local governments and citizens. This system proved extremely valuable during Hurricane Floyd.
 - Sixty percent of requests for assistance are now completed in ten minutes or less as compared to the manual paper system of thirty minutes. This is three times faster than the paper system.
 - The chart below reflects the request processing times.

Request Processing Times



- During Hurricane Floyd, SCEPD activated the Public Information Phone System to provide assistance to evacuating residents and tourists.
 - During FY00, SCEPD trained 25 more personnel than FY99 to prepare for a possible increase in call volume.
 - Prior to Hurricane Floyd landfall, an extensive advertising campaign of the phone system was conducted. This resulted in 12,000 calls that provided information to assist evacuating families for FY00 as compared to 200 calls in FY99.

Program Name: South Carolina Emergency Preparedness Division / Operations

Program Rank: Third

Cost:	\$1,345,208	State
	\$2,681,043	Federal
	\$1,132,333	Earmarked
	<hr/>	
	\$5,158,584	Total

Goal: Prevent the loss of life and property attributable to disasters.

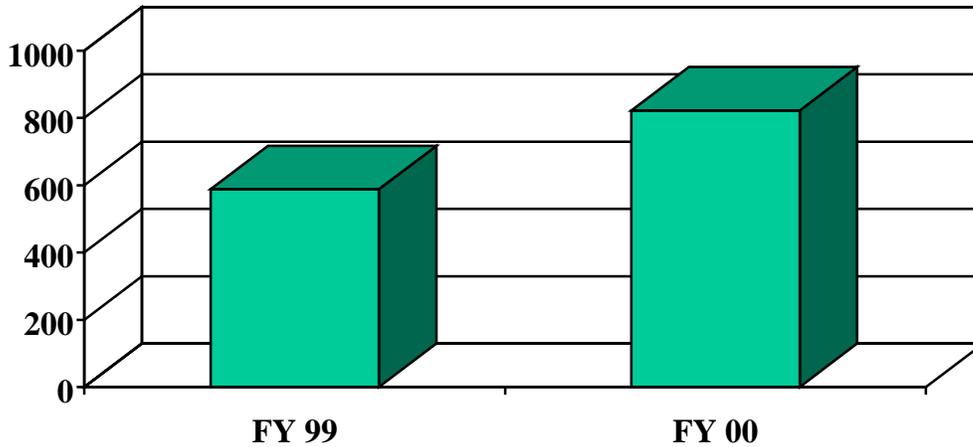
Objective: Reduce the risk of loss of life from hazards and improve the State's capability to respond to disasters.

Key Results:

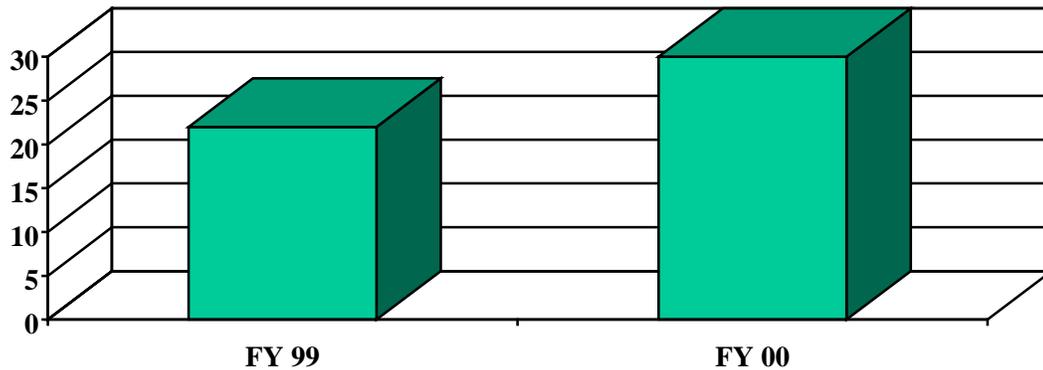
- The SC Emergency Operations Plan for disaster response and recovery was revised with input from numerous state agencies and volunteer organizations.
 - Five new workshops were delivered to enhance the quality of inputs.
 - State agency participation was increased by 13% from the previous year.
 - The plan received a national rating of 4.2 on a 0-5 scale which was a 14% improvement over the previous rating.
 - Fifteen of 17 support agencies operating procedures were reviewed and two were certified under the revised criteria.
- SCEPD provides numerous emergency management-training programs and conducts exercises to test the state's capability to respond to emergencies.

- For FY00, the goal was to increase by 10% the number of courses presented and the personnel trained. Courses offered were increased by 11% and personnel trained increased by 40%.

Personnel Trained



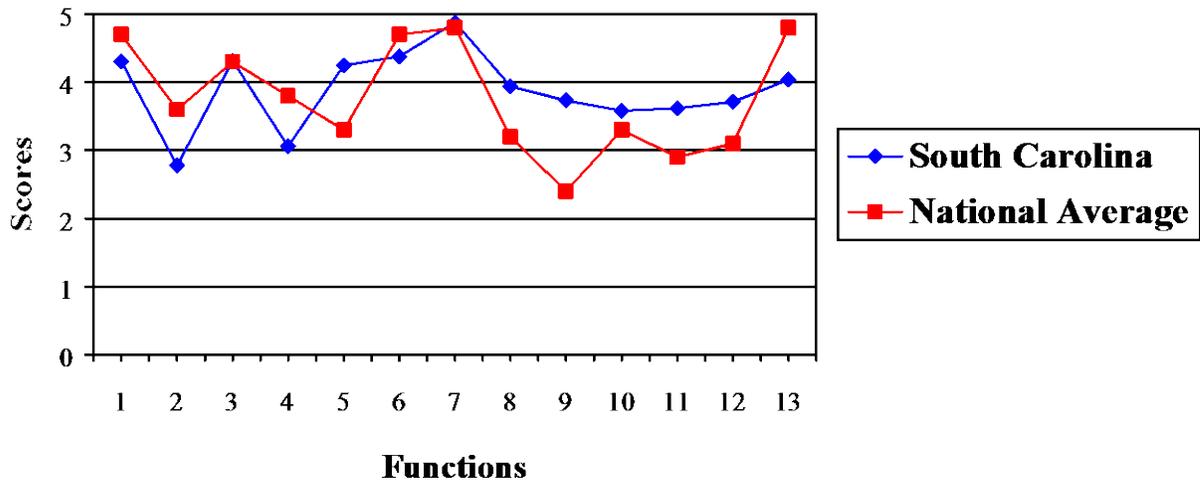
Courses Conducted



- Four federally evaluated exercises involving fixed nuclear facilities were successfully completed without any deviations.
- Two exercises were completed for I-26 lane reversal validating newly developed procedures.

- A Capability Assessment for Readiness (CAR) was conducted in FY00. The assessment is designed to examine the operational readiness and capabilities of state emergency management programs to perform duties within 13 Emergency Management Functions (EMFs). SCEPD received a 3.9 on a scale of 0-5. The national Average is 3.2.

