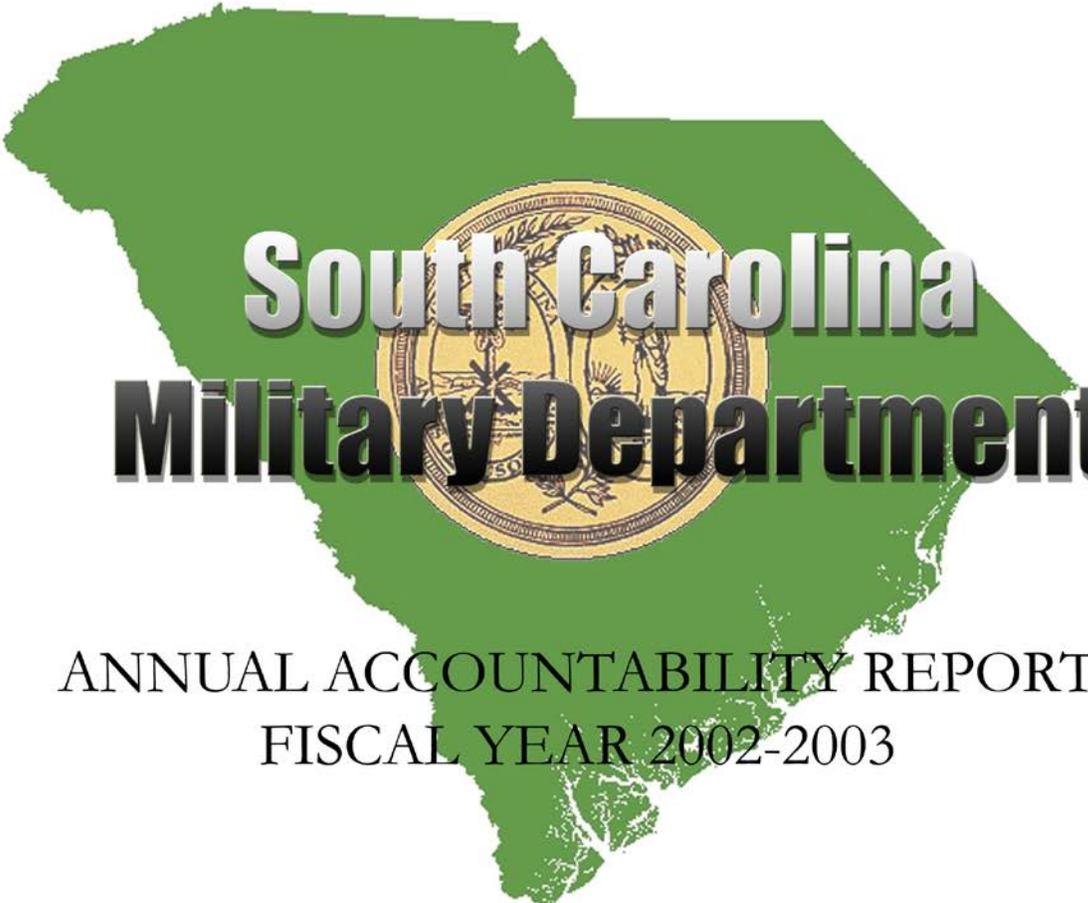


OFFICE OF  
THE ADJUTANT GENERAL



**South Carolina**  
**Military Department**

ANNUAL ACCOUNTABILITY REPORT  
FISCAL YEAR 2002-2003

**Mark Sanford, Governor**

**Stanhope S. Spears, The Adjutant General**

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**TRANSMITTAL FORM**

**Agency Name.....South Carolina Military Department**

**Date of Submission.....September 15, 2003**

**Agency Director.....Stanhope S. Spears, Major General  
SCARNG, The Adjutant General**

**Agency Contact Person.....Mr. W. Carson Raichle**

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## EXECUTIVE SUMMARY

**The South Carolina Military Department (SCMD) is committed to quality management through empowerment, innovation and entrepreneurship.** It has promoted partnering with other State and Federal agencies and the private sector for mutual advantage in the areas of service delivery and cost-effectiveness. **Other agencies, to include ones at the Federal level, benchmark against this agency for best practices.**

The SCMD began its strategic planning process over a decade 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, goals, objectives and performance measurements.

The agency's initial strategic plan evolved from an examination of strengths, weaknesses, opportunities and threats (SWOT). Since then, the agency has conducted its own 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, 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 improvements that affect 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 SCMD.

Throughout this report, please note the collateral value that this agency's State budget has in bringing Federal dollars to South Carolina.

The events of September 11, 2001 did not change the mission of this agency. **In fact, those events put in motion what this agency had been trained to do – and do exceptionally well:**

- *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.*

Mission is enhanced by the values adopted by an 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. The agency's 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 United States and South Carolina constitutions and democracy.

Goals are important, too. Goals are long-range statements of purpose, aim and intent which, when accomplished, collectively enable this agency to achieve its vision. Goals are not necessarily quantified or limited in time. The SCMD's goals, in order of priority, are:

**Safety**

**Strength**

**Training Readiness**

**Equipment Readiness**

**Quality of Life**

**Strengthen Support for State Missions**

At the time of this report's preparation, the SCMD has 54 Air Guard men and women deployed at home and abroad, to include Southwest Asia, serving as air traffic controllers, communications technicians and security forces. About 1,200 Army Guard men and women are serving in Iraq as well as additional elements in Bosnia, Kosovo, Guantanamo Bay and Kuwait. **At the height of deployment, both at home and abroad, the number totaled 2,911 Army Guard and 477 Air Guard personnel.**

**During its deployment, McEntire's 169<sup>th</sup> Fighter Winger flew 409 sorties over Iraq and was among the first aircraft over Baghdad. Constantly at risk of life and under heavy fire, not one pilot and not one F-16 were lost.**

**Signal, engineer and security forces of the Army Guard are on the ground, again under fire and at-risk. These men and women are doing what they do best: building schools and hospitals, repairing infrastructure and providing security forces.**

State Operations (DSO), the third element of the SCMD, continued its high level of accomplishments.

In the past year, an important Youth ChalleNGe program located in Allendale County became a victim of the recent State budget cutbacks. **Months of negotiations resulted in a successful partnership with Clemson's Youth Learning Institute in finding a new home and 100% State match for \$1.68 million in Federal funds.**

The SCMD, in cooperation with the Governor's Office and the Emergency Management Division (EMD), successfully competed for and won a Federal grant in the name of homeland security in the amount of \$297,000 per year for three years. This was a first in the United States for any state military department. In its first year alone, the South Carolina AmeriCorps Defense Brigade has enlisted over 1,000 professional volunteers. Additionally, the Corps established a database with the names, skills, availability and locations of these volunteers who will serve in the areas of public health, public safety and emergency preparedness. **The South Carolina AmeriCorps Brigade has been singled out by the nation's media and Federal agencies as a model for the entire United States. All within one year!**

During 2002-2003, DSO's Construction and Facilities Management Office completed four major construction projects representing an investment of \$17.5 million, the addition of 101,300 square feet and comprehensive infrastructure upgrades. The completion of these projects allowed the SCMD to retire three out-dated armories and add an armory for a newly fielded unit. **The new Spartanburg Readiness Center is the result of an innovative and strategic cost sharing partnership with a private foundation of USC Spartanburg – at no cost to the State of South Carolina!**

**Despite being one of the State's largest holders of real property, the SCMD ranked third in energy consumption and fourth among State agencies with the lowest cost per square foot.**

This past year, EMD was successful in leveraging federal grant opportunities to improve response capabilities in the State. Every aspect of the agency's emergency management program benefited from over \$10 million in Federal grants. Approximately 75% of this amount was passed through to county and local first responders.

A major EMD objective in training was to maintain the number of courses presented and the personnel trained at or above a FY01 baseline. EMD presented 152 courses to 4,158 personnel. **This was an increase of 90% and 85% respectively over the baseline, an increase**

**of 23% and 37% over last year.** Additionally, the division developed, coordinated and participated in 24 exercises during the year and organized and hosted the State Emergency Management/Hurricane Conference which was attended by a wide range of public officials and business leaders

**Opportunities/Barriers to Success:**

State budget reductions have forced the SCMD to reevaluate its building program and seek innovative opportunities to fulfill customer demands with the least amount of cost to the South Carolina taxpayers. **However, continued cuts force this agency to leave millions of dollars in available Federal funds “on the table.” The present condition of many armories is unsafe by present Federal standards and pose a serious risk not only in the name of safety, which is this agency’s #1 goal, but undermines recruiting and retention. Similarly, reduced State matches will cause the loss of programs that benefit our citizens with tax revenue producing jobs.**

Lack of funding takes its toll on information technology on the DSO side of operations as well. Aging computers and servers cause a loss in productivity and create an inability to maintain adequate communication and support with our Federal counterparts.

Personnel shortfalls continue to hamper EMD’s ability to accomplish its day-to-day mission and emergency response operations. An independent study by the Governor’s Office of Homeland Security in 2002 is still accurate. **That study concluded that EMD is understaffed to meet routine as well as emergency operations requirements in a post September 11 environment.**

## BUSINESS OVERVIEW

**Workforce.** The Adjutant General's staffing includes state employees, federal employees (technicians), Active Guard Reserve (AGR) and the traditional Guard members who drill on weekends and participate in two weeks training each year:

State Employees: 256

Federal Employees: 1,037 (100% Federally funded)

AGR: 727 (100% Federally funded)

Traditional Guard: 10,493 (100% Federally funded)

Total: 12,513

**Of the normal full-time workforce of 2,020 there are only 26 state employees who are 100% funded by the State or 1.28% of the work force!** Other state employees are a combination of State and Federal funds.

**It is interesting to note that the agency's budget, less the mandated administration of the National Guard retirement fund, is approximately \$4.9 million.**

**The federal staff assigned to the SCMD has an annual payroll of \$82,043,877. Applying an average 7% state tax on this unadjusted federal payroll accounts for \$5,743,071 that is transferred directly to the State Treasurer's Office. The state collections on these federal employees alone exceed the State's annual appropriation to the agency.**

The SCMD is considered one of the premier military departments in the United States. Army and Air Guard units are tasked to be in a continuous state of readiness for deployment. The Guard's state of readiness was evidenced by its immediate response to orders from the Governor and the President of the United States following the events of September 11.

**Locations.** The agency is headquartered at 1 National Guard Road in Columbia and maintains 84 armories throughout the State valued in excess of \$300,000,000, two Army National Guard training installations and an Air National Guard station in Eastover.

The State Guard is housed in the Olympia Armory on Granby Lane in Columbia in a WPA building that is on the National Historic Register.

The Youth ChalleNGe program in West Columbia is housed at the Wil Lou Gray Opportunity School and the Salkehatchie Youth ChalleNGe program will be housed at Clemson's Youth Learning Institute's Camp Long in Aiken County.

## Base Budget Expenditures and Appropriations

	01-02 Actual Expenditures		02-03 Actual Expenditures		03-04 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$8,739,108	\$2,281,402	\$9,078,803	\$2,037,658	\$8,860,094	\$1,944,541
Other Operating	11,211,245	1,328,970	15,781,420	2,451,369	16,021,372	2,230,315
Special Items	4,068,388	1,521,395	137,959	0	418,470	103,287
Permanent Improvements	6,077,121	80,197	9,118,982	45,046	500,000	0
Debt Service	0	0	0	0	0	0
Case Services	0	0	0	0	0	0
Distributions to Subdivisions	1,426,908	0	2,402,806	0	3,904,067	0
Fringe Benefits	4,299,971	2,769,117	4,617,860	2,736,586	4,469,092	2,641,308
<b>Total</b>	<b>\$35,822,741</b>	<b>\$7,981,081</b>	<b>\$41,137,830</b>	<b>\$7,270,659</b>	<b>\$34,173,095</b>	<b>\$6,919,451</b>

### Other Expenditures

Sources of Funds	01-02 Actual Expenditures	02-03 Actual Expenditures
Disaster Assistance (Non-Recurring):		
Supple. Bill – State Appro	\$791,691	\$1,188,267
<b>TOTAL FUNDS</b>	<b>3,974,294</b>	<b>8,195,623</b>
Open Ended Appropriation State Active Duty	149,068	8,832
Salkehatchie Youth Challenge	0	47,997
Horse Guard and Caisson Detachment	95,854	97,027

### Interim Budget Reductions

Total 01-02 Interim Budget Reduction	Total 02-03 Interim Budget Reduction
\$523,171	\$481,943

**Key Customers.** Identification of customers and their needs is crucial to the strategic planning process of this agency. 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 customers includes: the President of the United States; the Governor of South Carolina and the General Assembly; the citizens of this state; the Department of Defense; the U.S. Army and U.S. 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; South Carolina Departments of Juvenile Justice, Social Services, Health and Environmental Control, Public Safety and Transportation; the U.S. Drug Enforcement Administration; the U.S. Customs Service; the U.S. Marshals Service; the U.S. Attorney's Office; the U.S. Postal Inspection Service; State Law Enforcement Division; Greenville County's Sheriff's Office; the Port of Charleston; magistrates; county and municipal governments; the American Red Cross and, of course, the agency's staff.

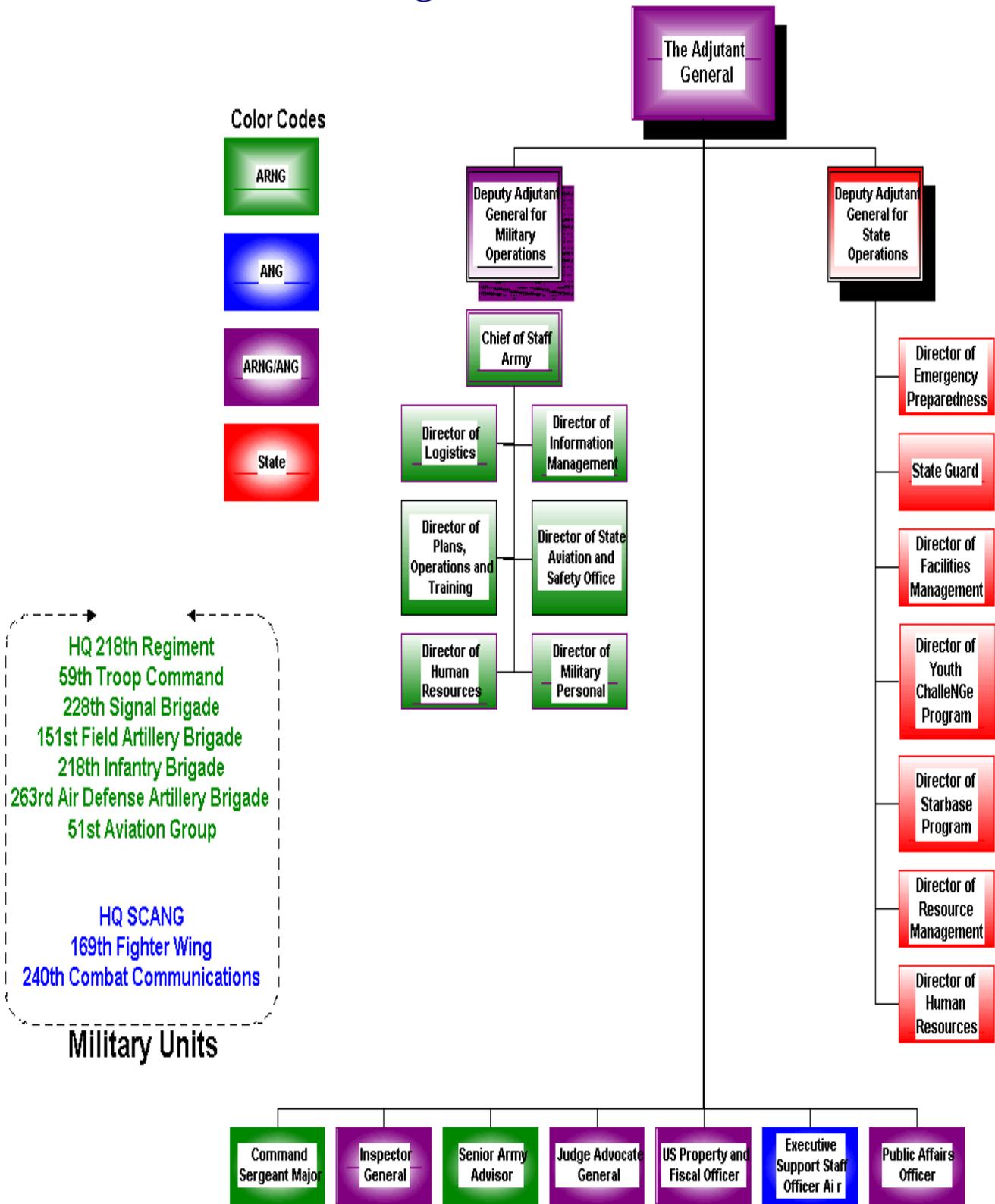
All of these customers provide input and feedback on the agency's processes. A variety of methods are employed to determine their market requirements and expectations. Please refer to the section on "Customer Focus and Satisfaction" for details.

