

**OFFICE OF
THE ADJUTANT GENERAL**



**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, 2006

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's (SCMD) commitment to **quality management** lends itself to **empowerment, innovation and entrepreneurship**. It has promoted partnering with other State and Federal agencies and the private sector for mutual advantage. As this agency benchmarks against others for best practices, others benchmark against this agency.

This report is "a work in progress" providing a basis for future agency improvements that affect efficiency, productivity, accountability and customer satisfaction.

Mission Statement

- *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.*

Vision Statement

A vision represents a clear picture of the desired organization at some time in the future. The vision for the SCMD is:

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

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

Values

Values represent the foundation upon which an organization and its members base their decisions, actions and behaviors. Values establish the boundaries for the organization to measure its ethical and moral culture.

The SCMD is a values-based organization that has embraced the values adopted by the three entities: Army, Air and State Operations.

<u>Army</u>	<u>Air</u>	<u>State Operations</u>
Loyalty	Integrity	Communications
Duty	Service Before Self	Honesty
Respect	Excellence	Integrity
Selfless Service		Competence
Honor		Teamwork
Integrity		Fairness
Personal Courage		Family
		Patriotism

Goals

Goals are long-range statements of purpose, aim and intent which, when accomplished collectively will enable the organization to achieve its vision. Goals are not necessarily quantified nor limited in time (but normally are about three to five years out, or the same time horizon as the organization's vision). SCMD's six goals to enable our vision are:

- 1. Safety*
- 2. Personnel Readiness*
- 3. Training Readiness*
- 4. Equipment Readiness*
- 5. Quality of Life*
- 6. State and Federal Missions*

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

Here are a few examples of Army Guard (SCARNG) and Air Guard (SCANG) achievements during Fiscal Year 05-06: (1) as of June 30, 2006, the Army Guard (SCARNG) had 248 members in Operation Noble Eagle (CONUS) and 454 members in Operation Enduring Freedom/Iraqi Freedom overseas; (2) with the largest deployment of SCARNG members (over 7,000) since World War Two, our Army Guard has had one of the lowest casualty rates of any State – seven losses with only one to hostile fire; (3) SCANG has had an equally amazing record of zero loss of life and zero loss of aircraft; (4) in this Fiscal Year preparations were made for a contingent of nearly 1,800 Army Guard members to be deployed to Afghanistan in January

2007; (5) at the time of this report being written, some 300 Air Guard members and ten F-16s have deployed to Japan for a six-week deployment - South Carolina Air Guard members have been called up for every major conflict since Desert Storm in 1990; (6) the Air Guard also supported relief operations in the aftermath of Hurricane Katrina with the 240th Communications Squadron and its Eagle Vision system; (7) and Army Guard support of relief assistance to the Gulf States by providing a special signal team and state-of-the-art satellite communications capabilities.

At the close of state FY 05-06, Army Guard strength was at 95.68% of authorized strength as mandated by the National Guard Bureau ranking South Carolina among the top ten states in recruiting efforts. Air Guard strength was at 93.0% of authorized strength.

State Operations (DSO), the third element of the South Carolina Military Department, continued with its own list of achievements during the fiscal year.

The Construction and Facilities Management Office (CMFO), working in conjunction with the Budget and Control Board and the Joint Bond Review Committee, has submitted a 5-year Comprehensive Permanent Improvement Plan (CPIP) that will alleviate some of the capital improvement issues facing the agency. The plan is a realistic one with reasonable and appropriate expectations. Its successful implementation means “putting the brakes” on the continuing deferred maintenance problem – a common problem shared by this and most other state agencies.

January 1, 2006 marked the transition of the South Carolina National Guard Pension Fund to the South Carolina Retirement System. Lacking adequate funding, the pension fund was earmarked for an actuarial disaster beginning as early as the year 2013. Through the support of the Budget and Control Board and the General Assembly, the pension fund is now in a financially sound position and guarantees that funds will be available for those Army and Air Guard personnel presently retired and those who are “grandfathered” under the current provisions of the law.

The Environmental Section of the Construction and Facilities Management Office (CFMO) continued to participate in and advance an effective Native American Consultation Program and is recognized as a national leader in the consultation process. Work is on-going with Native American Tribes on development of a Master Plan for Clarks Hill Training Site and a Memorandum of Agreement for the mitigation of the construction facilities at McEntire Joint National Guard Base. This section’s current focus on expanding the agency’s recycling program earned it the “Recycle Guys Award” from the state’s Department of Health and Environmental Control.