Capability Assessment for Readiness (CAR)

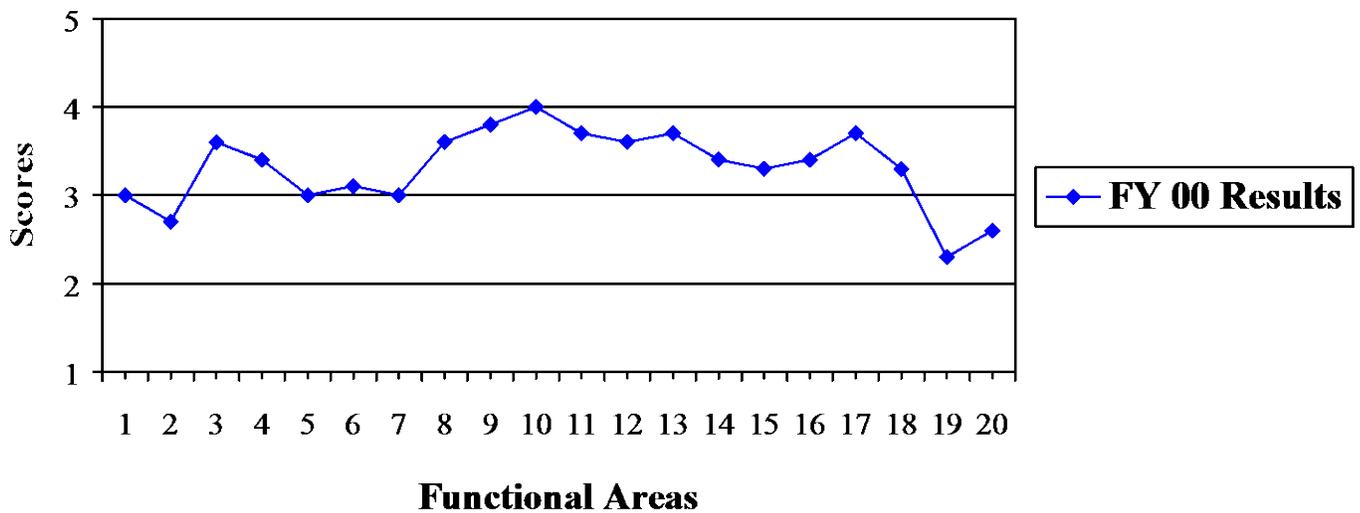


- | | |
|--|---|
| 1. Laws and Authorities | 8. Operations and Procedures |
| 2. Hazard Identification and Risk Assessment | 9. Logistics and Facilities |
| 3. Hazard Mitigation | 10. Training |
| 4. Resource Management | 11. Exercises and Evaluations |
| 5. Planning | 12. Crises Communications, Public Education,
and Information |
| 6. Direction, Control, and Coordination | 13. Finance and Administration |
| 7. Communications and Warning | |

- In the FY00, SCEPD began a comprehensive program to enhance the state’s capability to effectively manage a Weapon of Mass Destruction (WMD) incident.
 - A state study within three geographic regions of South Carolina was conducted using workshops, sensing sessions, surveys and discussion groups.

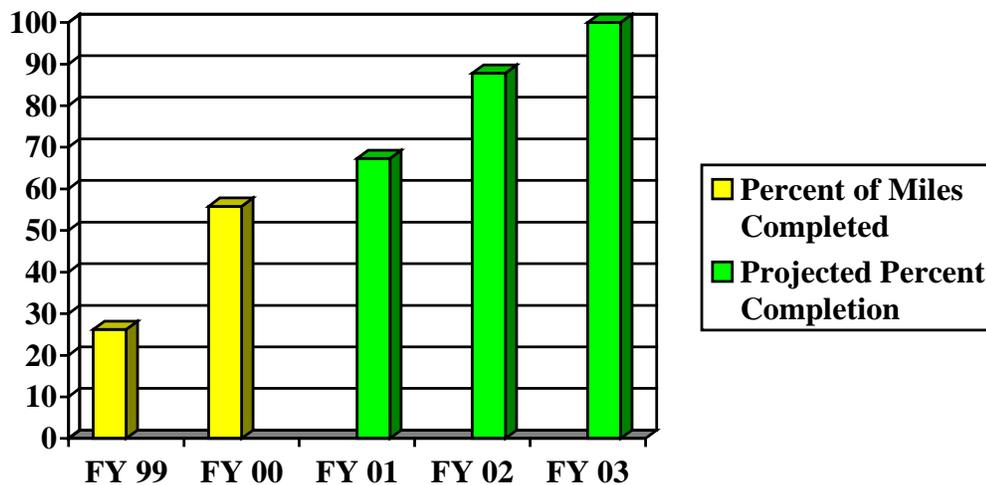
- A comprehensive WMD Risk Assessment and Target Inventory, a Response Resource Inventory and a Public Health System Patient Management Capability Assessment have been completed involving state, local officials and private industry.
- A joint emergency management assessment program began in 1997 to assist county officials in developing highly efficient and effective programs. One-third of the 46 counties are scheduled each year. As of FY00, a baseline has been established. The chart below indicates the average score for each functional area.

FY 2000 Joint Assessment Evaluation



- | | |
|-----------------------------------|-------------------------------------|
| 1. Hazard analysis | 11. Warning |
| 2. Mitigation | 12. Emergency Operations Center |
| 3. Planning | 13. Direction and Control |
| 4. Resource Identification | 14. Disaster Declaration |
| 5. Training and Education | 15. Disaster Records and Documents |
| 6. Tests and Exercises | 16. Evacuation Strategies |
| 7. External coordination | 17. Shelter Strategies |
| 8. Public Education and Awareness | 18. On-Site Management of Incidents |
| 9. Public Information | 19. Recovery |
| 10. Communications | 20. Post-Incident Activities |

- A five-phased hazard materials commodity flow study began in FY99 to determine the types and frequency of hazardous materials traveling on SC interstates.
 - FY00 Phase II completed 287 miles of interstate bringing the two-year total to 541 miles.
 - The chart below shows the progress toward completing all phases. With completion of Phase II, 541 of the 971 total miles, or 55.8%, are complete.



- Numerous man-hours were devoted to the SC Hurricane Plan improvements that focused on the reduction of evacuation time, a new phased evacuation concept and improved evacuation route information.
 - Lane reversal plan for I-26 could reduce individual travel time by as much as 50%.
 - Approximately 400 man-hours were devoted to preparation and discussions with 156 local officials to insure concurrence with the phased evacuation and lane reversal concepts.
 - Evacuation routes have been revised with improved ground and air surveillance.

- SCEPD responded to the unique challenge presented by the Year 2000 date changes or “Y2K” to insure state preparedness.
 - Prepared state and local officials by creating and distributing 2000 copies of a guidebook for identifying potential problems and a step-by-step process for resolution.
 - Held 10 information and planning workshops statewide for citizens, local government and industry to mitigate the possible effects of Y2K.
 - For the Y2K rollover SCEPD was the central reporting location for state and local government to federal regional and national operations centers regarding the status of 11 specific federally funded programs and 10 critical functional areas.
 - Reports were provided electronically to a central, national database twice daily for 12 days. Y2K monitoring activities included activation of the State Emergency Operations Center by SCEPD for three days during the most critical rollover period.
 - During the Y2K rollover SCEPD conducted checks of 29 separate elements of the State Warning Point’s communications equipment and operations systems (ie telephones, radios, satellite phone, fax and computers etc.)
 - An Information Technology system was installed to provide basic security against computer hackers and others operating under the cover of Y2K.

Program Name:
Youth ChalleNGe Academy

The South Carolina National Guard Youth ChalleNGe Program is a 17-month program (5 months in residence with a 12-month follow-on program) designed to assist at-risk youth (16-18) in acquiring the basic skills and education necessary to succeed in life.

Program Rank: Fourth

Cost: \$1,990,000 Federal

Goal: Attain maximum enrollment number (200) per year and maintain 85% of enrolled students who either: complete the program and return successfully to the public school system; become gainfully employed; or pursue higher education.