**Key Suppliers.** Among the key suppliers to the South Carolina Military Department are: U.S. Army and Air Force; the National Guard Bureau, the South Carolina General Assembly; the U.S. Congress; the Universities of South Carolina and Clemson; the Department of Vocational Rehabilitation; the SC Department of Corrections; State Law Enforcement Division; SC Budget and Control Board; SC General Services; SC Department of Labor, Licensing and Regulation; the Comptroller General's Office; the State Treasurer's Office; the Department of Health and Environmental Control; Pratt and Whitney; Tyler Construction; Monteray Construction; Bonitz Flooring; Amana Corporation; Hussey Gay Bell and DeYoung; Guy White and Associates; Law Gibb Engineering; SCANA/SCEGO; LTC Associates; Stern Two Notch Properties; John Deere; Grant Contracting; Danka Business; URS Mechanical Design; BES Incorporated; PYA/Monarch and McMillan Smith.

**Major Products/Services.** Our mission statement correctly identifies those products and services provided by the South Carolina Military Department.

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

# Organizational Chart



## LEADERSHIP

Led by the Adjutant General, Major General Stanhope S. Spears, the senior leadership of the South Carolina Military Department; through its Executive Council, the Air Guard and State Operations Quality Councils and the Army Guard Command Readiness Council; is vitally involved in all aspects of the agency's operations. 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.

**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 Reserve 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. Their leadership abilities are recognized at all levels of government. For example, the past director of the Emergency Management Division directed a Weapons of Mass Destruction Office at the U.S. Department of Justice. Additionally, the Deputy Adjutant General for State Operations has just completed a term as the statewide Chairman of Communities in Schools Board, a program dedicated to "helping kids to help themselves." The current EMD director chairs the State's Hurricane Task Force that focuses on improving communities' survival from the effects of hurricanes and is a member of the State Homeland Counter-terrorism Coordination Committee. He also chairs the Sub Committee on Planning, Training and Exercises.

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. **Training of this nature ensures that future leaders have both the skills and experience to excel and continue a tradition of excellence in leadership.** Of special note is the agency's "Culture for Change" course, which not only serves to address the diversity of the agency, its mission and its customers, but is a valuable tool for employee feed-back and communication of the organization's strategic plan and action plans.

The South Carolina Military Department demonstrates its public responsibilities and practices in many ways. In the past fiscal year, EMD published and distributed more than 530,000 public information brochures of the 2003 Hurricane Guide, in English and in Spanish, which advises the public on actions to take before, during and after hurricanes; increased the number of presentations and briefings to the mass media, citizen groups, municipal and county officials, private enterprises and volunteer organizations; and began marketing to the public its

enhanced website to provide more valuable protective-action information during disasters and crises. **EMD has been in the forefront of Terrorism/Weapons of Mass Destruction preparedness. A team of 22 Army Guard Reservist (AGRs), with a Federal payroll in excess of \$800,000 per year, currently mans a special WMD unit housed in a separate facility at EMD headquarters.**

Information technology has a direct impact on the public. **The South Carolina Military Department's goal of a 20% increase in web traffic was again exceeded in FY 2003 by over 1000%.** The agency's web site development is a partnership with the University of South Carolina, which provides work study and research assistant opportunities benefiting both students and citizens of the state. This year EMD also enhanced its web site to provide citizens with more valuable and timely information. Its web site was extremely useful in passing information to the public following the events of September 11 and the anthrax crisis. The agency has also developed an online Facility Management Work Request program for its customers. It automatically generates work requests, tracks work requests, assigns work crews and tracks work order costs. This will help save the extremely limited work time available and improve both accountability and customer feedback.

The agency's commitment to education and the youth of South Carolina is already evidenced by its successful Youth ChalleNGe partnerships with the Wil Lou Gray Opportunity School, the Department of Education, the Department of Social Services, the Department of Juvenile Justice, the U.S. Air Force and the National Guard Bureau. The program's post-residential placement rate of 74% at the West Columbia campus is one of the highest in the country. Similar results are anticipated at the Salkehatchie Youth ChalleNGe program when a detailed analysis of its initial classes is available. The agency's newest program, StarBase, has been well received by its Richland School District One partner with one elementary school's entire fifth grade participating.

Additionally, the little publicized Army Guard's Governor's Counterdrug Task Force **(100% federally funded at \$1,599,000 per year) addressed over 52,000 students with information on drug demand reduction.** This same Task Force provided eleven (11) trained personnel to the Drug Enforcement Administration, the US Customs Office, the US Attorneys Office, the US Postal Inspection Service, the State Law Enforcement Division, and the US Marshals Service. It participated in the seizure of over \$65,000,000 in illegal drugs.

These are just a few examples of this agency's commitment to actively support and strengthen our State and communities. **The Malcolm Baldrige Criteria include citizenship as a primary element of leadership. This agency is proof of that citizenship with nearly 10,493 Army and Air Guard men and women selflessly and proudly serving their State and Nation. This is citizenship at its very best.**

## 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 tenth 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 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: Safety, Strength, Training Readiness, Equipment Readiness, Quality of Life and Support of State Missions.**

**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/action 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 (know as the Command Readiness Council), the Air National Guard and State Operations. **These Councils ensure that the strategic plan, goals and objectives are communicated to every employee through meetings, newsletters and employee courses, such as "Culture for Change."** The strategic plan is reviewed annually and updated as necessary in order to remain a viable plan of action for the agency. **An understanding of the strategic plan's linkage to the Malcolm Baldrige Criteria is critical for the plan to be a success.**

The deployment of the strategic plan involves all employees of the South Carolina Military Department. The agency's **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.

Since the events of September 11, leadership of the agency's three components has been meeting weekly. These SITREPs (Situation Reports) cover the latest available information from the White House, the Department of Defense, Departments of the Army and Air Force, the National Guard Bureau and the Governor's Office. **This intelligence is of the utmost importance in assisting the South Carolina Military Department achieve its State and Federal mandates during these difficult times.**

**Performance measures are an important part of the strategic planning process and help the agency track and measure progress on issues directly tied to the goals of the strategic plan.** These include: recruiting and retention, facility management and maintenance, response times 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 it is in achieving its goals and accomplishing the mission set forth in the strategic plan.

## CUSTOMER FOCUS AND SATISFACTION

As stated earlier, **identification of customers and their needs is crucial to the strategic planning process.** The very diversity of the South Carolina Military Department's operations precludes a complete list of external customers. Primary external customers were provided earlier in this document in the section entitled: Business Review. Many of these customers are mandated by State and Federal mandates.

All of these customer groups provide input and feedback on the agency's processes. A variety of methods is employed to determine their market requirements and expectations. These include but are not limited to:

- Workshops
- Command Climate Surveys (Army and Air National Guard)
- Recruiting and Retention Surveys (Army and Air National Guard)
- Participation in State and National Conferences
- After Action Reports and Debriefings
- In-Process Reviews (IPRs)
- Vendor Surveys
- One-on-One Customer Surveys
- On-Site Surveys
- Exit Interviews (State Employees)
- Hurricane Season Assessment (EMD)
- Training Needs Assessment for Local and State Officials (EMD)
- Customer Satisfaction Surveys – Internal and External
- Town Hall Meetings – Employees of the Agency
- Weekly Meetings of the Senior Leadership
- Utilization of the South Carolina Military Department's Web Site

- Quarterly State Employee Newsletter

Information gained from the above processes is analyzed and tracked in order for the agency to improve practices that enhance customer satisfaction. **In our recent Malcolm Baldrige-type assessment, customer focus and satisfaction indicated an area of opportunity for the agency.** In an effort to overcome this deficiency, several innovative programs have been established during the past year.

- Established a more secure, reliable and significantly faster server access for remote SABAR (State accounting system) customers. Many of these remote customers are federal employees of the agency who must access certain accounting information because of State/Federal agreements.
- Developed an Internet program that allows remote users to initiate work order requests, follow the status of the requests, assign work crews and track work order costs, thereby saving on work time available and improving both accountability and customer input-feedback.
- An improved agency web site for the dissemination of information to customers and the general public that has increased by over 1,000% for the third consecutive year in the number of main page “hits.” Conversion to a .com address has greatly enhanced public access.
- EMD continued to enhance its web site in order to reach the maximum number of people. It now provides first responders with course descriptions, a schedule of courses and application forms for each of the resident weapons of mass destruction training sites managed by the Office of Domestic Preparedness.
- Based on monthly meetings and conversations, the agency’s Budget and Finance Section determined that vendors required a fast turnaround on invoice payments. A goal of six days was established in order to process payments in a timely fashion. This past year’s turnaround time was an average 3.74 days to the Comptroller General’s Office and an average 5.81 days from the CG’s Office to the agency.
- In January 2002, the Deputy Adjutant General for State Operations and the United States Property and Fiscal Officer (USPFO) initiated regularly scheduled meetings with Federal and State program managers to better serve customers, internal and external, on critical issues regarding budget and human resources issues.
- The agency’s Human Resources Section established a universal evaluation date of July 1 for all state employees using a combined position description and employee performance evaluation form endorsed by the Budget and Control Board’s Human Resources Office.

- EMD established an Alternate Emergency Operation Center (AEOC) at the new Department of Public Safety's headquarters facility in Blythewood, SC. Procedures are being developed to rapidly activate and continue State response operations if the SEOC becomes unusable.
- In support of the agency's deployed military force, energetic and volunteer Family Support Groups were formed throughout the state to keep spouses fully informed on benefits, news from the field and information on available resources. A newsletter, which has received national recognition from Department of Defense, and an e-mail network (<http://www.NGFamilyofOne.org>) were established to further communications and boost moral.

The South Carolina Military Department is continually exploring ways to correct weaknesses in existing processes that hinder our progress in achieving operational excellence. **We must ensure that our customers' needs and expectations are being met.**

## INFORMATION AND ANALYSIS

The agency's divisions have developed performance measures to monitor system inputs, outputs and outcomes and improve these systems by eliminating special and common cause variations. **These measurements 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 measurements also ensure that the systems are operating properly to achieve the strategic plan's goals in the delivery of products or services to our customers.

The agency's strategic plan calls for action plans that are "in line of sight" with the goals of the South Carolina Military Department. Action plans are the direct result of collective input from senior leadership, directorates, staff and, of course, the customers. Action plans assign responsibility either to an individual or group. They have established deadlines and designated metrics for the measurement of progress. These measurements are analyzed and interpreted on a regular basis by senior leadership through staff meetings held weekly, monthly, quarterly or annually, e.g., Quality Council meetings for Army and Air Guard and State Operations, the Executive Council and the annual Strategic Conference. Since the action plans are "works in progress," they are modified as deemed necessary by senior leadership in order to meet the needs of the State and Federal governments and other key customers.

Both Army and Air National Guard have in place measurable key performance indicators tied directly to the agency's goals: **Safety** – Regularly scheduled accident reports with appropriate follow-up action as necessary; **Strength** – Recruiting and retention reports that are briefed on a regular basis to commanders for their immediate action; **Training Readiness** - Unit status reports reflect the readiness of Guard personnel in the event of Federal deployment or State emergencies; **Equipment Readiness** – Regular and frequent equipment readiness reports in support of soldiers and airmen; **Quality of Life** – Quarterly meetings of facility personnel to address maintenance, future needs and training requirements; and **Support of State Missions** – Regularly scheduled meetings and daily liaison with the Emergency Management Division.

Similarly, State Operations has key performance indicators in "line of sight" with the agency's goals. These key performance indicators are considered so important to the day-to-day operations of the agency that they are reported on and analyzed monthly as well as at quarterly meetings.

Here are some examples of activities within State Operations with respect to information gathering and analysis:

- Comparative data are gathered from like events such as hurricane to hurricane or winter storm to winter storm. This is necessary since the personnel and equipment mix is different each time. **Logistical analysis is used to select the right mix and avoid over expenditure and waste.**

- Youth ChalleNGe collects data from monthly reports to track performance levels of the residential and post-residential phases of the program. These data are transferred for validation to the program's contractor, the National Guard Bureau, and are benchmarked against other states' programs.
- The Facilities Management Office maintains historical data, reviewing results and lessons learned. It maintains an open dialogue for constructive criticism among employees, project managers and contractors such as architects and construction companies. Additionally, it maintains maximum information management standards while setting realistic priorities within human resource constraints.
- The Human Resource Office maintains trend charts on state FTEs, number of vacancies, individual employee training, grant/agreement employees and temporary hires. The HRO maintains open lines of communication through meetings, conferences and seminars with supervisors and program managers within the agency as well as the Office of Human Resources at the Budget and Control Board. Monitoring these key performance indicators is critical during this time of budget downsizing and personnel cutbacks.
- EMD develops an annual work plan that defines priorities, milestones and end products within 13 separate functions in order to apply for Emergency Management Performance Grant (EMPG) funding through FEMA. This funding allows South Carolina to structure programs based on identified needs and priorities in the event of emergencies.
- Additionally, EMD conducts a "Joint Assessment" with each county to review every aspect of their emergency management program. Information and customer feedback is collected in order to "fine tune" programs and establish priorities.
- The State's EMD program is evaluated every three years using the Capability Assessment for Readiness instrument provided by FEMA. National results are published which allows EMD to benchmark against other programs across the country.
- In the accountability area, EMD and the contractor for SABAR developed a module to track disaster payments and balances in the SABAR accounting system that will save taxpayer dollars and speed up delivery of services and products.

These are just a few instances of how the South Carolina Military Department utilizes information gathering techniques and their analyses to become more accountable to the citizens of our State and provide services in a timely and efficient manner.

## HUMAN RESOURCES FOCUS

The Adjutant General's staff consists of 1,764 federal technicians and Army Guard Reserve (AGR) personnel (**100% federally funded with an annual payroll in excess of \$82,000,000**) and 256 state employees who are FTEs or occupy grant/agreement positions (**grant positions can be funded up to 100% federally**). This staff operates from the Columbia headquarters, 84 armories throughout the State, two Army National Guard training sites and one Air National Guard training station. 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.

Leadership's responsibility does not end with internal staffing but extends to **10,493 citizen-soldiers of the State's Army and Air National Guard, one of the agency's largest customer groups, which generates an annual payroll of over \$44,000,000 in federal dollars**. For the first time in nearly a decade, there is a significant upward trend in strength due in part to the patriotism following the September 11<sup>th</sup> terrorist attacks. Four years ago, Dr. Hardy Merritt conducted a milestone survey of the Army and Air Guard and identified the influence of a civilian job as one of the major reasons people leave the Guard. Because of that finding, this agency supported a stronger Employer Support for Guard and Reserve Program and Family Support Group. This is evidenced by their inclusion in the Command Readiness Council's (Army Guard) business plan and the strategic plan's strength goal. The Air National Guard has made these strength issues part of its 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 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. Personnel and facilities continue to be the driving force of our organization.**

The events of September 11 and the period immediately following were strong evidence of the agency's ability to meet its Federal and State mandates. Calls from the President and the Governor to perform immediate service were answered swiftly and in a highly professional manner. The Guard continues to play an important and vital role in homeland security as well as duty overseas.

State employment recruitment and retention face problems. Every effort is made to hire the best qualified people 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 performances with pay increases when possible and recognition through an awards program. In line with directives from the Governor's Office, awards are presented annually on an "Employee Appreciation Day." **However, budget downsizing will affect every employee at the agency. Our recruitment efforts are hamstrung and key**

**personnel leave for a more secure workplace at other agencies or in the private sector. Leadership will suffer a lack of continuity with the loss of experienced staffers.**

Employees perform better when they are kept fully informed. The agency's 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, a "Culture for Change" course is required 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 Station 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. Courses of this type help employees gain the skills and knowledge to become future leaders of the agency.

A flexible work schedule also allows employees 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 working on a survey to determine 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.**

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. **The dramatic network speed upgrade from a 10MB/sec to a 100 MB/sec network has greatly enhanced the agency's ability to serve its customers and supply its employees with state-of-the-art technology. Unfortunately, a four-year program of workstation replacements to keep current technology has been cancelled because of budget shortfalls.**

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. Both credit unions are federally chartered and governed by the National Credit Union Administration.

**EMD, budget shortfall or no, still lacks adequate personnel, as noted earlier in the report generated by the Governor's Office, to meet routine as well as other operational requirements in a post September 11 environment.**

Meanwhile, the agency has adopted measures to meet the State's fiscal problems with a **hiring freeze** (exclusive of mission-critical personnel) effective this past fiscal year. At the same time, **an agency-wide 40-hour workweek was adopted** to increase productivity and efficiency. **This move gained the agency 16.25 workdays per year per employee who had worked a 37.5-hour week.**

Seeing a preventive need in the area of sexual harassment education and appropriate follow-up disciplinary action, the agency's human resources section has established a mandatory

course of instruction for all state employees taking place during fiscal year 2002-2003. Additional courses include workplace violence and knowledge of the agency's progressive discipline policies.