In the upcoming federal fiscal year, the CFMO will construct facilities to house Chinook helicopters and support staff at a cost of \$66,000,000 – 100% federally funded! This division is also developing a 55-year lease with The Citadel for a new Charleston Readiness Center. \$10,200,000 in federal funding has been approved in FY 06 for construction.

The Youth ChalleNGe Program, one of the most cost-effective programs of its type, celebrated with its 2,176th graduate since inception in 1998. The program is now available to South Carolina's at-risk youth at two campuses located in West Columbia and Aiken County. The combined success rate – which answers the question “Are we effective?” – stays between 70 and 80 percent.

The Department of Homeland Security conducted a detailed review of each state's catastrophic plans during the spring of 2006. **South Carolina's Emergency Management Division (SCEMD) was cited for being among the states with the best over all catastrophic plans.**

SCEMD significantly enhanced the Public Information Phone System (PIPS) by including the SC Commission for Minority Affairs into the PIPS planning and operation to accomplish Hispanic translation and liaison. The PIPS Operator Handbook was also updated with county animal liaison and pet friendly hotel lists.

SCEMD conceptualized, researched and promoted the funding for generator connections to be retrofitted in 64 mandatory and voluntary shelter facilities east of Interstate 95 to enhance shelter support. This is Phase I of a three phase plan that will cover all shelters throughout the state.

For the seventh consecutive year, SCEMD published more than 590,000 copies of the Official SC Hurricane Guide, which advises the public regarding actions to take before, during and after hurricanes. This year, the publication was again produced in both English and Spanish. Both versions were also made available on the Division's web site.

SCEMD personnel briefed the SC Earthquake Plan at the National Earthquake Conference in St. Louis, MO in the summer of 2006. The SC Earthquake Plan has been used as model nationwide for earthquake preparedness and response.

SCEMD' strategic objectives to establish and equip an alternate emergency operations center (AEOC) and enhance the State Emergency Operations Center's operational capabilities were accomplished with federal grant funding that supported development of the AEOC.

During the Hurricane Katrina aftermath, SCEMD established a Mobile Evacuee Process Unit that traveled throughout the state to process evacuees for assistance. SCEMD provided hundreds of man-hours of direct victim assistance to the several thousand evacuees sheltered by South Carolina agencies and volunteer organizations.

The South Carolina Military Department, despite being one of the state's largest holders of real property and roofed facilities, continues as one of the most efficient agencies in the use of energy per square - \$0.83 per square foot! The agency is ranked #1 in this category by the South Carolina Energy Office in its most current study.

Barriers and Opportunities

SCEMD's ability to accomplish its daily mission and emergency response operations continues to be hampered by a lack of personnel. An independent study contracted by the Governor's Office of Homeland Security in 2002 remains accurate. It concluded that SCEMD is understaffed to meet routine as well as emergency operations requirements in a post-September 11 environment.

It is hoped that a 5-year Comprehensive Permanent Improvement Plan (CPIP) submitted to the Capital Budgeting Unit of the Office of the State Budget will be funded and alleviate many of the capital improvement issues facing this agency. Approval would "put the brakes on" a situation that can only deteriorate with each passing year. Contributing to this situation is the State's failure to meet fully its obligation with the Federal government insofar as funding for armory operations.

Funding for a State Regional District Operations Program has been a priority of SCEMD for the past five years. This program would provide dedicated district coordinators and would enhance the overall emergency management homeland defense program throughout the state. This program would facilitate coordinated, consistent plans and effective training at state, county and municipal levels. This program has proven effective in other states to ensure program continuity from the state to the local levels. (NB. This program was funded by legislative action for FY 06-07.)

State Operations (DSO) continues to make strides in the use of innovative technology to meet the needs of its customers both internal and external. However, training has been identified as a major issue. The State does not have a defined section whose purpose is to train other State agencies. This leads the agency's information technology department to look for opportunities to send personnel to classes being conducted by private corporations that enhance our ability to serve customers.

In summation, the SCMD views the "Annual Accountability Report" process as an important management tool to be used in identifying the agency's strengths, weaknesses, opportunities and threats. It provides the impetus to pursue excellence in government at all levels and is the ground for a continuous effort in process improvement for its customers, both external and internal.