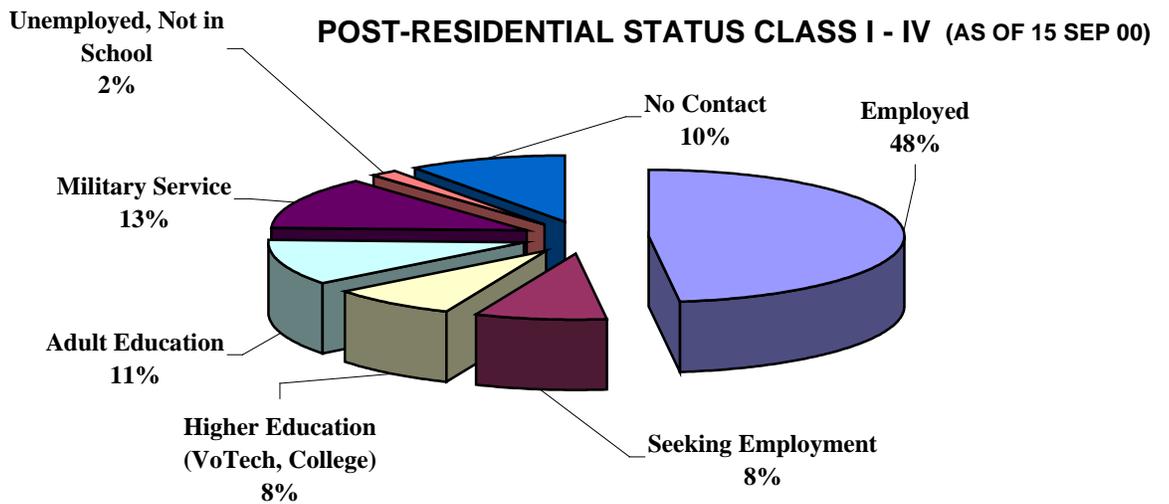
Objectives:

- Graduate at least 50% of enrollment with GED.
- Secure or assist in securing gainful employment or higher education opportunities for at least 50% of graduates.

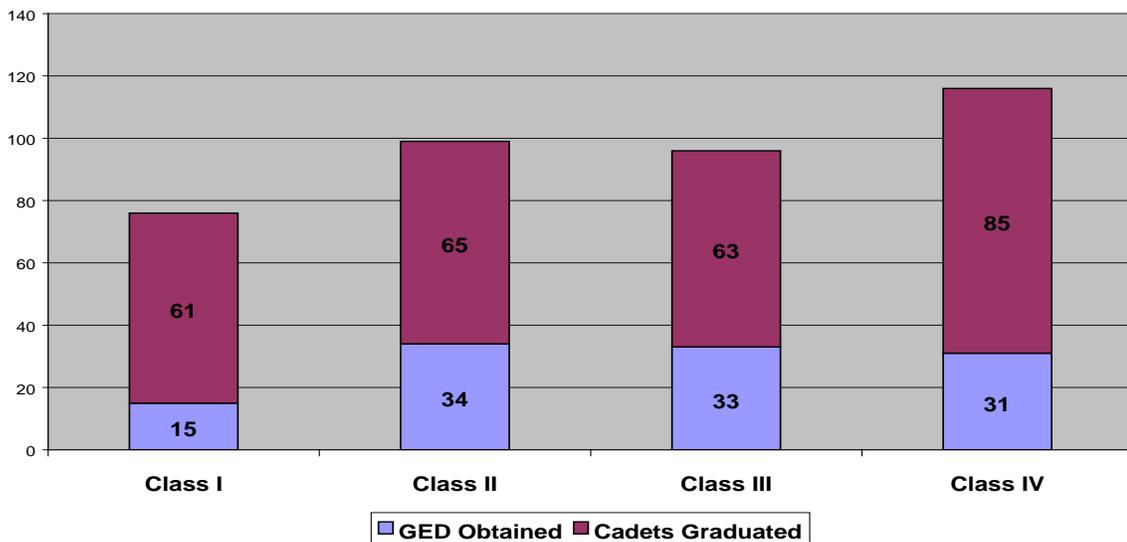
Key Results:

- The South Carolina National Guard Youth ChalleNGe completed its second year of operation during State fiscal year 1999-2000. In total, since its inception the program has graduated four residential classes. Two classes have completed the total 17 month program. The remaining two classes are currently undergoing the post-residential monitoring phase through the mentoring program.
- An important phase of the Youth ChalleNGe Program involves a 12-month post residential period in which an assigned mentor monitors the progress of the graduate.

- Monthly contact is maintained with the individual and a monthly stipend in the amount of \$100.00 is awarded to those graduates who are employed or enrolled in school during this follow-on period.
- The post residential phase is considered one of the most critical indicators of the long-term success of the program.



GEDs EARNED IN RESIDENTIAL PHASE (AS OF 15 SEP 00)



Program Name: Tuition Assistance

Program Rank: Fifth

Cost: \$400,000 State

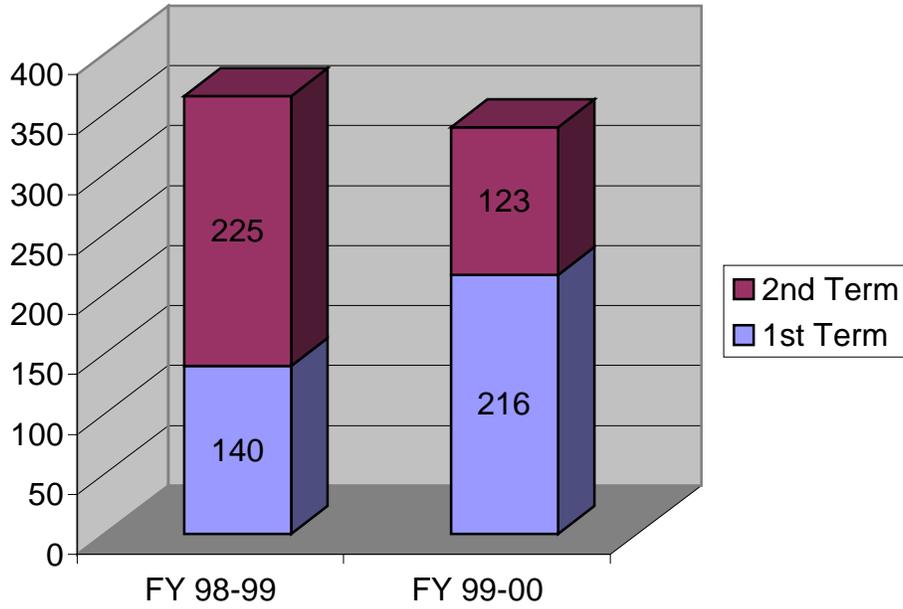
Goal: Manage and administer the program in accordance with Section 59-114-40, South Carolina Code of Laws, 1976, as amended and applicable Adjutant General Regulations. Increase number of personnel enlisting in the South Carolina National Guard and encourage retention of personnel in the National Guard.

Objectives: At least fifty percent of total appropriation targeted for use of recruiting new personnel and first term (enlistment) soldiers and airmen.

Key Results:

- The South Carolina National Guard is currently at 87% of its authorized strength.
- The Tuition Assistance program has become a valuable tool in attracting new personnel into the National Guard, retaining our quality personnel and providing viable continuing education for career members.
 - During FY 99-00, 339 qualified applicants received tuition assistance; of these 216 were considered new recruits or 1st term soldiers or airmen and 123 are in their second, or higher, enlistment.
 - The Goal of 50% recruiting 1st term was exceeded in FY 99-00.