Some of the tools used by human resources to measure areas of personnel concerns/issues include: program managers' meetings, "Town Hall" meetings, identification of training needs, customer satisfaction survey – both external and internal, employee exit interviews, utilization of the agency web site and regular communications through the state employee newsletter.

**Employee well-being and satisfaction is a significant indicator of the agency's return on investment.**

## 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 quality products/services to our customers.

The South Carolina Army National Guard and the South Carolina Air National Guard have Federal mandates that require regular reports on a number of mission-essential processes along with appropriate metrics. These include recruiting and retention, strength, training 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 agency's strategic plan.

Here are a few examples of process management and process improvement within State Operations.

This past year, EMD, **in addition to providing an English and Spanish editions of the South Carolina Hurricane Guide**, has partnered with Hispanic Outreach of South Carolina to insure that Spanish versions of the publication reach the appropriate audience and has distributed the Spanish version in three Hispanic newspapers; in partnership with the South Carolina Department of Education, EMD hosted a series of Safety in the Schools classes which trained 84 personnel from throughout the State in planning for emergencies and disasters in or near schools; EMD has taken the lead in developing and coordinating site-specific plans for each dam in or affecting South Carolina that is regulated by the Federal Energy Regulatory Commission. This effort involved the private sector, federal agencies, counties and state offices and includes plans for response and recovery operations with an emphasis on evacuation; and EMD has coordinated and deployed strategic objectives in the area of WMD preparedness and response which are communicated through the Governor's Homeland Security Council and inter-agency steering committees. A strategy was developed by the State Mitigation Interagency Coordinating Committee (ICC) to update the State Hazard Mitigation Plan to conform with the new mitigation planning requirements outlines in 44 CFR 201. The plan must meet these requirements by November 1, 2004 in order for the state to remain eligible for FEMA mitigation funding. EMD also initiated a program with the State's 46 counties to update the Hazards United States (HAZUS) infrastructure database for medical facilities, airports, communication facilities, power plants, emergency facilities, (police, fire, emergency management), schools, potable water and wastewater. This improved tool will allow us to make a quick initial assessment of damage to infrastructure.

The agency's Budget and Finance section began attending quarterly meetings of the Army National Guard Administrative Officers to brief them on armory operations' issues, and also attends, along with the agency Human Resources office, regularly scheduled meetings of Federal and State program managers to discuss personnel and budget issues. State Budget and Finance is also providing individual and group training to unit managers of each armory

maintenance fund to ensure a strict accountability of receipts and expenditures. Budget and Finance accountants attended numerous training classes in order to implement GASB 34 (a State mandated inventory report).

Historically, natural disasters have been fiscally open-ended events where **“price is no object.”** Price very much becomes an object after the event is over, for months and sometimes years to come. When State Operations, our National Guard and EMD have accurate estimates and projections on the front end, much sounder decisions can be made on application of troops and equipment during an emergency. **This decision making process leads to cost containment. For example, the West Virginia Flood Operation initial cost projection was \$750,000 for pay, logistics and transportation/equipment. The final total was \$694,411 – or 93% accuracy. For the Legends/Horry County Wildfire of June 2002, the cost projection was \$40,000 for pay and aircraft. The final bill was \$40,063!**

The Facilities Management Office is accountable for a number of processes which tie-in directly with all six of the agency’s goals. 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 developing a product that meets or exceeds 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. FMO teams regularly visit agency facilities for on-site inspections and customer feedback. The results are tabulated from a standardized checklist for later evaluation and inspections. This office’s environmental section ensures 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. **The environmental section, through partnerships with the Universities of South and Clemson, conducts rigid and thoroughgoing scientific studies, e.g., a fire ant study in conjunction with Clemson. These studies will result in long-term benefits to the citizens of South Carolina, especially the agricultural community.**

An energy section within the FMO is the agency’s driving force to reduce energy consumption. Monthly statistics are collected and analyzed for further action such as lighting retrofits, etc. Consumer suggestions, seminars, interviews and facility manager input on how to save energy are important to this process. **As a result of this dialogue, an Internet was developed where callers can obtain exact information on how much energy was consumed by their particular facility and in what areas.** The agency has been cited repeatedly for its energy conservation programs by the Budget and Control Board.

Human Resources was successful in streamlining and implementing a new Employee Performance Management System (EPMS), which **established a universal review date of July 1 for all state employees.** The new form incorporated a section for position description updates which facilitates the process both for employee and supervisor. **Current job descriptions and evaluations are especially critical in the event of a staff reduction in force.**

It was clear from this agency's Malcolm Baldrige-based assessment that process management is an area that requires constant attention and on-going review. This agency is dedicated to rigidly addressing information flow, follow-up actions when necessary, revisiting the processes to correct weaknesses, develop better tracking and trending mechanisms, and, of course, improved measurements.

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

## KEY BUSINESS RESULTS

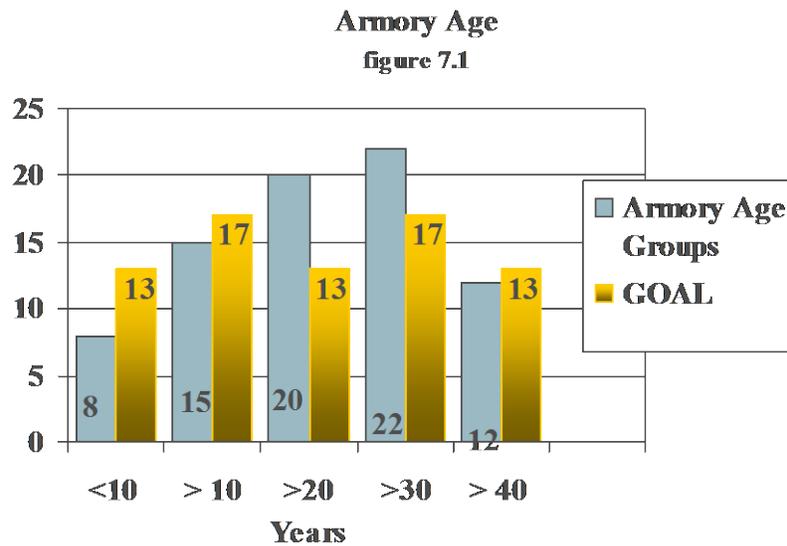
Name: **Armory Operations**

Cost:	\$1,098,466	State
	\$799,943	Earmarked
	\$99,727	Federal
	<hr/>	
	\$1,998,136	Total

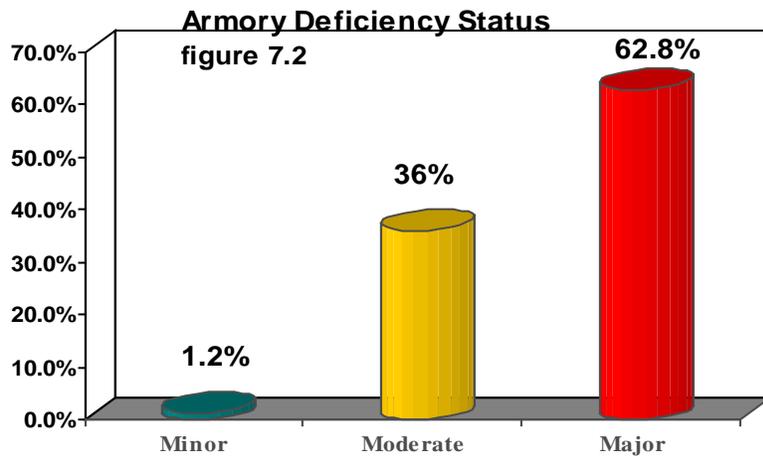
Goal: Manage facility programs in accordance with Section 25-1-1620, South Carolina Code of Laws, 1976, as amended. Provide quality facilities for use by the South Carolina Army National Guard in support of Federal training missions as mandated by the United States Army and the National Guard Bureau 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.



- The current goal is to close armories that are outside their lifecycle and replace these facilities where appropriate and feasible, see figure 7.1, Armory Age. The Construction Facility Management Officer (CMFO) intends to consolidate units to gain greater efficiencies in construction, and long-term maintenance and operational costs. The older facilities are typically energy inefficient, costly to maintain, and some do not meet current mission requirements. Consolidations and/or replacements are intended to address these issues, although this is certainly a long-term strategy due to funding constraints. **While closings and consolidations have a positive fiscal impact, this reduces the presence of the National Guard in our communities. The result is decreased community relevance, recruiting, and much needed local support.**
- Facility condition is charted in figure 7.2, Armory Deficiency Status. Currently we are experiencing significant numbers of major deficiencies. The CFMO is ever cognizant of customer perceptions and the impact that ongoing maintenance deficiencies have upon employee morale. (This chart is reflected on the following page.)

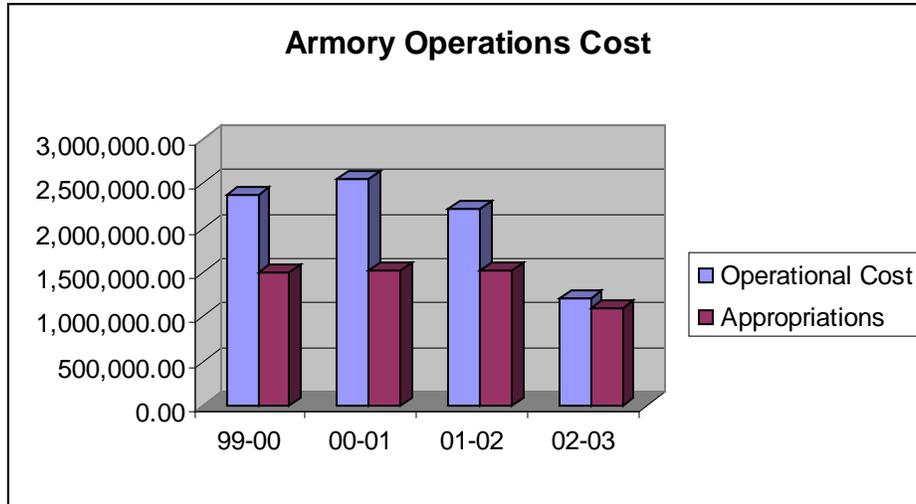


**Minor deficiencies** - do not impair state or federal mission requirements

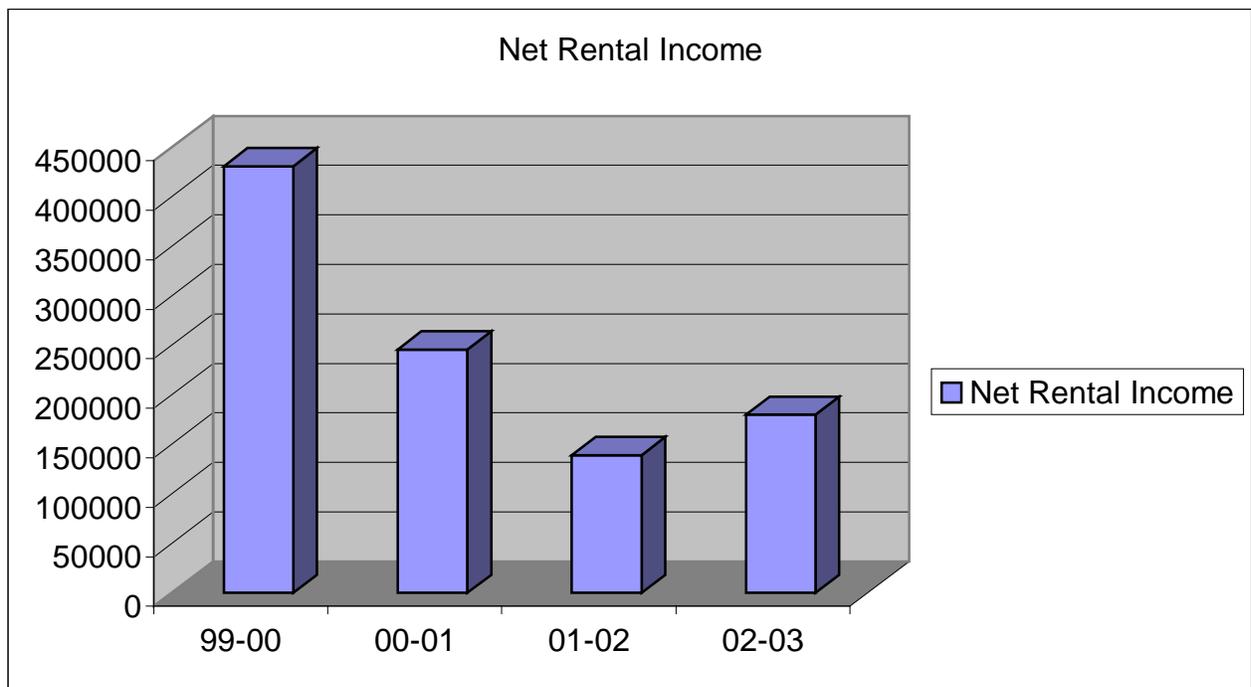
**Moderate deficiencies** - impact state missions including availability of staging areas for natural disasters

**Major deficiencies** - facilities do not meet minimum standards

- Although we strive to improve customer and employee satisfaction, current funding levels make it very difficult to address customer concerns, much less assure their satisfaction. An ongoing problem we face is an inability to address roof systems that have exceeded their lifecycle.
- Without necessary funding for replacement or repairs, we are simply unable to address our customer's leaking roofs. CFMO has made the repair of HVAC systems (minor & moderate deficiencies) a priority to ensure customer comfort within a reasonable temperature range. Since we do not have the resources to address major deficiencies, our strategy is to address minor and moderate deficiencies to the greatest extent possible. This obviously leaves us with a growing backlog of major deferred maintenance.
- During 2002-2003, The Construction & Facilities Management Office completed four major construction projects representing an investment of \$17.65 million, the addition of 101,300 square feet, and comprehensive infrastructure upgrades.
- The completion of these projects allowed the National Guard to retire three outdated armories and add an armory for a newly fielded unit. The Spartanburg Readiness Center is the result of a strategic cost sharing partnership with the University of South Carolina at Spartanburg. Through unit consolidation, we were able to close an additional six armories throughout the State.
- State appropriations for Armory Operations for FY 02-03 totaled \$1,098,466. Rental Revenue and federal reimbursement provided the funds for the remaining \$899,670 of cost. Utility costs, i.e. electricity, natural gas, water, propane, etc., totaled approximately \$1,211,353. Maintenance and supplies costs during FY 02-03 totaled \$786,783. The total annual operating cost for FY 03-03 was \$1,998,136.



- 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 \$179,888 net of expenses.



Name: **South Carolina Emergency Management Division (SCEMD) Operations**

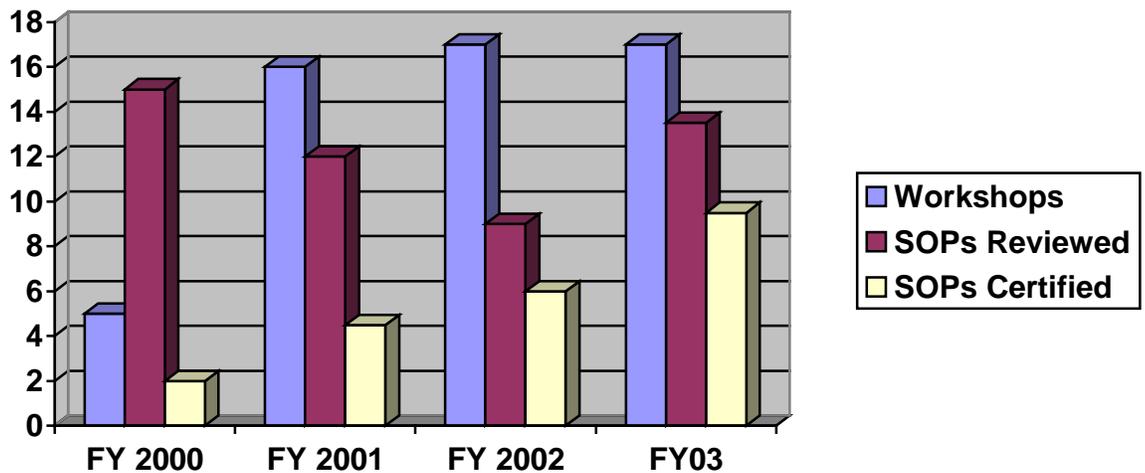
Cost:	State:	\$1,004,885
	Federal:	\$6,982,396
	Earmarked:	\$ 856,115
	Total:	\$8,843,396
	Pass-thru counties & State agencies	3,786,408
	Equipment transfer – counties	2,601,928

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

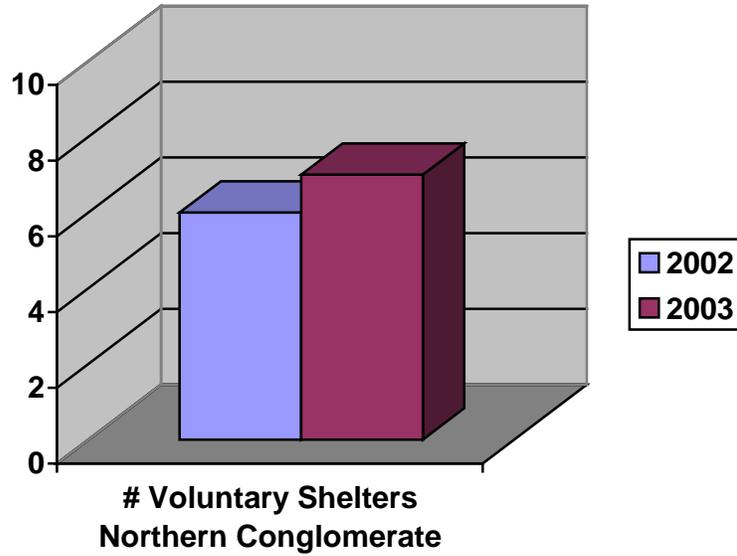
Objective: Reduce the risk of loss of life from hazards and improve the state's capability to respond to disasters.