ORGANIZATIONAL PROFILE

Workforce. The Adjutant General's staffing includes state employees (to include grant/agreement positions), federal employees (technicians), Active Guard Reserve (AGR) and the traditional Guard members who drill on weekends and participate in two week's training each year.

State Employees: 331 (125 FTEs allocated)

Federal Employees: 896 (100% federally funded)

AGR: 714 (100% federally funded)

Traditional Guard: 10,089 (100% federally funded)

TOTAL: 12,030

Of the combined normal full-time workforce of 1,941 there are only 25 state employees who are 100% funded by the State or 1.3% of the workforce! Other state employees are a combination of State and Federal funds.

It is interesting to note that the agency's appropriation in FY 05-06 was approximately \$5.0 million.

The 100% federally funded staff assigned to the Military Department has an annual payroll of just over \$96,000,000. Applying an average 7% state tax on this unadjusted federal payroll accounts for approximately \$6,737,000 that is transferred directly to the State Department of Revenue. The state collections on these federal employees alone exceed the State's annual appropriation to the agency.

Additionally, the payroll of the citizen-soldier, the m-day or traditional soldier, while not subject to state tax, brings over \$45,000,000 into the economy.

It is the mission of the agency's state employees to **“support the South Carolina Military Department's military operations and protect the lives and property of South Carolina's citizens during times of emergency.”** State agency employees and the citizen-soldiers of South Carolina have displayed a high degree of readiness to respond to the personnel and equipment demands following the events of September 11 and continuing deployments both at home and abroad.

Locations. The agency is headquartered at 1 National Guard Road in Columbia and maintains 67 armories throughout the State valued in excess of \$300,000,000, two Army National Guard training installations and a McEntire Joint National Guard Base in Eastover for both Army and Air operations.

The State Guard is housed in the Olympia Armory on Granby Lane in Columbia in a WPA building that is listed in the National Historic Register. The Youth Challenge program in West Columbia is housed at the Wil Lou Gray Opportunity School and the Youth Challenge program in Aiken County is housed at Clemson's Youth Learning Institute's Camp Long. In FY 06-07, the StarBase program will be quartered at McEntire Joint National Guard Base in Eastover, S.C.

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 04-05 Actual Expenditures		FY 05-06 Actual Expenditures		FY 06-07 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 10,135,943	\$ 2,046,906	\$ 11,169,616	\$ 2,046,166	\$ 11,606,724	\$ 2,524,474
Other Operating	\$ 16,311,592	\$ 2,297,174	\$ 16,933,968	\$ 2,218,112	\$ 14,440,408	\$ 2,612,204
Special Items	\$ 301,366	\$ 101,708	\$ 154,318	\$ 154,319	\$ 469,914	\$ 180,210
Permanent Improvements	\$ 6,818,492	\$ -	\$ 2,695,022	\$ -	\$ -	\$ -
Case Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Distributions to Subdivisions	\$ 3,181,914	\$ -	\$ 2,550,860		\$ 2,903,467	\$ 56,580
Fringe Benefits	\$ 2,552,674	\$ 544,470	\$ 2,935,615	\$ 579,977	\$ 3,012,936	\$ 787,462
National Guard Pension	\$ 2,021,581	\$ 1,996,581				\$ -
Total	\$ 41,323,562	\$ 6,986,839	\$ 36,439,399	\$ 4,998,574	\$ 32,433,449	\$ 6,160,930

Other Expenditures

Sources of Funds	FY 04-05 Actual Expenditures	FY 05-06 Actual Expenditures
Supplemental Bill: State Appropriations (Non-Recurring):	\$1,626,260	\$410,068
Total Funds	\$16,054,459	\$16,234,245
Norfolk Southern Reimbursement	\$ -	\$1,118,473
Open Ended Appropriations-State Active Duty/EMAC	\$230,019	\$319,690