Tuition Assistance Recruiting/Retention Statistics



Program Name: Office of The Adjutant General

Program Rank: Sixth

Cost:	\$1,852,103	State
	\$858,380	State (Employer Cont)
	\$76,692	State (Mil Personnel)
	\$37,497	State (POTO)
	\$119,721	State (Army Contract)
	\$350,660	State (Air Contract)
	<hr/>	
	\$3,295,053	Total

Goals: Manage the Agency and the South Carolina National Guard in accordance with Section 25-1-350, South Carolina Code of Laws, 1976, as amended.

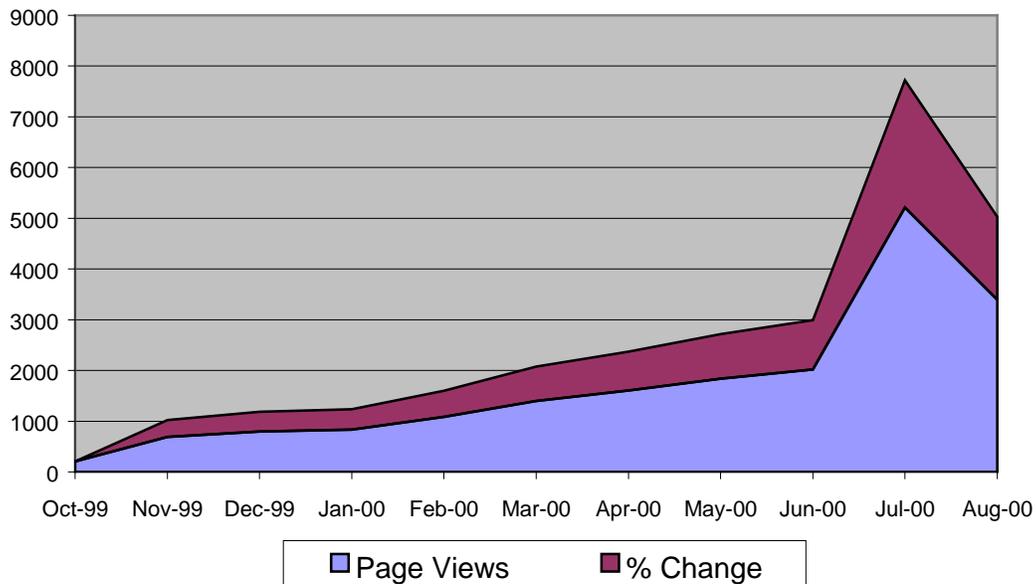
Objectives: Provide direct support of the organizational goals, which enable us to achieve our mission and vision. The six goals for the South Carolina Military Department are:

- Strength
- Training Readiness
- Equipment Readiness
- Promote the Military Department
- Enhance Resource Management
- Support State Missions

Key Results:

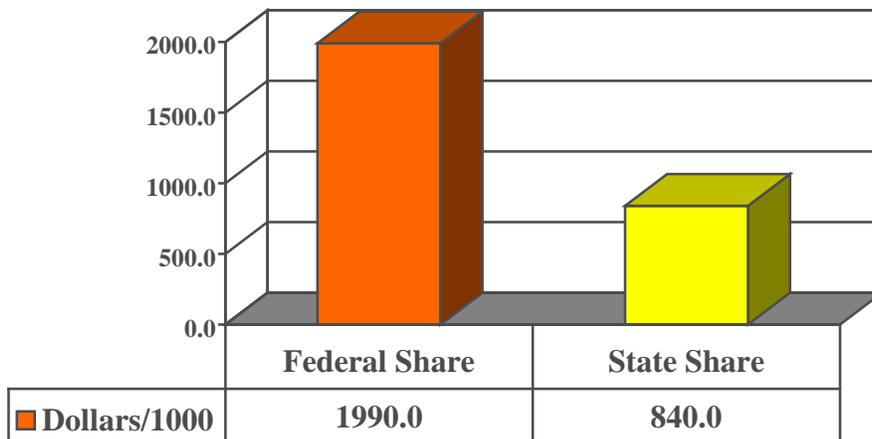
- In “Promoting the South Carolina Military Department” goal, the agency has developed a web site to provide customers with additional information concerning the South Carolina Army and Air National Guard, the Youth ChalleNGe Academy, the South Carolina State Guard and the Emergency Preparedness Division. Tracking the number of “hits” to this site will monitor the effectiveness of this promotion. This past year resulted in a 1,000% traffic increase from the previous year.

WEB STATS - Percentage Change (as of 31 Aug 00)

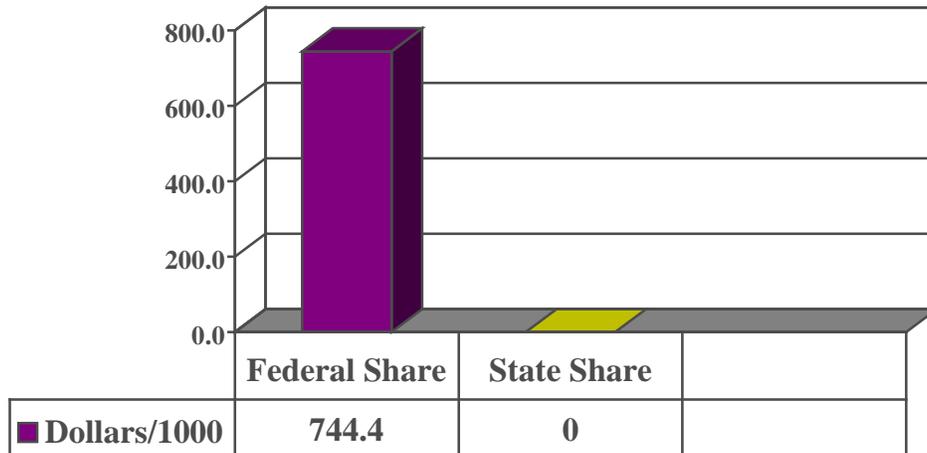


- In support of the strategic plan’s goals of “Enhance Resource Management” and “Support State Missions,” the agency entered into two Federal cooperative agreements: The Youth ChalleNGe Program for at-risk youth, which after its second year enjoys an 88% success rate; and construction of an information/exhibit center at the Congaree Swamp National Monument, which exceeded the National Park Service’s expectations.