Key Results:

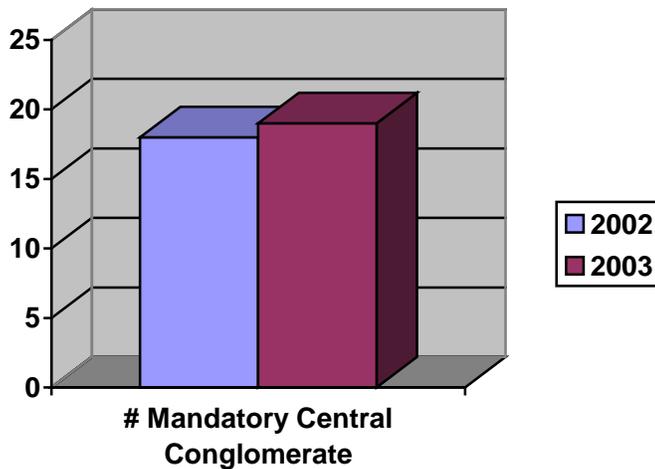
- The SC Emergency Operations Plan for disaster response and recovery was revised with input from numerous state agencies and volunteer organizations.
  - Seventeen workshops were conducted to enhance the quality of inputs, the same number that was conducted in the previous period.
  - 13.5 of the 17 emergency support function-operating procedures were reviewed and 9.5 were certified during this reporting period.



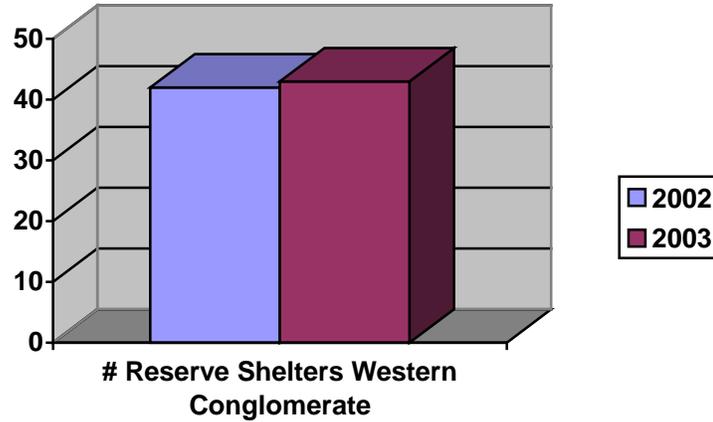
- 2003 marked a time of consolidating and adjusting the number and type of hurricane shelters to better meet the needs of coastal population growth and the resulting evacuation patterns. Compared with 2002, the total number of Voluntary shelters in the Northern Conglomerate was adjusted upward, representing a 16% increase.



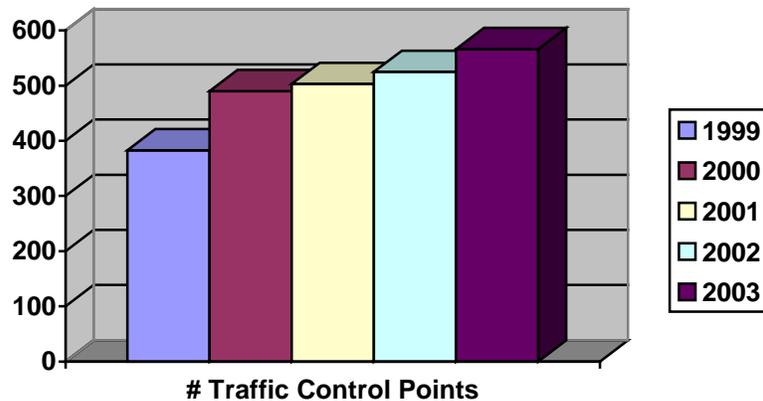
- In the key Central Coastal Hurricane Conglomerate that includes the Charleston and Columbia metropolitan areas, the number of Mandatory shelters increased by 6% compared with 2002.



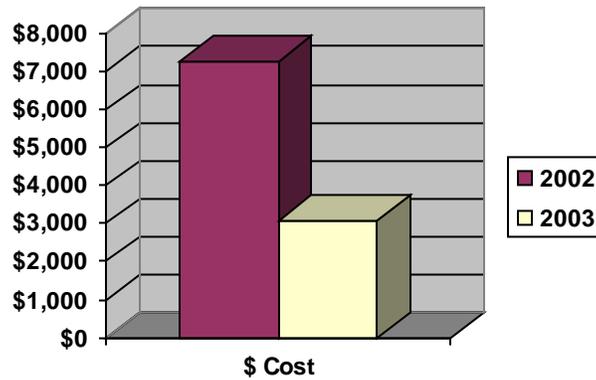
- The number of Western Hurricane Conglomerate Reserve Shelters has been steadily increasing. Compared to 2002, the total of 43 Reserve shelters in 2003 comprises a 2% increase.



- Traffic Control Points (TCP) at key intersections along hurricane evacuation routes greatly contribute to increased traffic control, which enables smoother and faster evacuation traffic flow. In 2003, the total number of TCPs (566) marked an 8% increase compared to 2002. Since 1999, total numbers of TCPs have increased by 48%.

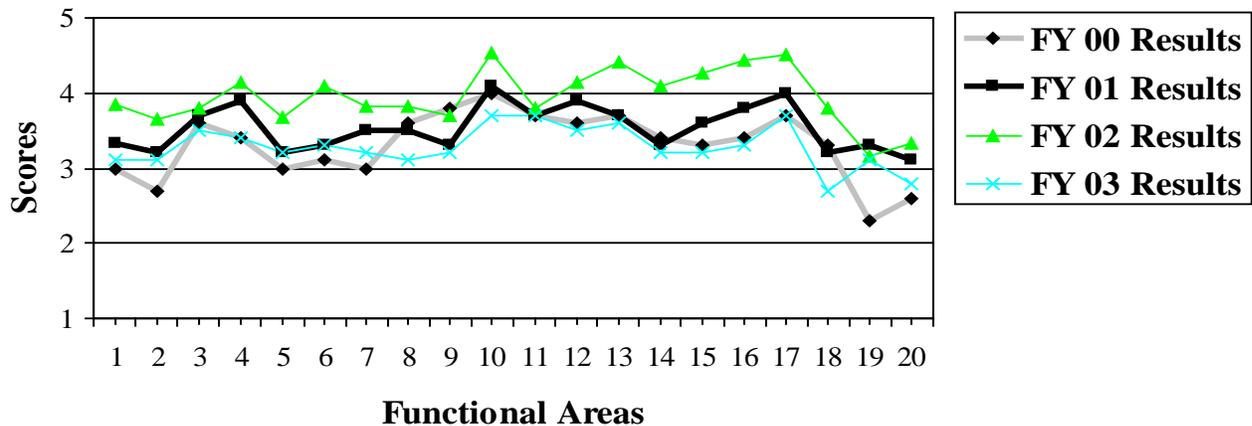


- In response to the current constrained fiscal environment, SCEMD significantly decreased printing costs for the 2003 State Hurricane Plan. By further reducing redundant material and eliminating the printing of all color pages, SCEMD saved approximately \$4,000.00 over the total printing cost in 2002 and still printed the same number of plans for distribution as in 2002. This comprises a 42% reduction in hurricane plan printing costs.



- 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. A baseline was established in 2000. The chart below indicates the average score for each functional area for FY 2000 through 2003. FY 2003 indicates a slight decline due to lack of State oversight caused by funding constraints. However, ratings in most areas remain above average. Our current State and Local Planning Grant initiative should improve plans and programs across the board.

**FY 2003 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        |

Name: **South Carolina Domestic Preparedness Program**

Goal: Develop a comprehensive program to enhance the state's ability to effectively manage a Terrorism/Weapon of Mass Destruction (WMD) incident.

Objective: Develop plans, resources, and trained personnel to respond in a timely manner to make a significant impact on the containment and management of Terrorism/Weapon of Mass Destruction (WMD) incident.

Key Results:

Plans:

- SCEMD participated, presented, and co-sponsored terrorism preparedness planning conferences and workshops, to include the State WMD Conference, U.S. Attorney's Office Antiterrorism Task Force Conference, the FBI SC WMD Readiness Conference, SC Department of Education Counter-terrorism Efforts for the Schools Workshop, Metropolitan Medical Response System Workshop, Department of Energy Terrorism Workshop, and SC Veterinarian's Statewide Bioterrorism Conference.
- SCEMD is, or has been, a member on many terrorism preparedness committees, to include the Governor's Homeland Security Council, Governor's Personal Protective Equipment (PPE) steering committee, the interagency terrorism grant coordination working group, the National Pharmaceutical Stockpile planning committee, the DHEC EMS WMD and EMS advisory committees, the Metropolitan Medical Response System planning committee, the CDC/DHEC Bio-terrorism planning committee, the Catastrophic Casualty Committee, the FBI's South Carolina and Southeast Regional WMD Taskforce, state homeland security, regional homeland security, State Agroterrorism committee, ODP PEP planning committee, and the FBI's Infraguard Committee.
- SCEMD has assisted the U.S. Department of Homeland Security in revising the national domestic preparedness assessment and strategy development tool, increased the Statewide Mutual aid agreement signatories, developed a local EOP annex prototype and assisted in local terrorism response plan development for all counties. SCEMD constructed, assisted, or provided funding for the development of terrorism preparedness and response plans, briefed high level national officials on initiatives, served as the DOJ domestic preparedness Point of Contact for the state, and reviewed many national and state terrorism response plans: DHS national strategy, concept of operations, national response plan, SC Port Security Response Plan, PEP, SNS, bioterrorism, etc.
- SCEMD has served as the FEMA and DHS domestic preparedness point of contact for the state, represented the State at numerous national terrorism conferences and workshops, held meetings, advised and received input from every ESF and state agency on the revision of the state terrorism incident annex.

- The SCEMD director and staff have been key players in the development of the new State Homeland Security Structure, to include development and membership on the State Coordination Council, development and membership of four regional counter-terrorism coordination committees that have been established within the state to receive input about local priorities and funding, and the director is chairman of the State planning, training, and exercise counter-terrorism subcommittee.

Training:

- SCEMD participated and provided terrorism/WMD training for local, state, and federal officials at the awareness, operations, technician, specialist, and research levels.
- SCEMD provided DOJ terrorism response training throughout the state, to include incident command, hospital provider, HAZMAT technician, bio-terrorism, law enforcement, public works, and EMS operations.
- SCEMD conducted terrorism/WMD training for local, state, and federal senior officials to include mayors, county council members, religious organizations, military leaders, state agency directors, private and volunteer organization representatives, university staffs and hospital staffs.
- SCEMD provided awareness training to senior public officials throughout the state through the Council of Governments.
- SCEMD provided training on Department of Justice distributed equipment.
- Assisted the DOD in piloting and critiquing expert-level terrorist incident training for the other states.
- Developed a 2-day Radiological Emergency Response Operations Course to be provided to hazmat and COBRA Response Teams. To date, this training has been provided to 75 first responders.
- Developed and delivered a hospital decontamination training and plan development to state emergency rooms.
- Provided terrorism/WMD training and exercises for EMD staff at military, university, federal, state, local, private training institutions, to include terrorism awareness and CPR training for the entire staff.
- Provided assistance to local large jurisdictions and state agencies to train members of rapid response teams.
- SCEMD provided assistance to train veterinarians throughout the state.
- SCEMD provided assistance to SLED and DHEC to train the State WMD Task Force.

Exercises:

- Participated in numerous federal, state, and local level tabletop exercises: statewide FBI bioterrorism exercise, statewide veterinarian exercise, Fort Jackson mass casualty and terrorism exercises.
- Provided assistance to local jurisdictions to conduct terrorism incident exercises.
- Conceptualized, constructed, and conducted three major statewide terrorism exercises within the last 12 months.
- In June 2003, conducted a full-scale exercise involving over 2,000 first responders, federal and state agencies, and twenty-five counties. The exercise was conducted through the SEOC and included five field sites from the coast to the upstate.

Resources:

- Applied and received DOJ 2002 funding for equipping first responders across the state (\$5,028,000).
- Provided 33 hospital emergency rooms with personal protective equipment grants.
- Provided funding to SLED for formation of the state response team.
- Provided funding to SCDNR for communications upgrade to search and rescue aircraft.
- Provided funding to SCDPS for personal protective equipment for state house security and highway patrol personnel.
- Provided funding for planning, training, exercise, and development assistance to the 14 largest local jurisdictions, State WMD Response Team, SLED, DHEC, CULPH, State House, and the Highway Patrol for development of WMD/Terrorism response assets.
- Provided funding for security enhancements for the State Emergency Operations Center and Satellite radio/phones for the 14 largest jurisdictions within the state.
- Provided funding to DHEC for the development of a state terrorism response team.
- Provided funding for the State Assessment Team to equip team members with protective equipment and provided training on the equipment.
- Provided funding for the State Veterinarian Response Team to equip personnel with protective equipment.

- Provided all county Emergency Operations Centers with satellite communications equipment.
  - Drafted DHS 2003 grant submission for the state.
  - Drafted DHS 2003 grant application prototype for subgrantees.
- Assisted in the DHS 2003 supplemental grant application for the state.

State Response:

- Provided technical assistance to state and local agencies on actual terrorism threat preparedness actions.
- Advised two state homeland security directors on preparedness and homeland security actions.
- Provided technical information to local county emergency management related to numerous potential terrorism related response issues, to include SARS, Smallpox and Monkeypox.

Chemical, Ordnance, Biological, Radiological (COBRA) First Response Program:

- Coordinated and developed the COBRA Response Team Plan & Standard Operating Procedures Manual. This effort involved numerous meetings with the COBRA Response Team Program Management Committee. This manual represents a significant step forward in standardization of procedures.
- Conducted regional COBRA Team workshops for all 14 designated COBRA counties.
- Coordinated the distribution of equipment from the FY 1999-2001 DOJ equipment to team members. This contract provided the COBRA Response Teams with some basic personnel protective, detection, decontamination and medical equipment.
- Coordinated with DHEC to address medical issues as they relate to the COBRA Response Teams including Medical Control and standardized medical treatment protocols.
- Procured \$1.7 million worth of communications equipment including 800 MHz Radios and Satellite Radio/Telephones.
- Developed and provided communications plan and training on DOJ 800 MHZ and Satellite radios for teams.

- Developed and acquired signatories to a COBRA MOU with the 14 counties and SCEMD.
- Developed and implemented the COBRA Response Team SEOC Control Group to communicate with and coordinate the utilization of the COBRA Response Teams.

Name: **South Carolina Disaster Relief Assistance**

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

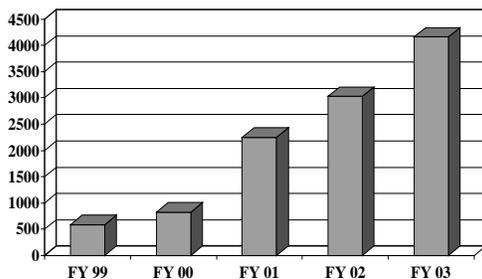
Objective: Provide state and federal assistance to respond and recover from disasters.

Key Results:

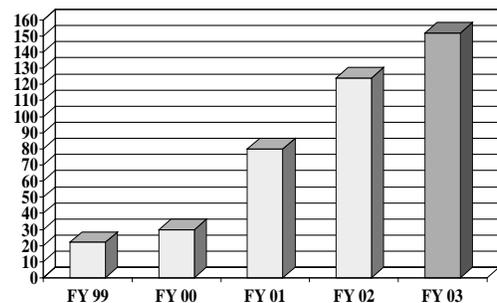
- SCEMD provides numerous emergency management training programs and conducts exercises to validate plans and to test the state's capability to respond to emergencies. In the absence of any major emergencies, the training and exercise programs were again unusually high.
- For FY03, the goal was to maintain the number of courses presented and the personnel trained at or above the baseline of FY01. Courses offered were increased by 90% and personnel trained increased by 85% over the baseline and increased 23% and 37% respectively over last year.