Major Program Areas

Program Number	Major Program Area Purpose (Brief)	FY 04-05 Budget Expenditures	FY 05-06 Budget Expenditures	Key Cross References for Financial Results*
II. Armory Operations	Provide quality facilities for use by the SCARNG in support of Federal training missions and support to the local communities.	State: 1,224,913.00 Federal: 554,115.00 Other: 829,600.00 Total: 2,608,628.00 % of Total Budget: 8%	State: 1,196,719.00 Federal: 561,295.00 Other: 468,620.00 Total: 2,226,634.00 % of Total Budget: 6%	Graph 7.4-14 Graph 7.4-15 Graph 7.4-16 Graph 7.4-17
VII. Army Contract Support	Operate, maintain, and secure Army National Guard facilities to ensure recruitment, training, and operational readiness.	State: 142,987.00 Federal: 13,385,894.00 Other: 66,123.00 Total: 13,595,004.00 % of Total Budget: 39%	State: 67,747.00 Federal: 14,442,114.00 Other: 26,779.00 Total: 14,536,640.00 % of Total Budget: 42%	Graph 7.4-4 Graph 7.4-5
X. Emergency Management Division	Reduce of loss of life and property from disasters and terrorism. Provide State and Federal assistance to respond, recover, and mitigate from disasters.	State: 921,063.00 Federal: 5,369,603.00 Other: 1,034,783.00 Total: 7,325,449.00 % of Total Budget: 21%	State: 985,296.00 Federal: 5,073,252.00 Other: 838,117.00 Total: 6,896,665.00 % of Total Budget: 20%	Graph 7.3-18 thru Graph 7.4-35
IX. McEntire ANG Base	Operate, maintain, and secure the State's only Air National Guard base.	State: 329,182.00 Federal: 2,533,420.00 Other: 0.00 Total: 2,862,602.00 % of Total Budget: 8%	State: 262,106.00 Federal: 2,837,756.00 Other: 55,504.00 Total: 3,155,366.00 % of Total Budget: 9%	
XIII. Pension	Distribute pension entitlements timely to authorized recipients. Identify sources of funds to reach the prescribed actuarial funding level.	State: 1,996,581.00 Federal: 0.00 Other: 25,000.00 Total: 2,021,581.00 % of Total Budget: 6%	State: 0.00 Federal: 0.00 Other: 0.00 Total: 0.00 % of Total Budget: 0%	

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Administration--State, Federal and Other	Buildings and Grounds--State
State Guard--State, Federal, and Other	Employer Contributions--State, Federal, and Other
Military Personnel--State	Enterprise Operations--Other
Operations and Training--State	

Remainder of Expenditures:	State:	2,451,319.00	State:	2,776,710.00
	Federal:	1,922,037.00	Federal:	2,669,727.00
	Other:	2,025,579.00	Other:	2,094,110.00
	Total:	6,398,935.00	Total:	7,540,547.00
	% of Total Budget:	18%	% of Total Budget:	23%

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

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 Office of Homeland Defense; the Federal Emergency Management Agency; the traditional National Guard men and women of our Army and Air 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; the 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 is 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 and the Governor's Office; the Universities of South Carolina and Clemson; the Department of Vocational Rehabilitation; the South Carolina Departments of Corrections, Law Enforcement Division, Budget and Control Board, Comptroller General, Treasurer's Office, Health and Environmental Control; Pratt and Whitney; Tyler Construction; the Piedmont Foundation; Hussey Gay Bell and DeYoung; Guy White and Associates; Law Gibb Engineering; Amana Corporation; SCANA/SCEGCO; Monterey Construction; Bonitz Flooring; Stern Two Notch Properties; John Deere; Danka Business; URS Mechanical Design; BES Incorporated; PYA/Monarch; McMillan Smith; and the municipalities and counties of South Carolina.

Major Products/Services. The agency's 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."

Strategic Challenges and Performance Improvement Systems. See "Strategic Planning" and "Process Management" sections.

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's Combat 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 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.

General Spears, the senior ranking Adjutant General in the United States, is a past member of the prestigious Reserve Forces Policy Board. This board is the principal and independent policy advisor to the Secretary of Defense on matters relating to the reserve components. He serves on the Board of Visitors, The Citadel, and is a member of the Advisory Board for Communities-In-Schools in South Carolina. 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 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. Justice Department and returned to South Carolina to serve as executive assistant in charge of homeland security to SLED's Chief Stewart. The current director is a member of the State Counter-Terrorism Coordination Committee and serves as chairman of the Planning, Training and Exercise Sub-committee. He also chairs the National Emergency Management Association (NEMA) Hurricane Sub-Committee. The Deputy Adjutant General for State Operations has just finished a term as chairman of the statewide Communities-In-Schools Board, an after-school program for at-risk youth.