Youth ChalleNGe

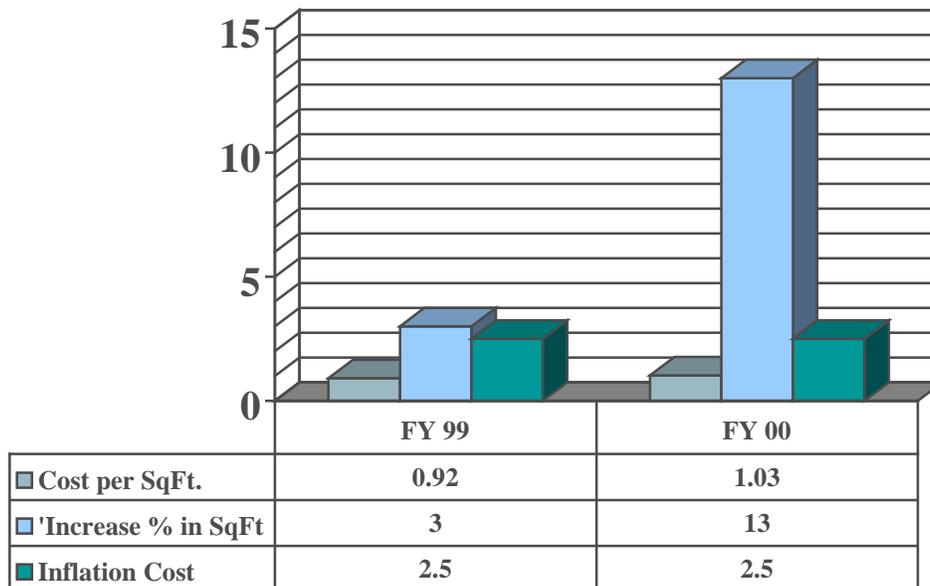


Congaree Swamp National Monument



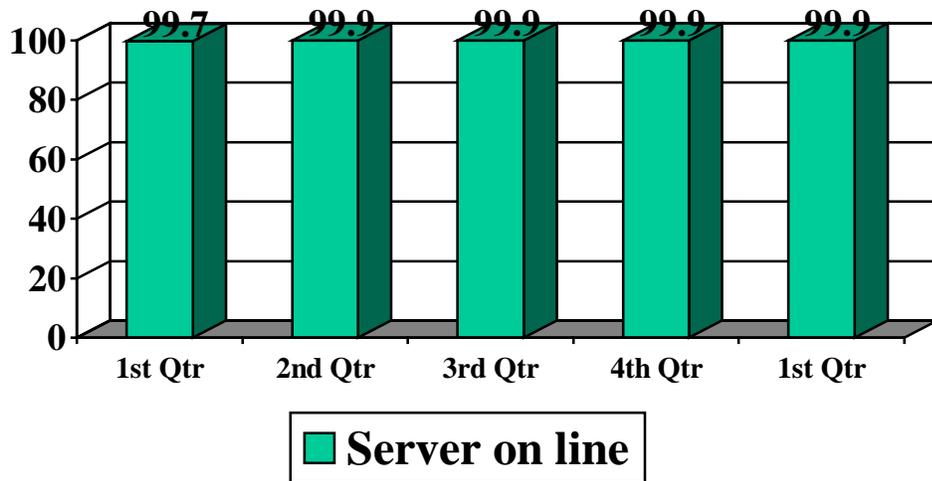
- Responding to State and Federal mandates, the South Carolina Military Department, has initiated energy conservation efforts. The agency's goal is to reduce energy consumption by 5% by 30 Jun 01. Historically, the South Carolina Military Department ranks as one of the lowest energy consumers among the State agencies.

Statewide Energy Usage

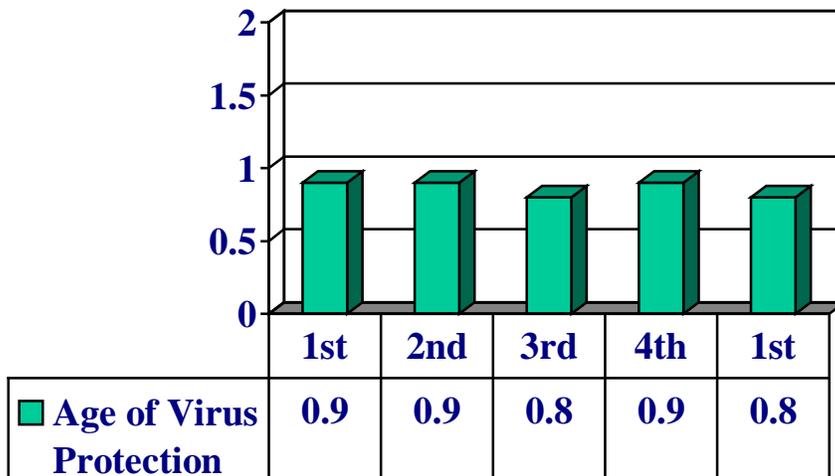


- The heart of operation for the South Carolina Military Department is information technology. It is crucial that customers, both internal and external have access to data that is accurate and delivered in a timely fashion. Server on-line readiness and virus protection are two important measurements. In the first chart, the server on-line goal was 95 %. The year-end result for FY 99-00 was over 99%. The goal of a less than two week virus protection was exceeded as well.