Six hundred first responders attended Weapons of Mass Destruction training provided by the Office of Domestic Preparedness at Anniston, Alabama, the Nevada Test Site, or Socorro, New Mexico. This was an increase of more than 300% over the previous year. This training consists of premier courses and is highly sought; there is always a waiting list; eight hundred twenty-seven applications were processed by SCEMD, although only 600 were selected and attended. SCEMD maintains a list of eligible candidates and is called whenever there is a cancellation or opportunity to fill an additional seat.

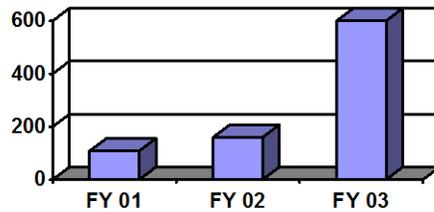
Personnel Trained



Courses Conducted

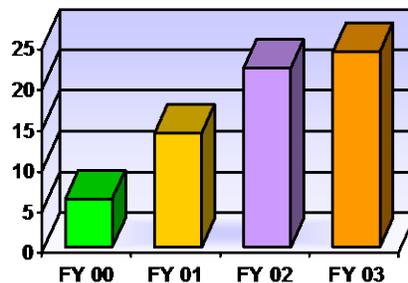


**Weapons of Mass Destruction Training**



- One federally evaluated exercise involving a fixed nuclear facility was successfully completed without any deficiencies.
- A series of inter-related exercises was conducted to validate the State Emergency Operations Plan, the State Counter-Terrorism Plan, Chemical, Ordnance, Biological, Radiological (COBRA) team standard operating procedures, and other supporting plans and documents.
- A tabletop exercise using a hurricane scenario was conducted for the Governor and his key staff.
- Three tabletop exercises were held for primary members of the State Emergency Response Team (SERT) to test their procedures when responding to a hurricane scenario.
- Five federally evaluated exercises involving Federal Energy Commission regulated dams were successfully completed.
- Three tabletop exercises were conducted for other state agencies to validate their hurricane response plans.
- Three federally evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident were successfully completed without any deficiencies.

**Exercises Conducted**



Name: **South Carolina Emergency Management Division (SCEMD) Recovery & Mitigation, Risk Assessment**

Goal: Assess Hazards in accordance with the Disaster Mitigation Act of 2000.

Objective:

- Provide detailed hazard assessments at the county level.
- Research and expand the year and frequency data contained within the South Carolina Atlas of Environmental Risks and Hazards.
- Update the South Carolina Hazards Assessment.

Key Results:

- SCEMD contracted with the University of South Carolina Hazards Research Lab to improve the State of South Carolina (GIS-Based) Hazards Assessment data coverage by:
  - Performing a detailed assessment of Richland County.
  - Updating the hazard frequency data within the South Carolina Atlas of Environmental Risks and Hazards.
  - Using the Census 2000 information, updated the social vulnerability indicators and incorporate the data in the State of South Carolina Hazards Assessment.
  - Worked with the Councils of Government (COGs) to compile historic hazard information at the county level to improve understanding of the rate of occurrence of hazardous events.

Name: **Public Assistance Program for Open Disasters.** The Public Assistance Program is the federal assistance program, authorized by the Stafford Act, that provides financial assistance to aid State and local governments and certain private non-profit organizations with expenses related to the response to and recovery from a disaster. During 2002-2003, four ongoing disasters were efficiently and effectively managed. Good management allows funds to be received by victims in an expedited manner, thus hastening the recovery process.

Cost: Program Costs for 2002-2003  
 Federal: \$3,136,689.95  
 State: \$ 142,277.31  
 Total: \$3,278,967.26

Goal: SCEMD Strategic Plan Objective 2.2-Improve capability to coordinate the delivery of federal, interstate, and intrastate assistance in an efficient and effective manner.

SCEMD Strategic Plan Objective 2.3-Increase the ability of individuals, businesses, communities and public entities to recover from a disaster.

Objective: SCEMD Strategic Plan Objective 2.2.4-Improve the state’s capability to coordinate interstate and federal assistance following a disaster.

SCEMD Strategic Plan Objective 2.3.2-Enhance contingency plans and procedures that address recovery activities in a post-disaster environment.

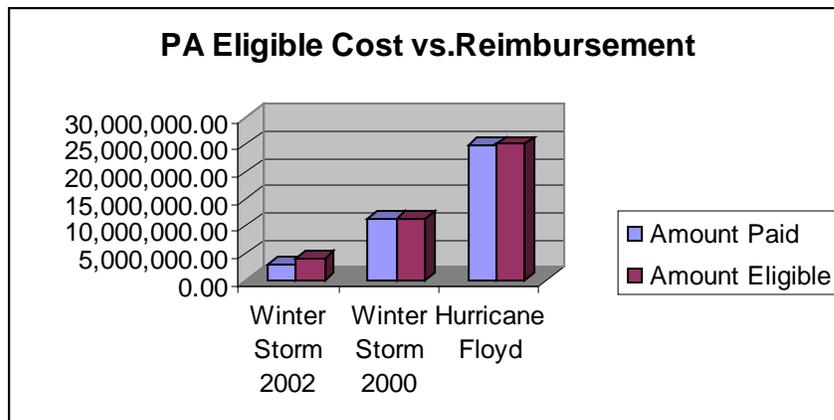
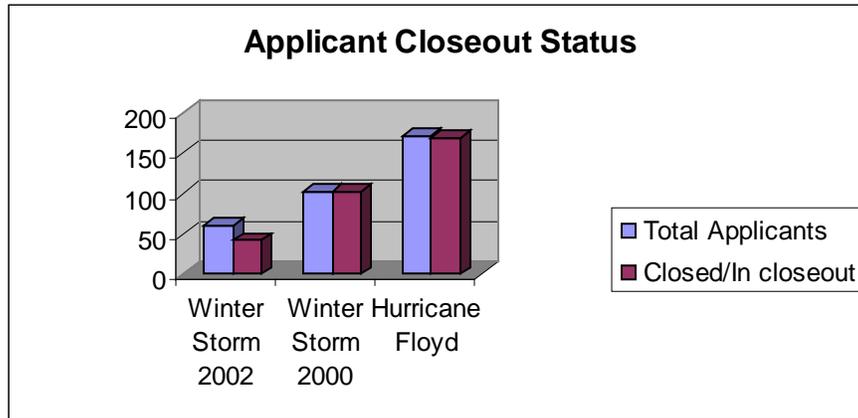
Key Results

Of the four disasters open in 2002-2003, Hurricane Bonnie (1243-DR-SC) was closed by FEMA. One new disaster, the Winter Storm of 2002 (1451-DR-SC) received a Presidential Declaration in January of 2003. Disaster 1451 allowed us some unique opportunities, including working from a remote disaster field office and a field test of revised Public Assistance Management System (PAMS).

Hurricane Floyd	1299-DR-SC 169 of 172 sub-grantees entirely closed 170 of 172 sub-grantees entirely closed or in the closeout process. \$25,042,836.29 paid of \$25,076,019.73 eligible for federal and/or state reimbursement Final inspections complete	98%   99%  99.9% 100%
Winter Storm 2000	1313-DR-SC All funds are obligated and closed. In closeout process.	

Hurricane Bonnie 1243-DR-SC Closed by FEMA 10-09-2002

Winter Storm 2002 1451-DR-SC  
 42 of 61 sub-grantees entirely paid and  
 in closeout process 69%  
 \$2,810,129.41 paid of \$3,931,266.80 federal  
 reimbursements. 71%



Name: **Pre-Disaster Mitigation Program (PDM)**. The PDM is a federal mitigation program authorized under section 203 of the Stafford Act, as amended. FY 2002 was the first year of this program. The PDM provides funding to state and local governments for cost effective projects that aim to reduce or eliminate the effects of hazards on people and property. Funding is provided on a 75% Federal, 25% non-federal cost share basis.

Cost:

	FY 2003	
	Available	Spent
Federal	\$344,908	\$21,343
Non-Federal	\$114,969	\$1,800
Total	\$459,877	\$7,200

Goal: SCEMD Strategic Plan Objective 1.2 – Improve the operational survivability of essential government buildings, businesses, and homes.

Objective: SCEMD Strategic Plan Strategy 1.2.2 – Promote mitigation as an integral part of the planning process for all new construction and retrofitting projects.  
 SCEMD Strategic Plan Strategy 1.2.3 – Work with partners to develop an incentive plan for taking steps that would mitigate disasters.

Key Results:

- Eligible applicants were notified of funding availability via mail and briefings and technical assistance was provided in completing applications.
    - Eighteen applications were received totaling \$835,144. Ten applications totaling \$459,877 were submitted and approved.
- An Administrative Plan was developed to implement this program, which describes the application solicitation and review process and outlines procedures for managing approved grants.

Name: **The HMGP is a federal disaster assistance program**, authorized under section 404 of the Stafford Act, as amended. This program provides financial assistance to state and local governments and certain private non-profit entities to implement corrective actions to reduce or eliminate long-term risk to people and property from natural hazards.

Cost: Paid out during the reporting period:

	Hurricane Bonnie	Hurricane Floyd	Hurricane Floyd Supplemental	2000 Winter Storm	2003 Winter Storm
Federal Share	\$132,722.25	\$1,945,054.87	\$611,040.82	\$413,099.70	\$0
State Share	\$ 44,240.75	\$648,351.62	\$203,680.27	\$137,699.90	\$0
Total	\$176,963.00	\$2,593,406.49	\$814,721.09	\$550,799.60	\$0

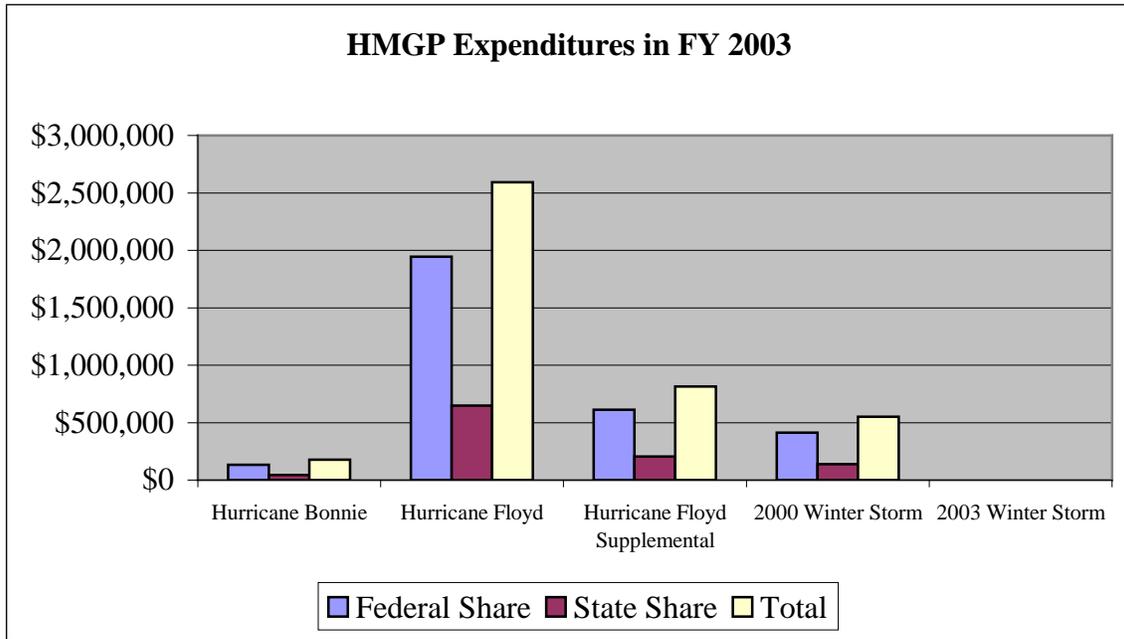
Goals: SCEMD Strategic Plan Objective 1.2–Improve the operational survivability of essential government buildings, businesses, and homes.

Objective: SCEMD Strategic Plan Strategy 1.2.2–Promote mitigation as an integral part of the planning process for all new construction and retrofitting projects.  
SCEMD Strategic Plan Strategy 1.2.3–Work with partners to develop an incentive plan for taking steps that would mitigate disasters.

Key Results:

- Technical assistance was provided in identifying potential projects and completing project applications. Coordination was made for federal technical assistance when required.
- Hurricane Bonnie – Eight projects were approved at a total cost of \$841,274. Seven projects are complete and the remaining project will be closed by January 2004. These projects included wind retrofits, acquisition homes in the flood plan, and wiring emergency shelters for generators.
- Hurricane Floyd – Twenty projects were approved at a total cost of \$8,777,829. Seven projects are complete and the remaining thirteen are ongoing. These projects include acquisition and elevation of homes in the flood plan, wind retrofits, drainage improvements. The Seismic Risk & Vulnerability Study, Hurricane Evacuation Restudy, and NOAA Weather Radio and EMWIN Projects were also funded under Hurricane Floyd.
- Hurricane Floyd Supplemental - Three acquisition projects were approved under the Hurricane Floyd supplemental funds totaling \$5,638,029. All three projects are complete and the grant is closed.
- 2000 Winter Storm – Sixteen projects were approved totaling \$1,745,233. Nine projects are complete and seven are open. These projects included wind retrofits and a county alert system.

- 2003 Winter Storm – SCEMD implemented the HMGP for FEMA-1451-DR-SC. Three Applicants Briefings were held to notify applicants of the availability of funding and application procedures. Eligible applicants submitted twenty-five pre-applications, and technical assistance is being provided to complete full applications to submit to FEMA.



Name: **Supplemental Local Planning Grant**

Cost:            Federal        State  
                  1.4 million    -0-

Objective:        Coordinated planning at the State and local level is essential if State and local emergency management and first responder organizations are to be able to effectively request and use future response resources, thereby enhancing the State's capability to prepare, respond to and recover from the imminent threat or actual occurrence of an "all hazards" incident with emphasis on Weapons of Mass Destruction (WMD).

This planning grant enables the SCEMD and the 42 participating local emergency management agencies to review, revise and update current emergency operations plans with updated risk assessment benchmarks for an "all hazards" approach to include special emphasis on WMD preparedness.

Goal:    The State EOP was evaluated, revised and updated:

Key Results:

- All ESFs updated their part of the State EOP by January 1, 2003.
- The SCEMD updated the terrorism annex by January 1, 2003.
- The SCEMD updated the EOP within 90 days from the grant award.

Goal:    Incorporate diverse planning involvement and training initiatives.

Key Results:

- All counties participate in programs and training.
- Municipalities are participating in the overall county plan along with first responders.
- Conducting workshops, tabletops, exercises and training related to the development or enhancement of emergency operations and strategic plans.
- Participating counties are hiring personnel or contract support, which directly supports the accomplishments of these tasks.

Goal: Every county will have an updated EOP with a terrorism/WMD annex.

Key Results:

- The SCEMD provided a copy of the updated State EOP to the counties within 90 days of the grant award.
- The SCEMD provided the counties templates for updating their EOP within 90 days of the grant award.
- The counties will have a final copy to SCEMD by December 15, 2003.

Goal: Establish database development/enhancements.

Key Results:

- Municipalities and counties are identifying critical resources with a common database.
- Establishing database access to each level of government.

Goal: Build statewide communications interoperability plan.

Key Results:

- 20% of current communications capabilities have been identified among first responders, receivers and emergency management.

The SCEMD is currently identifying an appropriate networking solution.

Name: **Expand National Oceanic and Atmospheric Administration (NOAA) Radio coverage and provide Emergency Managers Weather Information Network (EMWIN) system to counties.**

Cost: Funding provided through a Hazard Mitigation Grant as a result of Hurricane Floyd. This project was approved for \$594,194 with a Federal share of \$445,646 and a State share of \$148,548. During this reporting period, \$211,031 (\$158,273 Federal and \$52,758 State) was expended, bringing the total project expenditures to \$528,202 (\$396,331 Federal and \$131,871 State). A balance of \$65,992 remains. A project Scope of Work change is being submitted to FEMA to add two portable 30-KW generators to provide backup power to the NOAA Weather Network transmitters, a key component in the alert and notification system for South Carolina's citizens

Goal: SCEMD Strategic Plan Objective 1.1–Reduce the risk of loss of life from hazards.

Objective:

SCEMD Strategic Plan Strategy 1.1.4–Increase alert and warning capabilities statewide.

Key Results:

- Both the NOAA and EMWIN systems are designed to provide to the lowest levels possible both early warning and critical weather information to citizens in their homes, businesses, schools, watercraft and health care facilities and to government in order to make informed public safety decisions concerning meteorological events. The upgrade to the NOAA Weather Network is 100% complete, and all 46 EMWIN stations have been installed.

Name: **South Carolina Citizen Corps and Community Emergency Response Team (CERT) Grants**

Cost:	<u>Citizen Corps</u>	<u>CERT</u>
State:	\$0	\$0
Federal:	\$3,401	\$19,795

Goal 1: To develop Local Citizen Corps Councils in order to engage citizens in homeland security and for promoting community preparedness and family safety.

Objective: Support the formation of Citizen Corps Councils and the oversight and outreach responsibilities of these Councils.