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 will 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 agency demonstrates its public responsibilities and practices in many ways. For the seventh consecutive year, the Emergency Management Division compiled, designed, published and distributed more than 590,000 copies of the "Official S.C. Hurricane Guide," which advises the public regarding actions to take before, during and after hurricanes. For the fifth consecutive year the guide was produced in Spanish as well as English. Partnerships with other government agencies and the private sector were expanded to help defray the costs of printing and distribution. Both English and Spanish versions are available on the division's web site. The Emergency Management Division has again partnered with Hispanic Outreach of South Carolina in an attempt to ensure that Spanish versions reach the appropriate audience.

Emergency Management personnel are members of the State and Regional Counter-Terrorism Coordination Committees, the State Agroterrorism Committee, the State Bioterrorism Committee, the State EMS Oversight Committee, the State Chemical, Ordnance, Biological, Radiological (COBRA) Oversight Committee and the Mass Casualty Planning Committee. **These committees are essential to the successful execution of the state's "Homeland Security Strategy."**

Information technology has a direct impact on the public. Since its adoption of a ".com" address, the agency has had successive years of exceptional growth in the number of web "hits." This web site, which includes a link to the Emergency Management Division, provides the public with ready access to information on the agency, its history and mission; job openings; the State Guard; the StarBase program and the Youth ChalleNGe programs. The agency has also developed an online "Facility Work Request" program for its internal customers. It automatically generates work requests, tracks work requests, assigns work crew and tracks work order cost. This helps save the extremely limited work time available and improves both accountability and customer feedback. **This technology, called PRIDE, is funded 100% by the federal government.**

Agency leadership is committed to education and the youth of South Carolina. This is evidenced by its highly successful Youth ChalleNGe and StarBase programs. The Youth ChalleNGe program in West Columbia is a partnership with the Wil Lou Gray Opportunity School and the program at Camp Long in Aiken is a new partnership with Clemson's Youth Learning Institute. The combined data of the two campuses reflect a success rate in post-residential placement of between 70% and 80%. Nearly 2,200 of South Carolina's young men and women have been graduated and are now leading productive lives as citizens and taxpayers. The StarBase program, now in its fifth year, exceeded its goal of 700 hours per year instructing at-risk primary graders in science and math.

The Army Guard's Governor's Counterdrug Task Force (**100% federally funded at nearly \$2,000,000**) addressed over **19,000 young people as of May 2006 (based on federal fiscal year of October-September) on the dangers of drug abuse and distributed information on drug demand reduction. Additionally, this same Task Force provided twelve trained personnel to the Drug Enforcement Agency, the U.S. Attorney's Office, the U.S. Postal Inspection Service, the State Law Enforcement Division, the U.S. Marshals Service, Task Force Meth, the Organized Crime Drug Enforcement Task Force, the State Grand Jury and the FBI. It participated in the seizure of drugs, currency, weapons and**

vehicles in excess of \$48,000,000 through July 2006 and provided a “flying hour program” of 594 hours.

The above are just a few examples of what leadership means to the South Carolina Military Department above and beyond its primary federal mission. Once more, it is worth restating that **the Malcolm Baldrige Criteria include citizenship as a primary element of leadership. This agency is proof of that citizenship with 10,089 Army and Air Guard men and women selflessly and proudly serving their State and Nation. It 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 thirteenth year of strategic planning as mandated by Presidential Executive Order.** The original strategic plan began with an analysis of the agency's **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, 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, Personnel Readiness, Training Readiness, Equipment Readiness, Quality of Life and Support of State and Federal Missions.**

In doing business, the SCMD 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 SCMD's three major elements, was established. **This council not only develops long-term policies based on the strategic plan but also serves as a catalyst for process improvement throughout the organization.** This has resulted in the formation of Quality Councils for the Army National Guard (known as the Combat 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 plans success. In November 2005, the Executive Council revisited the agency's strategic plan and the agency's goals.**