FY2K Network Server On-Line Readiness

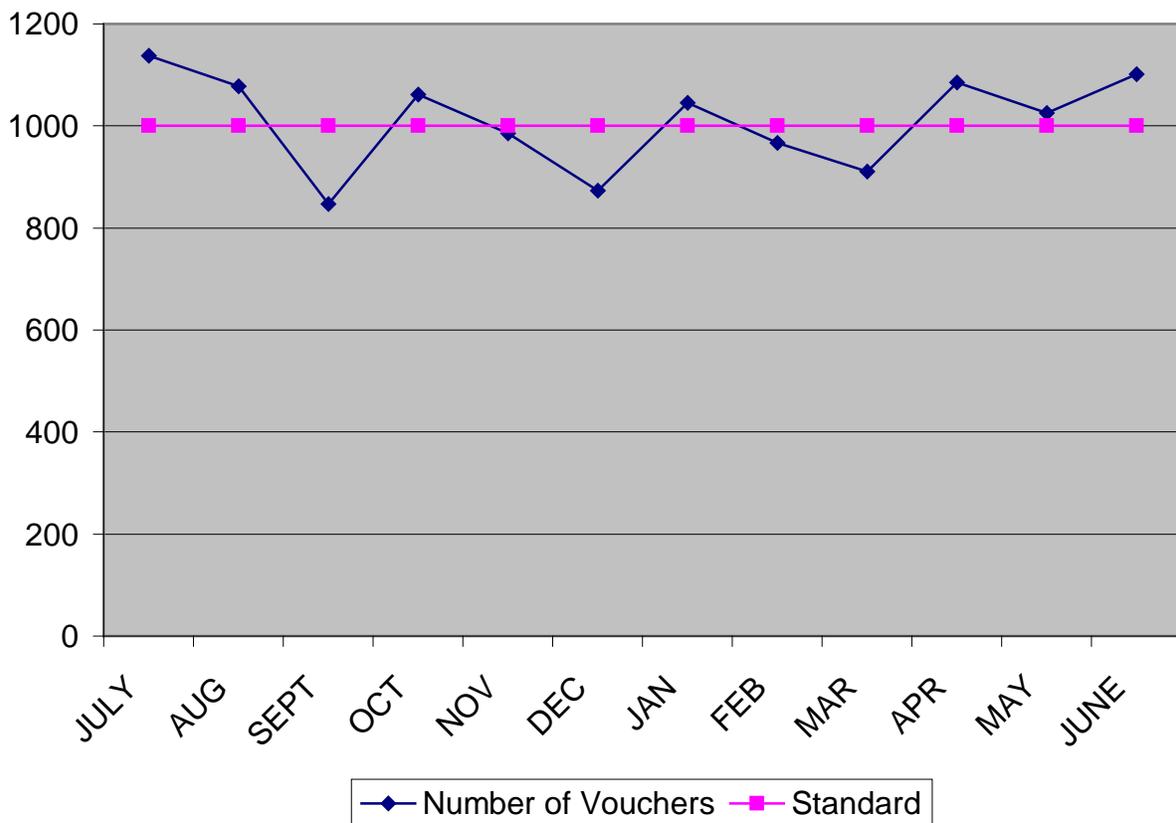


FY2K Virus Protection Updates

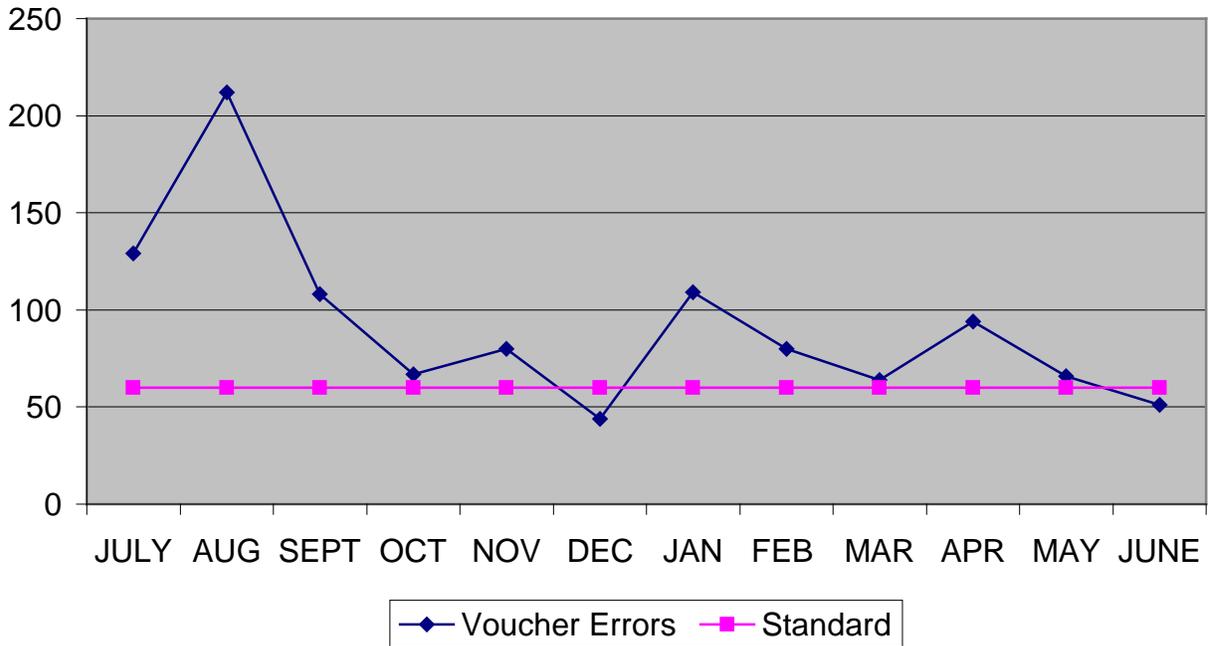


- The Accounting and Finance division charts and trends several key performances indicators. These include the number of vouchers processed against an average standard from previous years, the number of voucher errors against an average standard, the number of vouchers returned against an average standard and the average process time to and from the Comptroller General’s office against set goals. The last two charts reflect that goal were being met and that processing time had been greatly reduced.