Key Results:

- Local Citizen Corps Councils have been established in 16 of the 22 participating counties and should be established in all 22 participating counties by September 2003.
- Local Citizen Corps Councils are bringing first responders together with the local volunteer community in order to promote the Citizen Corps programs.

Goal 2: To engage citizens in the Community Emergency Response Team training in order to provide them with skills in fire suppression, search and rescue, basic medical care and triage.

Objective:

- To conduct CERT Train-the Trainer course to prepare program managers and instructional teams from communities that will initiate or expand the CERT training program.
- For local governments to initiate, organize, train, and maintain CERTs and to use these teams as an emergency management resource and as a volunteer pool to perform special projects that improve a community's preparedness.
- For communities with established CERT programs to continue, maintain and expand these programs.

Key Results:

Forty-three instructors have been trained at the county level in order to implement the CERT program. Forty-nine CERT members have been trained.

Name: **Youth ChalleNGe Academies (Wil Lou Gray & Salkehatchie)**

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

Cost: \$3,346,000 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.

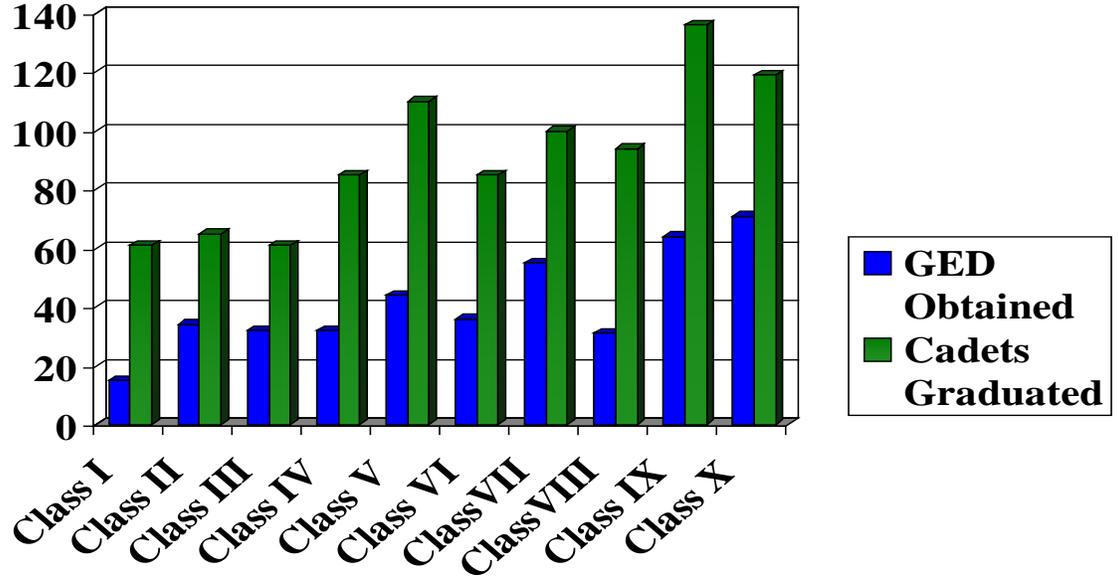
Key Results:

- The South Carolina National Guard Youth ChalleNGe was in its fifth year of operation during State fiscal year 2002-2003. In total, since its inception, the program has graduated ten residential classes. Eight classes have completed the total 17 month program. The remaining two classes are currently undergoing the post-residential monitoring phase through the mentoring program. A class is defined as participating in the full 17 month 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.



# SC Youth Challenge Academy

## GEDs Earned in Residential Phase

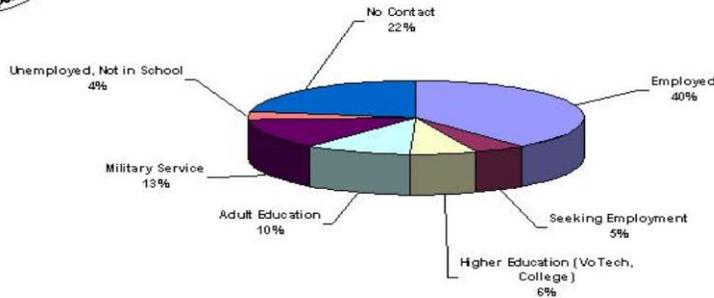


- o The Youth Challenge Academy at Wil Lou Gray Opportunity School has had a 74% success rate in post residential placement since the program's inception.

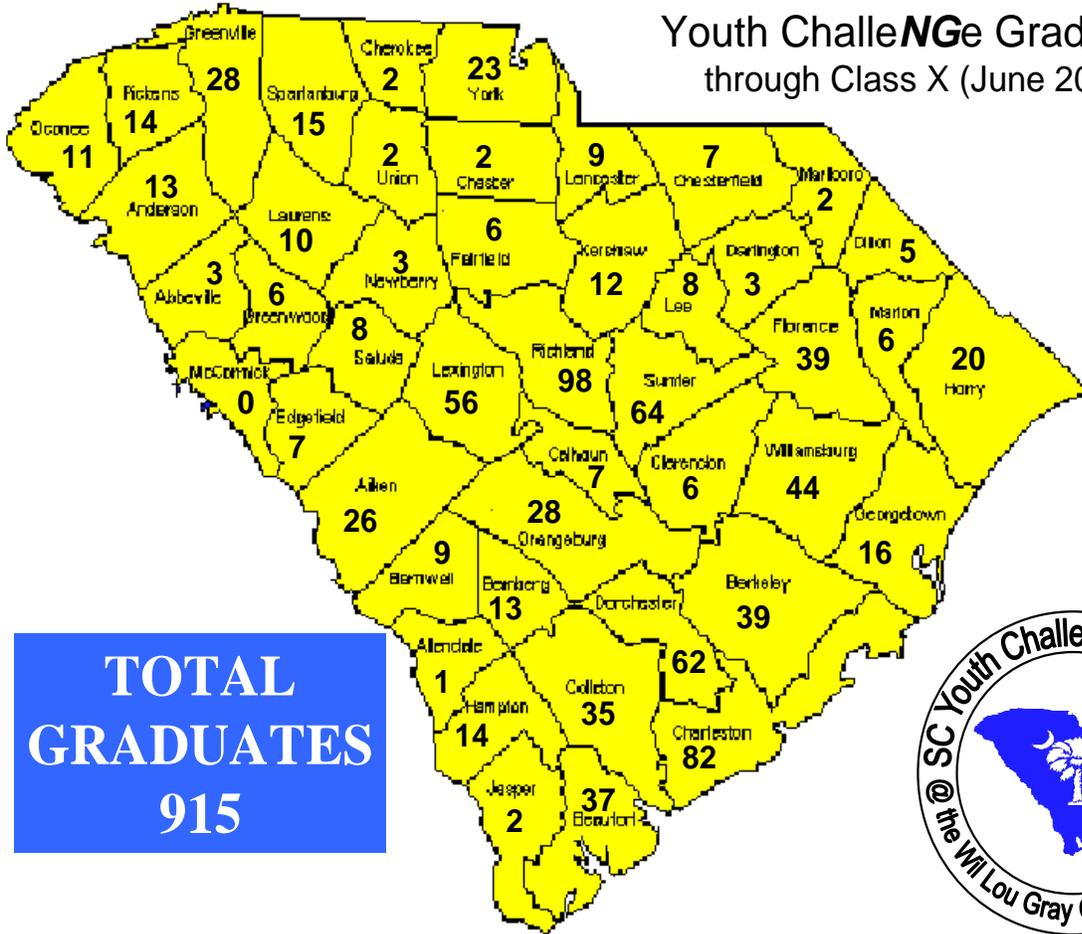


### Youth Challenge Academy

#### CLASSES I - IX PLACEMENT DATA



## Youth ChalleNGe Graduates through Class X (June 2003)



**TOTAL  
GRADUATES  
915**

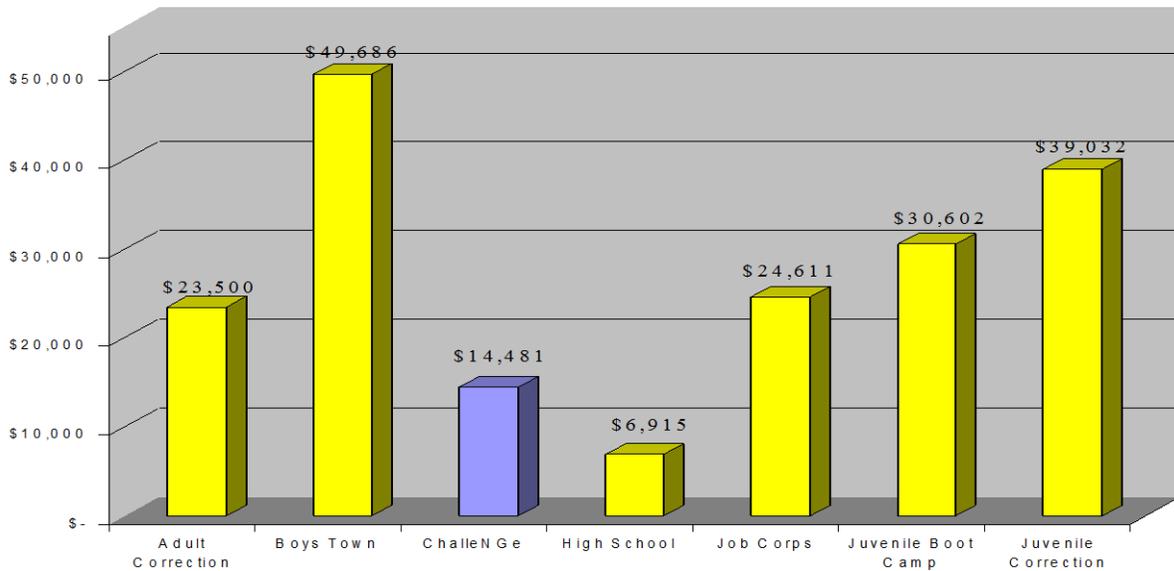


- This fall cadet number one thousand will cross the stage having successfully completed the residential phase of Youth ChalleNGe.
- The above charts are for the Wil Lou Gray campus only. The Salkehatchie campus in Allendale graduated its first class in June of 2002 and hard data are currently being compiled.



## Youth Challenge Academy

# PROGRAM COST COMPARISON



*A Partnership of The South Carolina National Guard and The Wil Lou Gray Opportunity School*

- The above chart compares costs per person annually by program based on national averages. The Youth Challenge Academies represent an excellent return on investment for the taxpayer, second only to the public school systems.

Name: **Office of the Adjutant General**

Cost:	\$1,472,335	State
	\$603,250	State (Employer Cont)
	\$32,826	State (Mil Personnel)
	\$21,906	State (POTO)
	\$236,758	State (Army Contract)
	\$264,778	State (Air Contract)
	<hr/>	
	2,631,853	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.

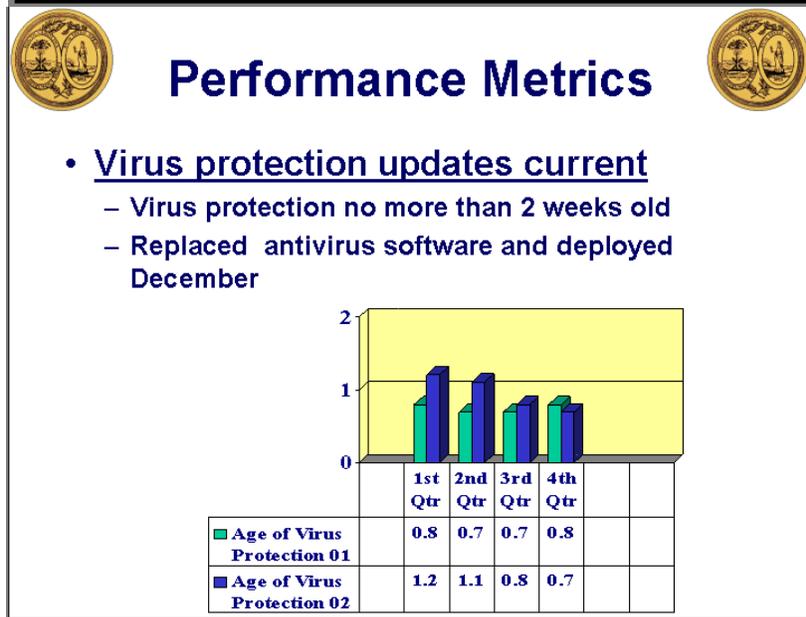
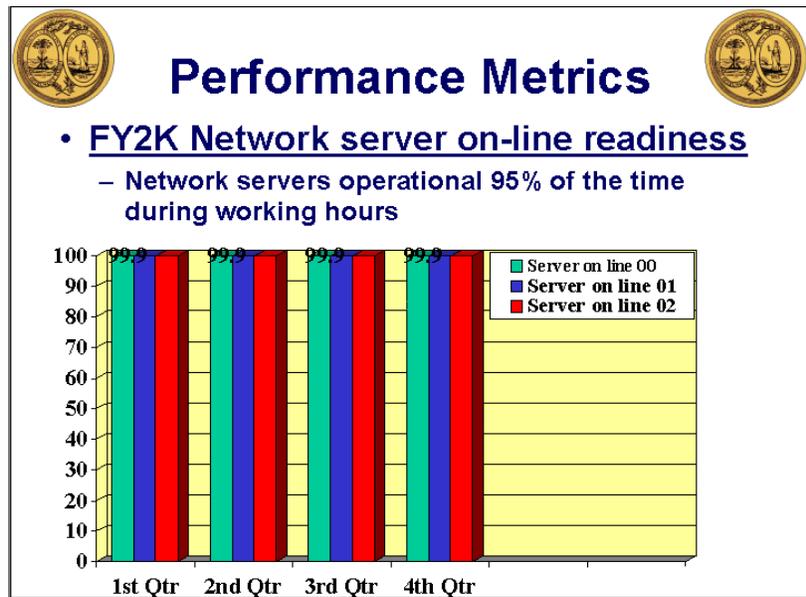
Objectives: Provide direct support of the organizational goals, which enable us to achieve our mission and vision. The six goals for the South Carolina Military Department are:

- Safety
- Strength
- Training Readiness
- Equipment Readiness
- Quality of Life
- Strengthen Support for 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, the Emergency Preparedness Division, StarBase, and the South Carolina AmeriCorpse Defense Brigade. Tracking the number of “hits” to this site will monitor the effectiveness of this promotion. To effectively promote the Guard outside state government, the web site was converted to a dot US address. This and other enhancements resulted in continued increase in traffic. For the third consecutive year, traffic resulted in a 1,000% increase.

- The heart of operations 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, virus protection, and server backup are three important measurements. In the first chart, the server on-line goal was 95 %. The year-end result for FY 02-03 was over 99%. The goal of a less than two week virus protection was exceeded as well. The two day maximum of server backup was achieved with a one and a half day average.

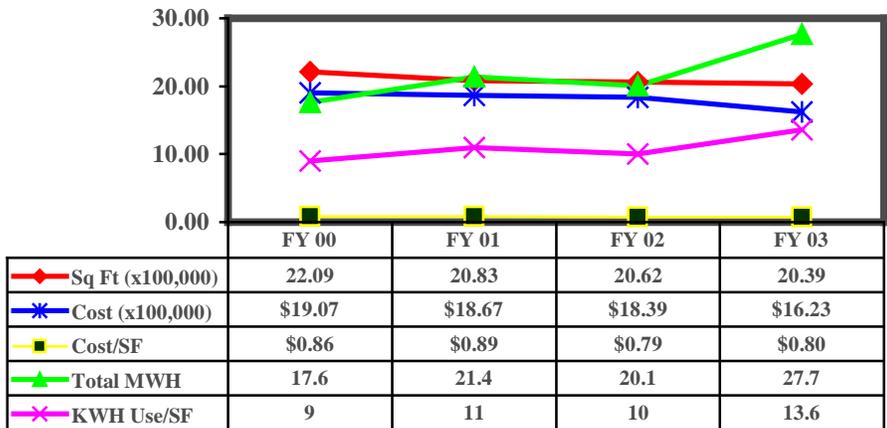


- Energy consumption rose in 2003 although cost per square foot stayed about the same. This trend is attributable to current worldwide military operations resulting in increased activity at our facilities. Furthermore, additional Federal missions being placed with the South Carolina Army National Guard also contribute to increased energy demand.

Federal mission expansion is bringing increased utilization of existing facilities and requirements for new facilities to accommodate air and ground simulators, computer battle exercises, aviation maintenance, and operational aviation units. Although our energy consumption will rise as a result of our expanding operations, we will continue to make progress in energy reduction per square foot. This will be accomplished through continued education, energy efficient design and retrofit, analysis, and effective management.

- To assist the agency in its ability to manage the energy program, we are currently upgrading our energy management software. The National Guard Bureau is paying procurement costs of this software. This new resource will allow individual building managers to track their facilities' use, chart trends, and identify abhorrent activity. This system will allow for accountability of energy expense at the lowest level--the user. We will also continue to experience savings in operational expenditures as the Construction Facilities Management Office (CFMO) maintains the strategy of consolidating units and replacing outdated facilities with more energy efficient ones.