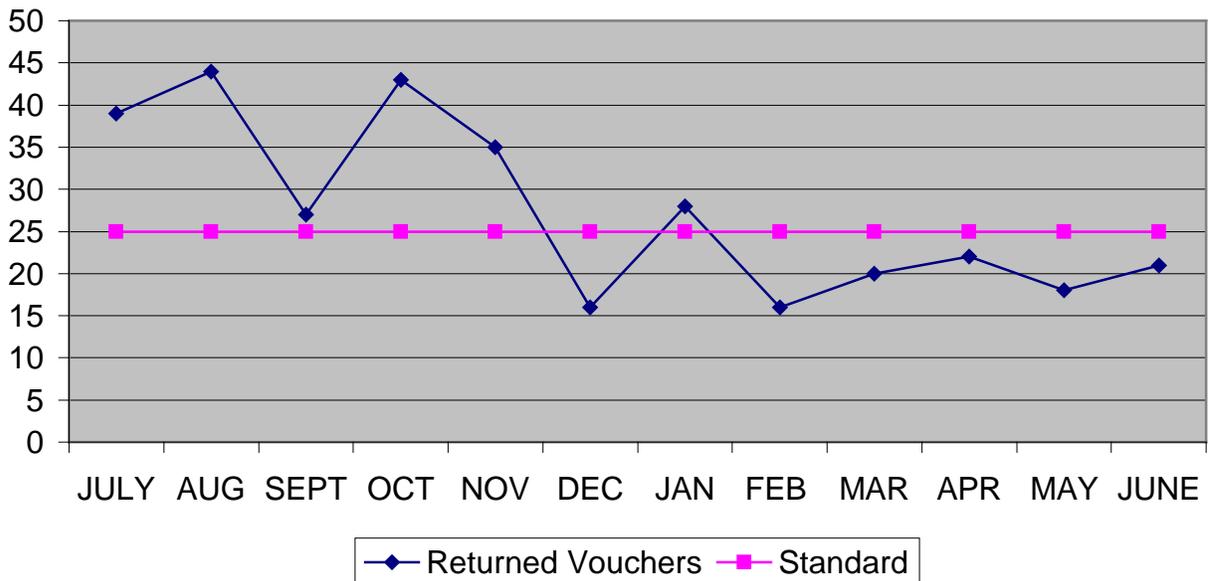
Vouchers FY 00



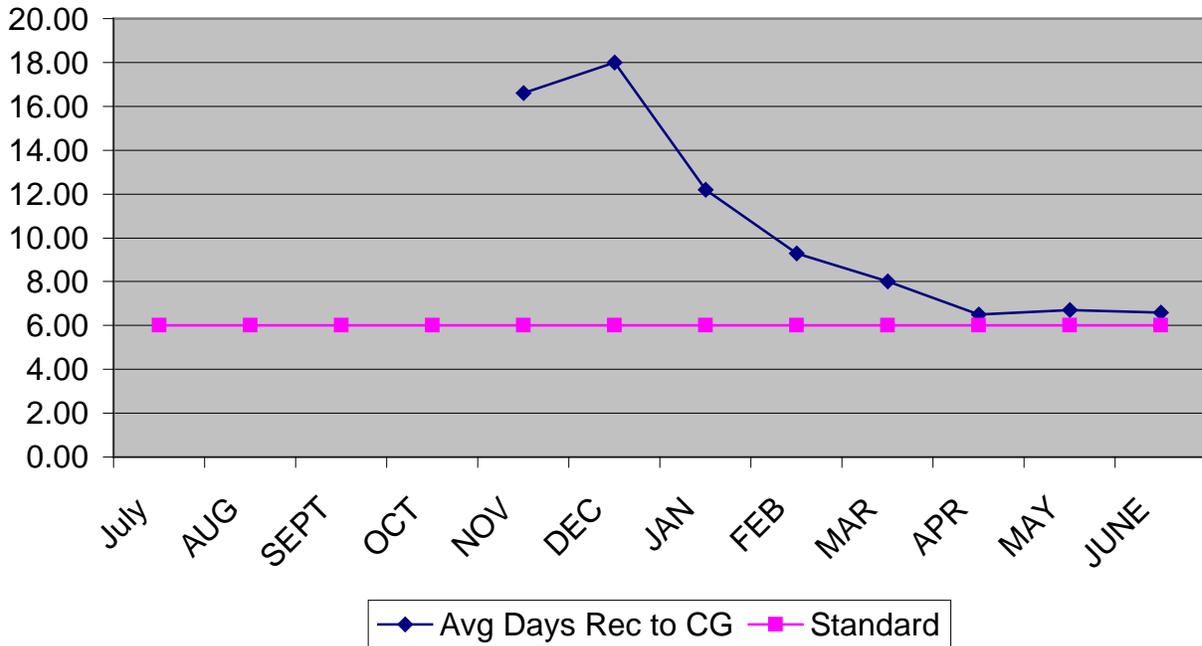
Voucher Errors FY 00



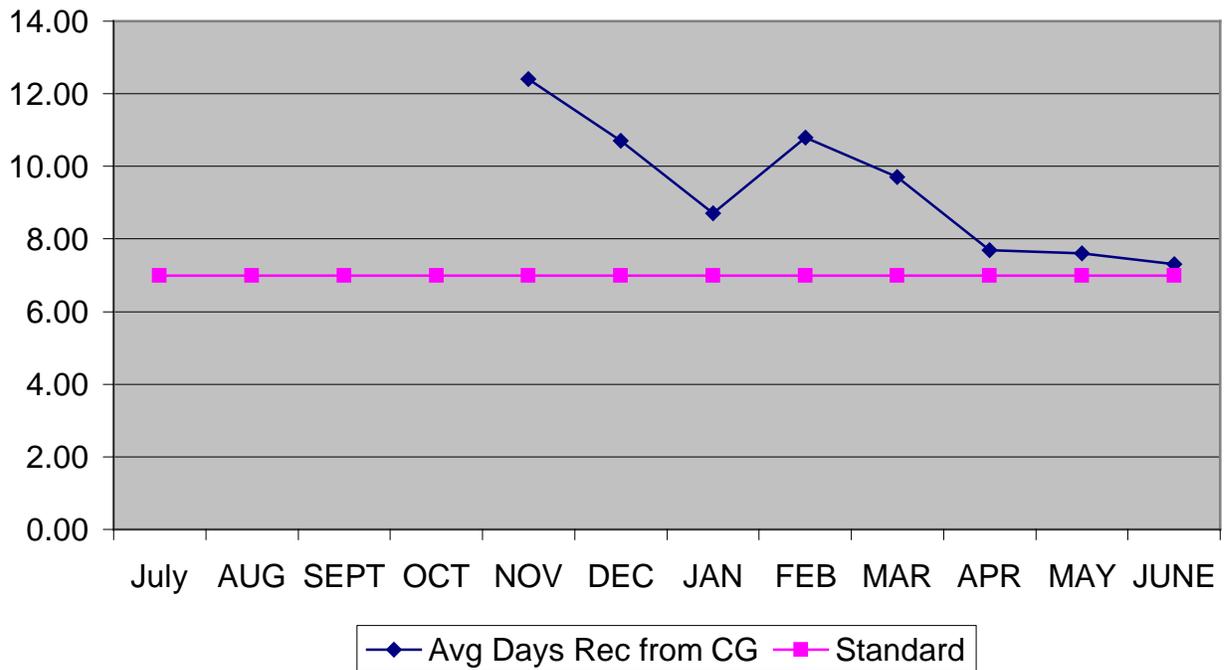
Returned Vouchers FY 00



Average Process Time FY 00



Average Process Time FY 00



Program Name: South Carolina State Guard

Program Rank: Seventh

Cost:	\$107,444	State
	\$4,500	State (Funeral Flags)
	<hr/>	
	\$111,944	Total

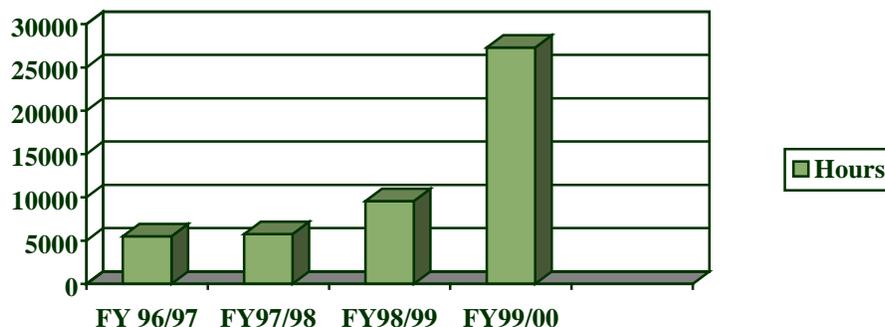
Goal: Support the Military Department in State missions consisting of maintaining public safety; supporting local civil authorities to provide essential service; protecting local resources and services; assisting local law-enforcement agencies; supporting disaster assistance requests from the Red Cross and other humanitarian agencies; conducting state and community service projects at minimal cost to the state.

Objectives: Provide continuous support to the Budget and Control Board during contingency operations. Provide support to State/Local Law Enforcement Agencies; Provide chaplain support to the National Guard Youth Challenge program; conduct honor guard for military funerals when requested; Conduct annual training in drill, ceremonies, and continuing education.

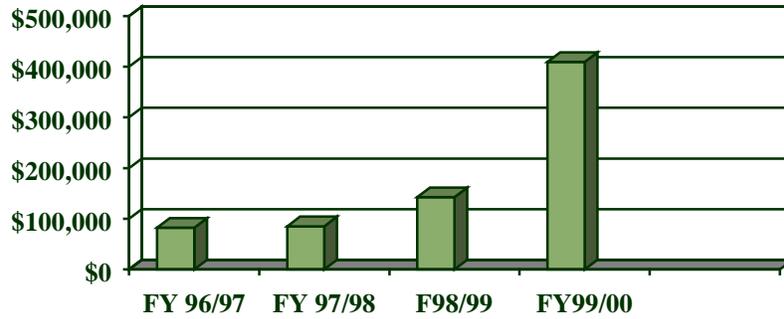
Results:

- During FY 99-00, the South Carolina State Guard provided approximately 27,304 hours of volunteer hours to various State and local authorities.

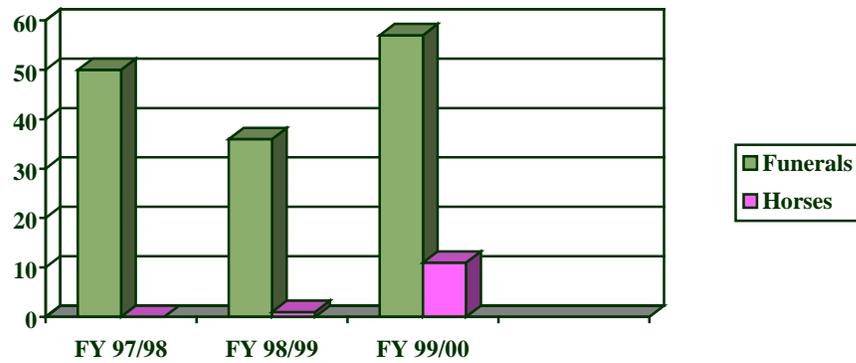
State Guard Volunteer Hours



Volunteer Hours Savings



- The State Guard provided honor guards for 57 military funerals. This tradition, generally requested by family members, is being provided when the active component cannot provide such services.