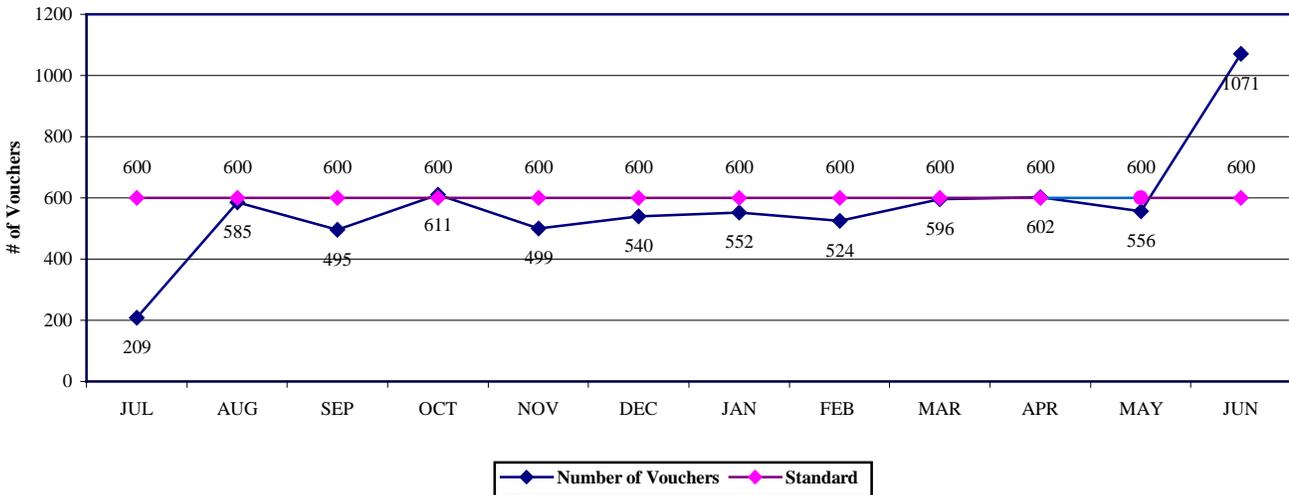
**Energy Trends**



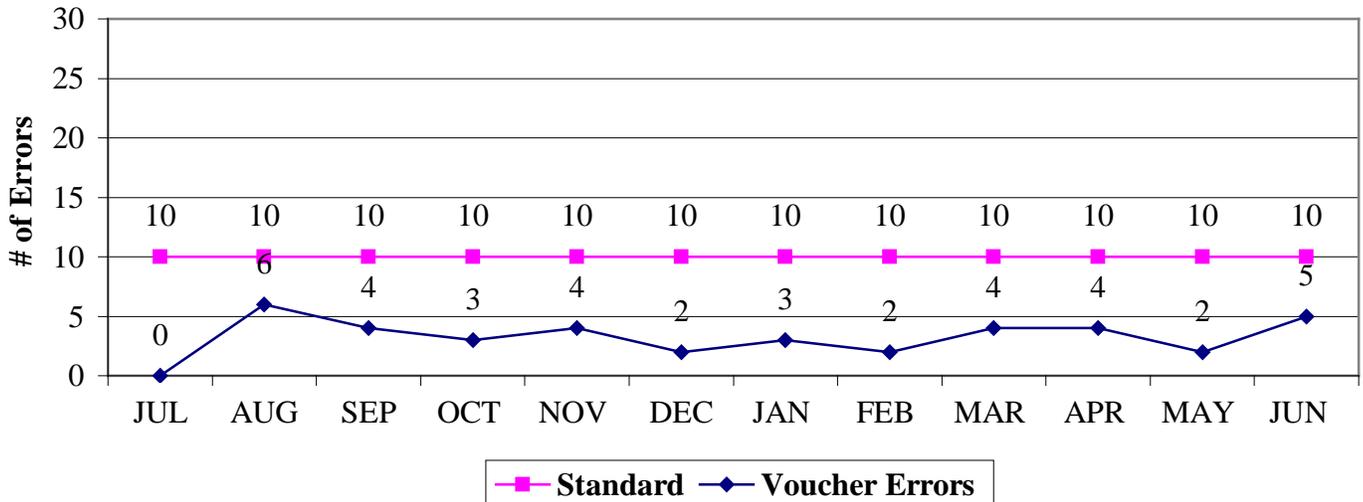
- CFMO was also awarded a grant under the Federal Energy Conservation and Improvement Program (ECIP). Approximately \$620,000.00 is dedicated to design and construction of energy upgrades to the McCrady National Guard Training Site for fiscal year 2004. This program will allow the installation of high efficiency HVAC and lighting systems, replacement of liquid propane water heaters with less costly natural gas, and upgrades to electronic energy management control systems throughout the training site. The electronic control systems will allow managers to monitor real-time energy usage and control lighting and HVAC systems remotely. This program will contribute significantly to the reduction of the site's operational expenditures.
- The DSO Budget 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 division uses these indicators to monitor and maintain work flow at an acceptable level. The agency continues to recognize savings from reducing vouchers processed as a result of the procurement card program.

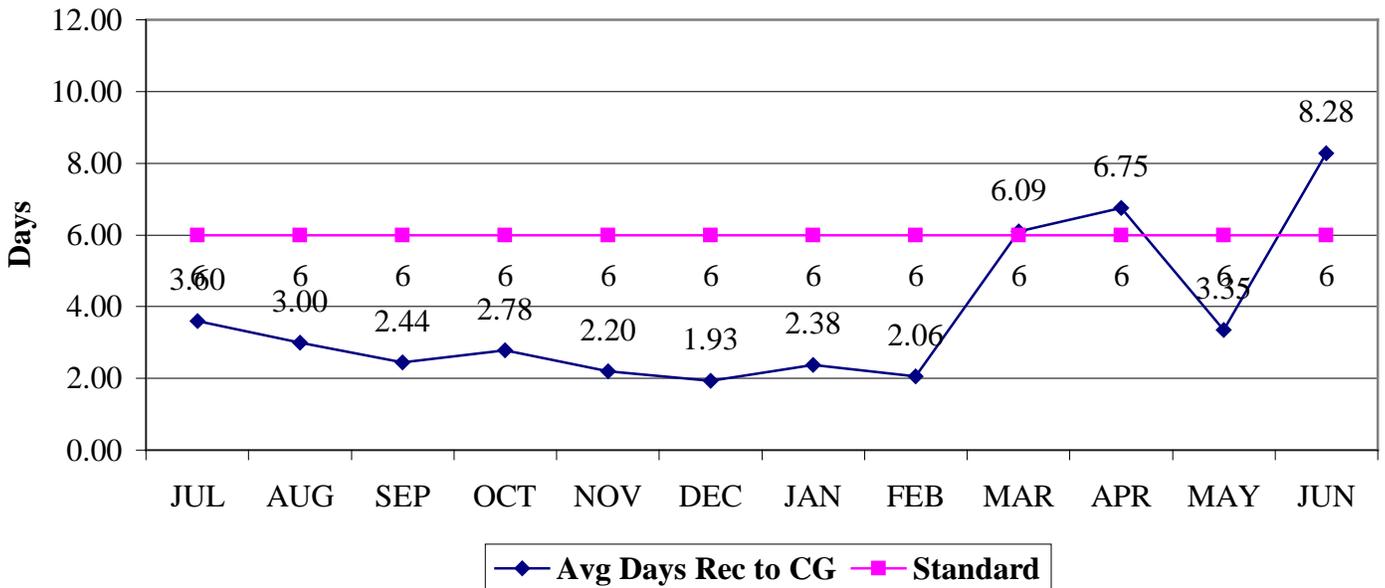
### Vouchers FY 03



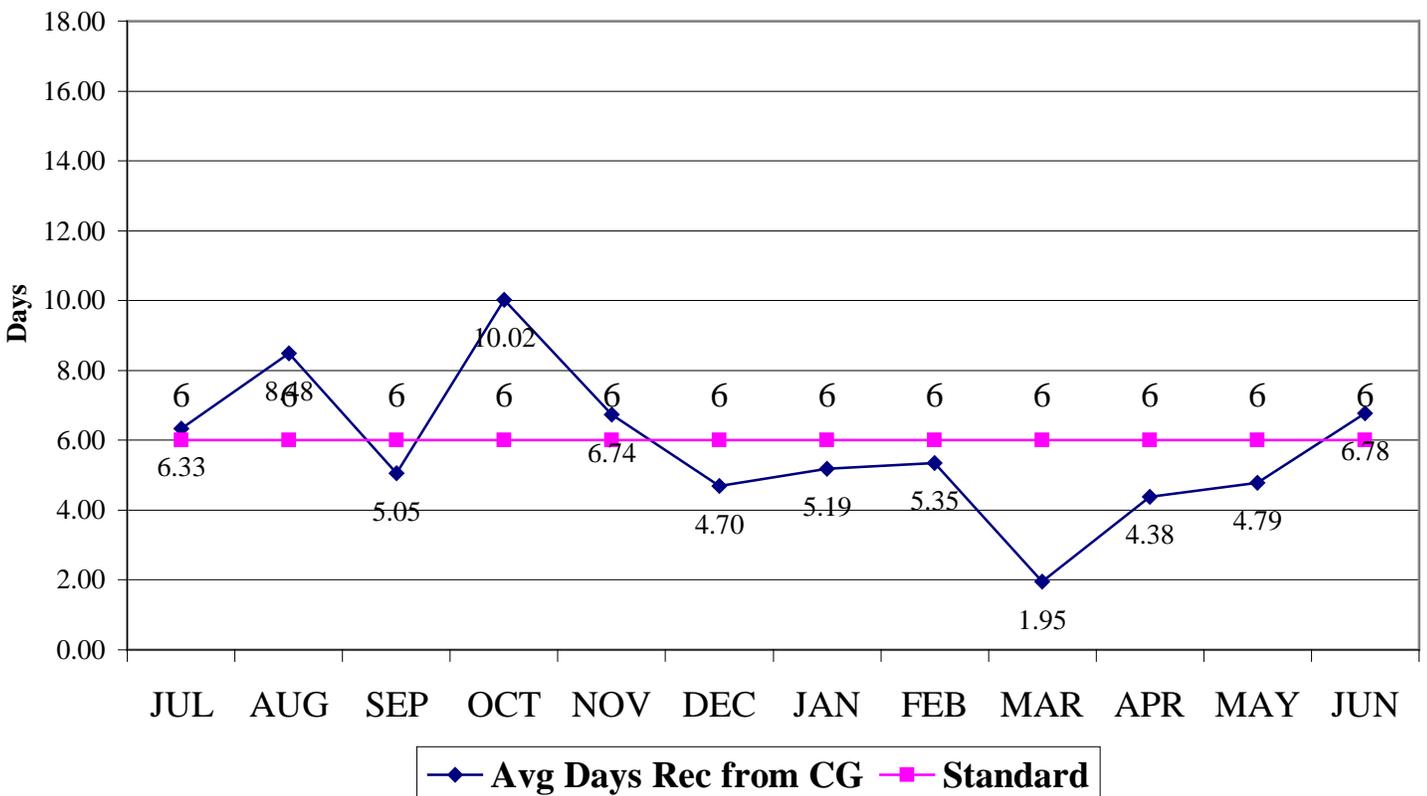
### Voucher Errors FY 03



### Avg Process Time To CG's FY 03



### Avg Process Time From CG's FY 03



Name: **The South Carolina State Guard**

Cost:	\$116,564	State
	\$3,840	State (Funeral Flags)
	<hr/>	
	\$120,404	Total

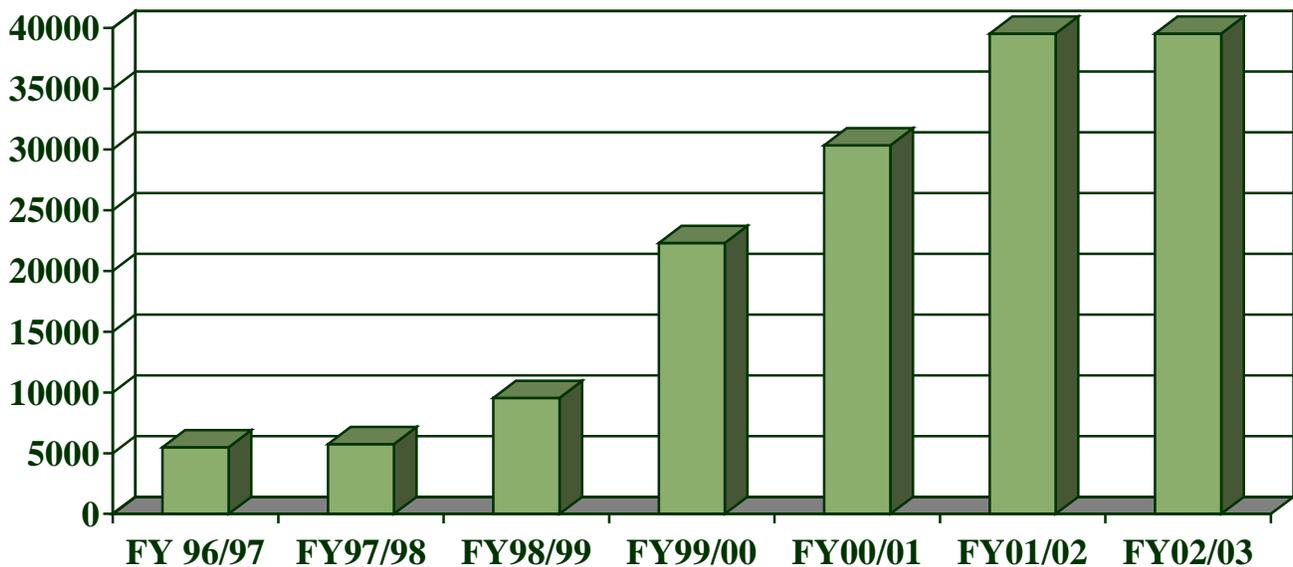
Goal: Support the Military Department in state missions consisting of maintaining public safety, supporting local civil authorities to provide essential service, protecting local resources and services, assisting local law-enforcement agencies, supporting disaster assistance requests from the Red Cross 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 programs. Conduct honor guard for military funerals when requested. Conduct annual training in drill, ceremonies and continuing education.

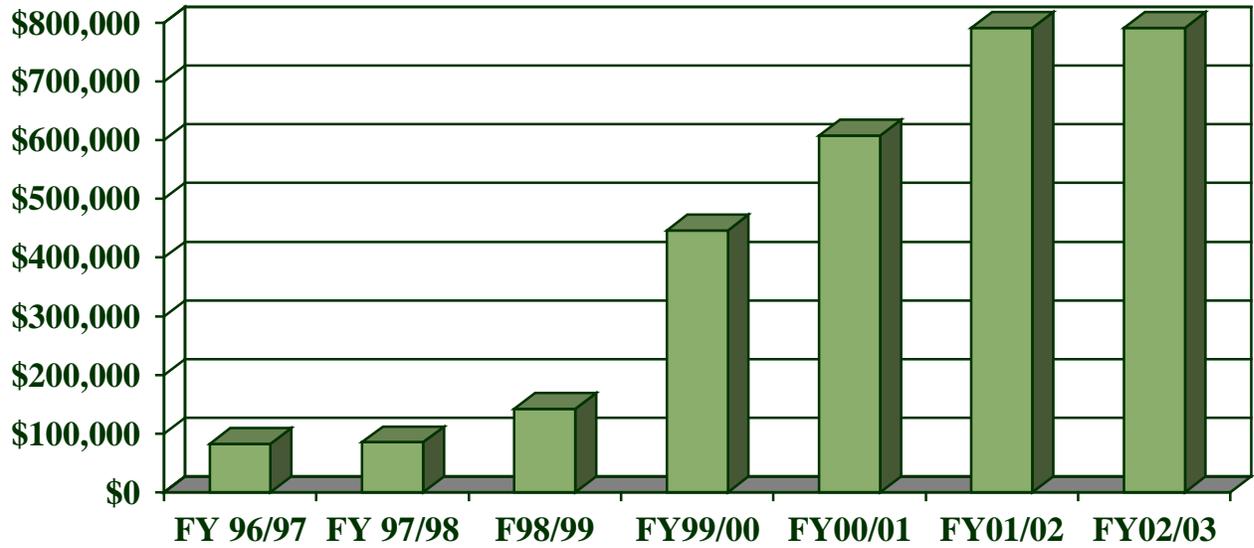
Results:

- During FY 02-03, the South Carolina State Guard provided approximately 39,500 hours of volunteer service to various State and local authorities and has maintained the same level of performance as the previous year. **These volunteer hours represent \$790,000 in savings to the taxpayers of South Carolina.**

### Volunteer Service Hours



### Volunteer Hours Savings



- Since 1997, the State Guard has shown phenomenal growth from a force of 600 to a current total of 1,348 volunteer members serving in local communities throughout the state.

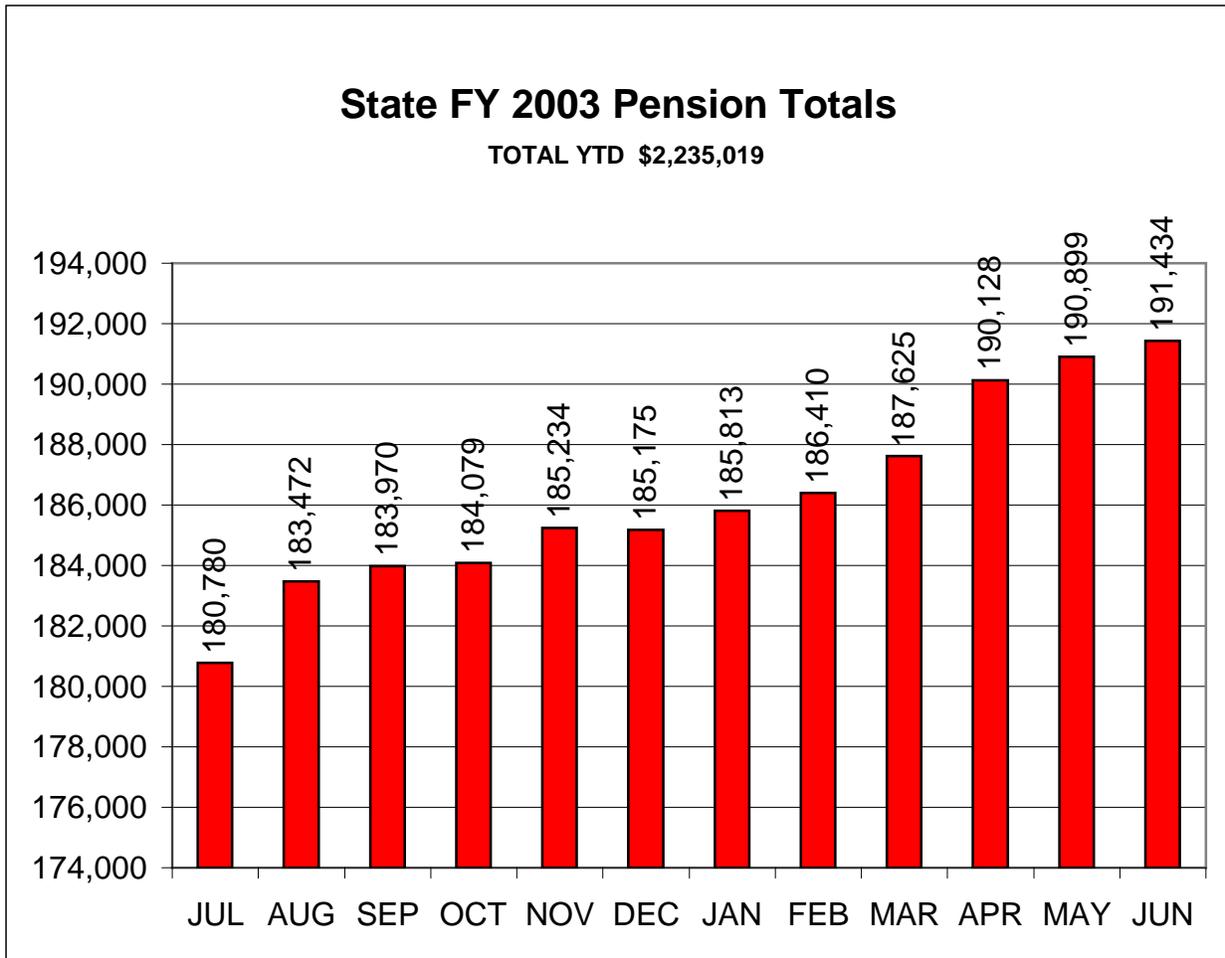
Name: **National Guard Pension Fund**

Cost: \$2,133,336 State

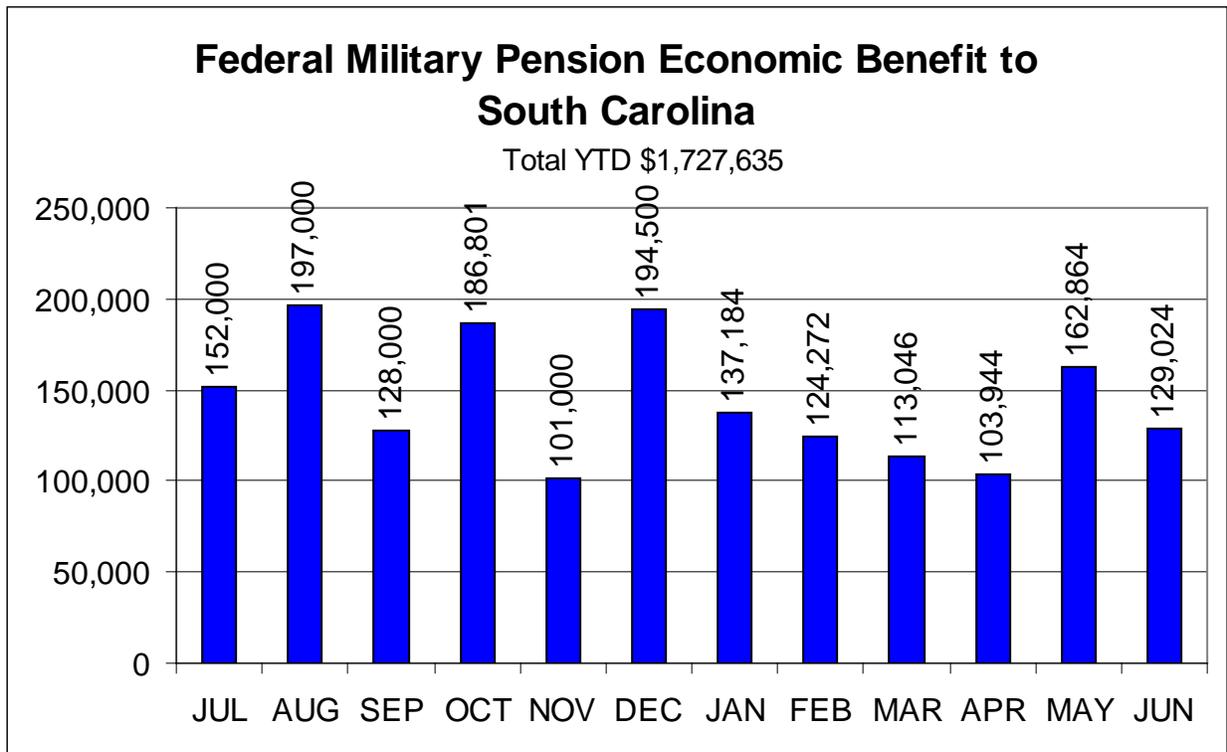
Goal: Program is managed in accordance with Sections 25-1-3210 through 25-1-3240 of the South Carolina Code of Laws, 1976 as amended.

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

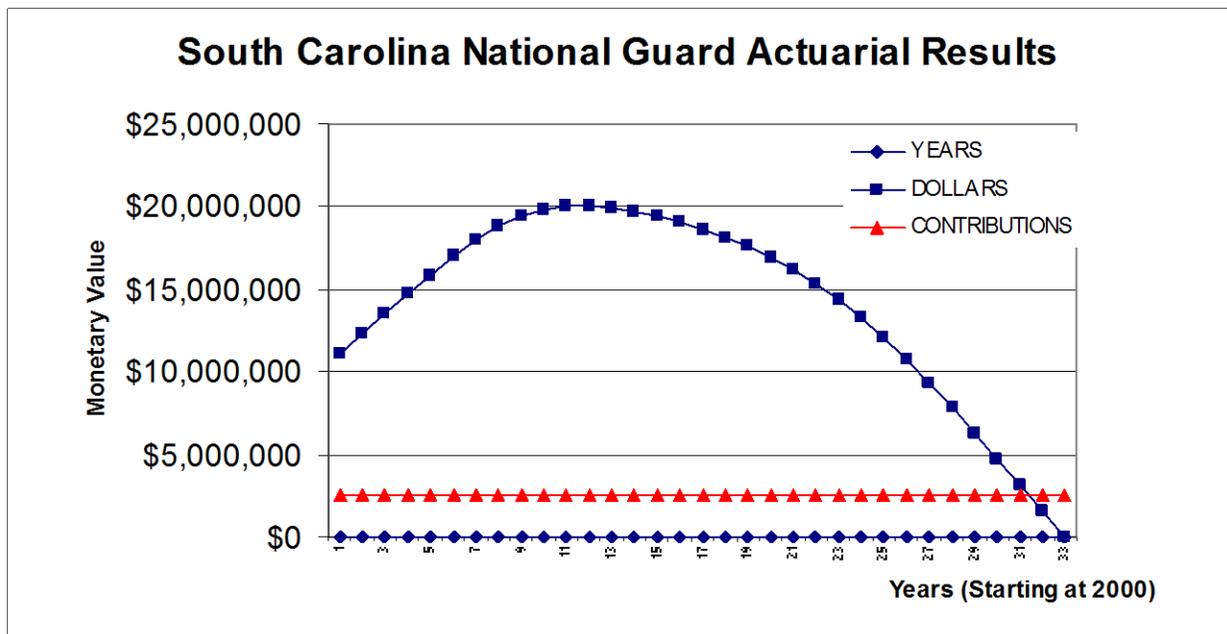
Key Results: During FY 02-03, Army and Air National Guard State Pensions had an annual economic benefit to the South Carolina economy of \$2,235,019.



- 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 FY 02-03. These federal pensions had an annual economic benefit to the South Carolina economy of \$1.7 million



- Section 25-1-3235 requires the General Assembly to appropriate sums “sufficient over time to establish and maintain (National Guard Pension) fund on an actuarial basis” As depicted below, the fund begins declining in 2012, becomes insufficient to meet outlays in 2031, given the current appropriation status. There are presently 2,375 retired participants receiving benefits with a projected 6,752 additional eligible participants entitled to state pension benefits over the next 37 years.



- In a continuing effort to keep the National Guard retiree abreast of activities, the Adjutant General schedules an Annual Retiree Update Briefing each year and has established [www.scguard.com](http://www.scguard.com) to assist retirees in obtaining information from numerous agencies that support the over 60 soldier.

Name: **STARBASE Swamp Fox**

STARBASE Swamp Fox is a National Guard Youth program designed to boost the math science and technology skills of elementary and middle school students in a twenty five hour academy devoted to the study of flight. Working with the classroom teacher and his/her class, the program utilizes the resources and the personnel of the South Carolina National Guard to teach thirteen core topics of flight through specially designed hands on math and science activities.

Cost:           \$220,000       Federal

Goal: To provide 25 hour STARBASE Academies to 700 students during the regular school year.

Objectives:

- Insure that STARBASE Swamp Fox is providing complementary instruction where needed by having 80% of academy students from the at risk population.
- Have 70 percent of Academy students pass the national testing instrument (currently under design).
- Collaborate with at least 10 outside agencies to develop additional curriculum resources and training programs for teachers and students.

Key Results:

- The 2002-2003 school year was the first for STARBASE Swamp Fox and from an anecdotal and attitudinal perspective the program was well received. Teachers and students who completed post academy surveys reported substantial gains in knowledge about the role of the National Guard in both the state and nation, and students (especially females) reported new respect and interest in math and science.
- Although the international crisis that befell the nation disrupted the STARBASE program for most of the second semester of the 2002-2003 school year because of the deployment of the STARBASE instructor and most of the Swamp Fox squadron support personnel, the program did have 595 students complete academies. Much of this accomplishment was because of the successful partnerships established with other agencies devoted to flight and/or teacher training.

- The program was successfully delivered to the target audience because 100% of the students enrolled in the academies were from schools and/or classrooms that met at risk definition. In addition, programs were held in four of the nine targeted districts.
- While there were several factors both locally and nationally that prevented statistical accuracy in the reporting of national testing results, encouraging news emerged with locally designed instruments for pre-test and post-test in STARBASE academies. Two hundred (200 of the first 245) students who took the developmental version of the national STARBASE test passed. These students also passed the locally developed version of the test which is more closely correlated to the South Carolina Curriculum Frameworks in Math and Science. Although consistent statistics are difficult to report because of the developmental nature of the national (and therefore the local) test, the encouraging results for South Carolina is that in the second national test group there was a 20% gain in the number of students who passed the local and the national test.

The STARBASE program proposal called for the formation of partnerships with agencies and organizations that had either aviation or teacher education as the primary mission. The subsequent program organization identified three categories of partnerships and identified agencies and organizations under each. The categories are Aviation Related Partners, General Partnerships and Teacher Education and Teacher Training Partnerships. The results for the first year of operation are: (1) Aviation Related Partnerships - six of the ten identified agencies are involved in some way in the program, including all of the top five priorities; (2) In the Teacher Education category there are four of nine identified programs; and (3) In the General Partnership Area category there are 14 of the original 20 who have been involved during the first year. All first year partnerships have been renewed and will carry forward into the second program year.

Name: **South Carolina AmeriCorps Defense Brigade**

Cost: \$297,476 Federal

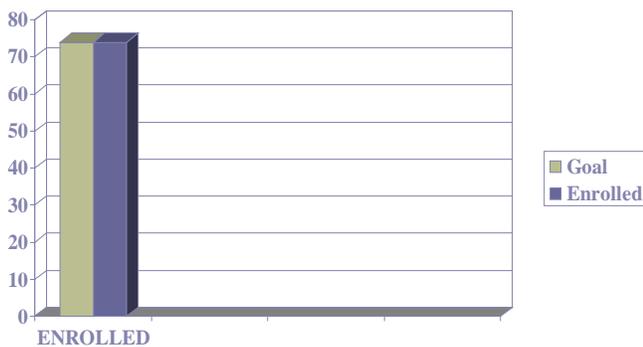
Goal: Provide training to an all-volunteer force in South Carolina in the areas of emergency preparedness, public health and public safety in order to relieve first-responders in the event of an emergency.

Objectives:

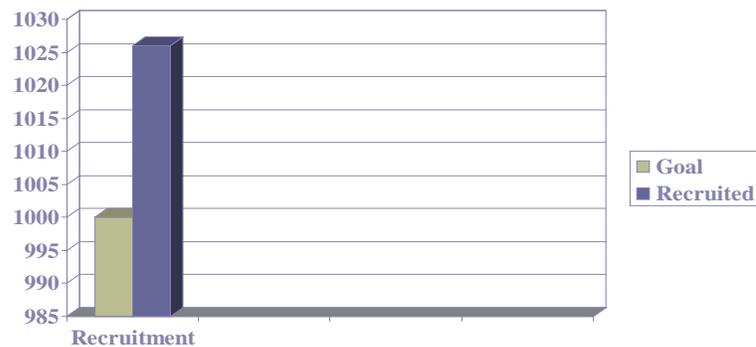
- Enroll direct staff members within 75 days of program’s start.
- Recruit 1,000 volunteers statewide.
- Inspect 100 childcare/adult facilities within first year.
- Develop and manage a statewide database of volunteers identified by professional specialty, talents and skills to serve as emergency responders
- Identify 10 local programs by best practices in the areas of public health, public safety and emergency management.

Key Results: The charts below reflect the effectiveness of the program which operates on a fiscal year of September through August. Expectations were met or exceeded in all but one initiative.

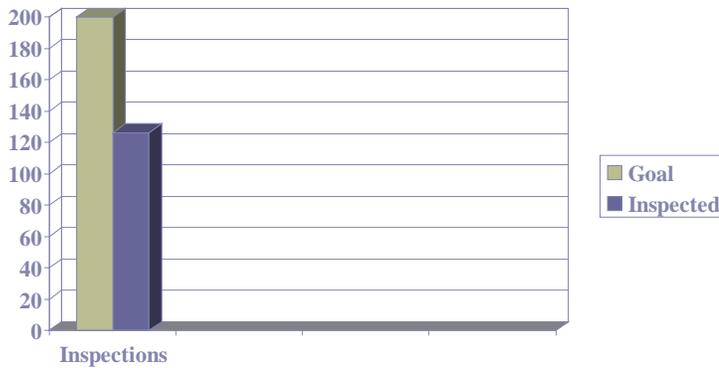
**Enroll 74 Direct Staff Members By November 15, 2002 Deadline**



**Recruit 1,000 Volunteers For Homeland Defense  
Goal 1,000 Presently 1026**



**Inspect 200 Childcare/Adult Facilities**



**Develop Data Base For Use By Emergency Responders**



**Identify 10 Local Programs That Exemplify The Best Practices In One Of The Three Priority Areas**



**The South Carolina AmeriCorps Defense Brigade was the first grant in the homeland security initiative proposed by President Bush through the Corporation for National and Community Service that is administered by a state military department and a state guard.**

**The database developed by AmeriCorps is available to other agencies statewide in providing an all-volunteer, professional and trained force that has immediate availability.**

**AmeriCorps' initial successes have been reported in USA Today and The State Newspaper. The AmeriCorps Defense Brigade is being heralded as a model for similar programs in other states.**