Program Name:
National Guard Pension Fund

Program Rank: Eighth

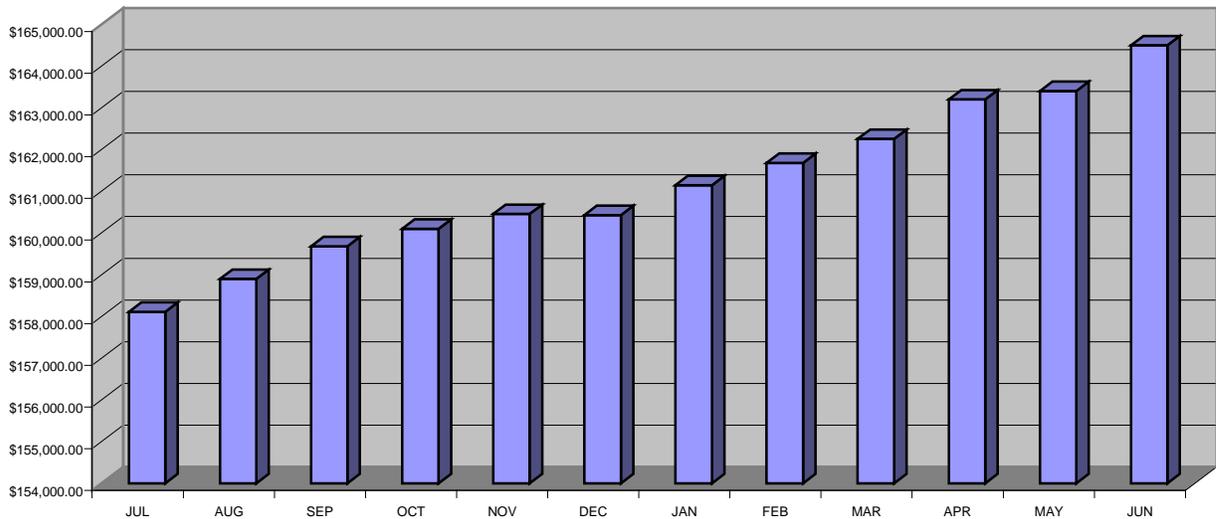
Cost: \$2,499,865 State

Goal: Program is managed in accordance with Sections 25-1-3210 through 25-1-3240 of the South Carolina Code of Laws, 1976 as amended.

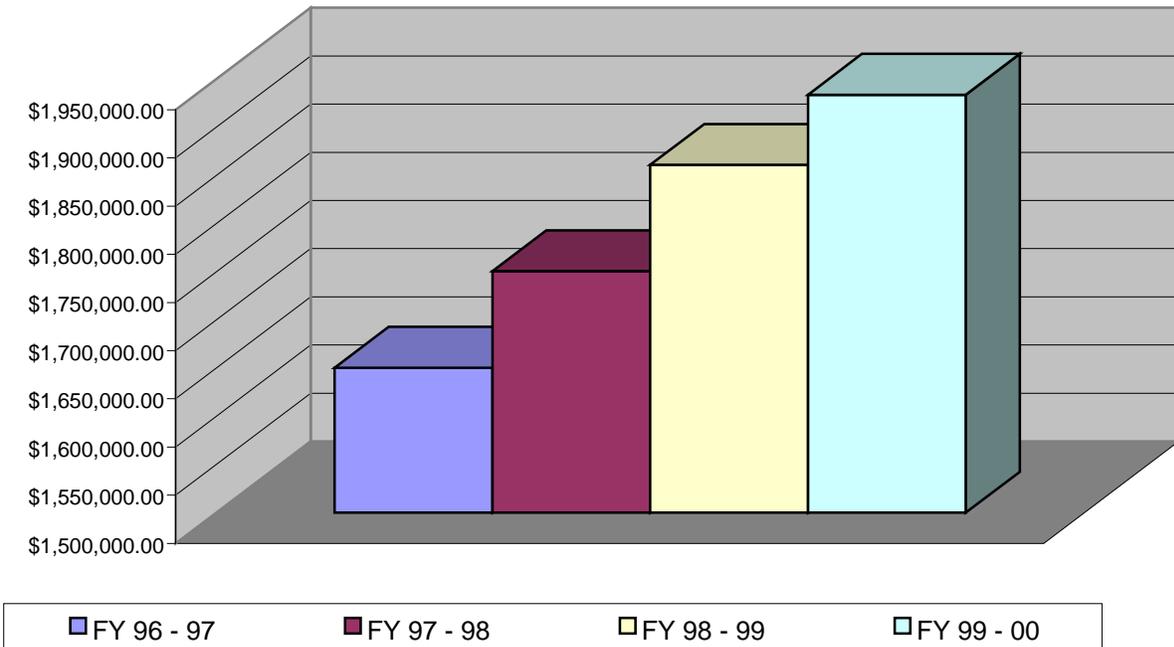
Objectives: To accurately identify authorized recipients and distribute entitlements in a timely manner. To maintain the fund at the prescribed actuarial funding level.

Key Results: During fiscal year 99-00, Army and Air National Guard State Pensions had an annual economic benefit to the South Carolina economy of 1.9 Million Dollars

Monthly Pension Fund Totals FY 99-00

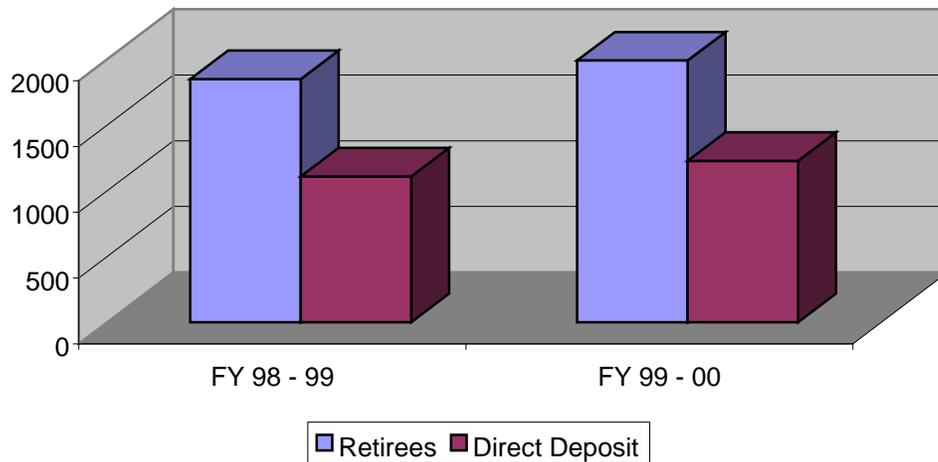


Yearly Pension Fund Trends



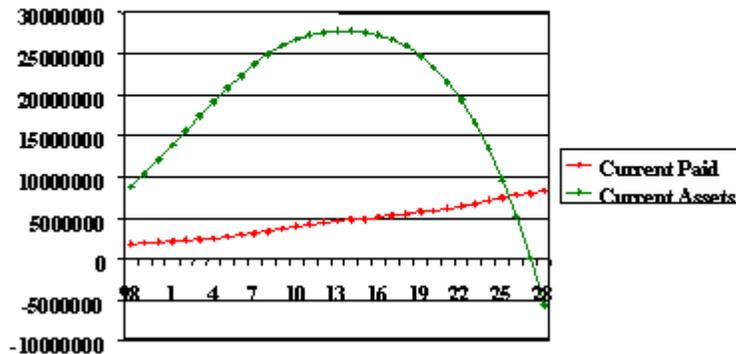
- In February of 1999, we received authorization from the Comptroller General to disburse pension payments through direct deposit on a voluntary basis. The use of this system reduced administrative costs, totaling \$14,724 incurred in the mailing of “paper checks” and provided the entitlement to the retirees in a more timely and efficient manner. Direct deposit statistics are reflected below

National Guard Pension Fund Receiptents & Direct Deposit



- Section 25-1-3235 requires the General Assembly to appropriate sums “sufficient over time to establish and maintain the [National Guard Pension] fund on an actuarial basis”. As depicted below, the fund begins declining in 2015, becomes insufficient to meet outlays in 2026, and will not meet the projected outlay in 2027, given the current appropriation status.

National Guard Pension Fund Actuarial Results



- The South Carolina National Guard soldier also qualifies for a Federal Military Pension upon retirement from the Guard with 20 years of service. Shown below are pension totals for fiscal year 1999-2000. These Federal pensions had an annual economic benefit to the South Carolina economy of 1.1 Million Dollars.

Federal Military Pension Year Total = \$1,158,668.00