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

STRATEGIC PLANNING

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 05-06 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
II. Armory Operations	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Request additional funding to support contractual agreement between State and Federal government/Initiate and implement self help and community support locally/Pursue proactive armory rental program	Graph 7.4-4 Graph 7.4-5 Chart 7.4-14 Chart 7.4-15 Chart 7.4-16 Chart 7.4-17
VI. Army Contract Support	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Support Army Guard initiatives in environmental, security, recruitment, training, telecommunications and youth programs	Graphs 7.3-38 thru 7.3-41
IX. Emergency Management Division	Impacts five agency goals: Safety, Personnel Readiness, Training Readiness, Support of State and Federal Missions and Quality of Life	Increased funding for additional staff/Funding to provide State match to enhance the "Emergency Management Program"/Advance the need for additional funding for state emergency warehouse.	Graphs 7.3-18 thru 7.4-35
VIII. McEntire ANG Station	Impacts four agency goals: Safety, Personnel Readiness, Training Readiness and Quality of Life	Support Air Guard initiatives in environmental, security, recruitment, operations and maintenance, and youth programs	Graph 7.3-42

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

CUSTOMER FOCUS AND SATISFACTION

Identification of customers and their needs is crucial to the agency's 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 law.

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:

- Executive Council Meetings
- 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 (SCEMD)
- Training Needs Assessment for State Employees
- Customer Satisfaction Surveys – Internal and External
- Town Hall Meetings – Employees of the Agency

- Weekly Meetings of the Senior Leadership (Army, Air and State)
- Utilization of the Agency'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. Recent assessments show that **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.

- 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 programs.
- Developed a program that allows remote users to initiate work order requests, follow the status of the requests, assign work crews and track order costs, thereby saving on work time available and improving both accountability and customer feedback. **The program is called PRIDE and supported by 100% federal dollars.**
- Continuous improvement of the agency's web site for the dissemination of information to customers and the general public. **In FY 05-06, over 184,000 visits were logged at the agency's web site.** Conversion to a .com address greatly enhanced public accessibility.
- SCEMD redesigned its website to enhance its appearance and reorganized to make maintenance easier. Updates include current information on training course, county director information, updated plans, news releases, new signatories of mutual aid and more. Also, the new site is American Disabilities Act (ADA) compliant to help those with disabilities obtain better access to information.
- SCEMD enhanced Public Information Phone Systems (PIPS) planning and operations by including the SC Commission for Minority Affairs into the PIPS operation for Hispanic translation and liaison, and by identifying an alternate PIPS site to ensure uninterrupted service.
- Site visits and customer needs assessments are tracked and reported through the facility management office's "Installation Status Reporting System" (ISR). The ISR and "Service Base Costing" (SBC) automated programs are currently used to measure satisfaction and customer needs.
- 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 year's turnaround time was an average of 4.33 days compared to last year's 6.07 days to the Comptroller General's Office and an average 5.4 day compared to last year's 6.56 days from the CG's office to the agency. Both

measurements indicate improvement with the desired turnaround in both instances being 6 days. See Charts 7.2-31 and 7.2-32

- Three years ago, 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 resource issues. These meetings continue to provide a valuable conduit in communicating across State and Federal areas of responsibility.
- 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 form endorsed by the Budget and Control Board's Human Resources Office.
- In support of the agency's deployed military force, energetic and volunteer Family Support Groups have been 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 the Department of Defense, and an e-mail network (<http://www.NGFamilyofOne.org>) were established to further communications.

The South Carolina Military Department is continually exploring ways to correct weaknesses in existing processes that hinder our progress in achieving operational excellence.

The agency must ensure that our customers' needs and expectations are being met.

MEASUREMENT, ANALYSIS AND KNOWLEDGE

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 the agency's 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; **Personnel Readiness** – 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 meeting 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, measurement 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 this program for at-risk youth. 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 contractor such as architects and construction companies. Additionally, it maintains maximum information management standards while setting realistic priorities within human resource restraints.
- The Human Resources Office maintains trend charts on state FTEs, number of vacancies, individual employee training, grant/agreement employees and temporary hires. 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. These key performance indicators are monitored on a regular basis to ensure federal and state compliance.
- SCEMD 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, SCEMD 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 SCEMD program is evaluated every three years using the "Capability Assessment for Readiness" instrument provided by FEMA. National results are published which allows SCEMD to benchmark against other programs across the country.
- In the accountability area, SCEMD 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 South Carolina and provide services in a timely and efficient manner.

HUMAN RESOURCE FOCUS

The Adjutant General's staff consists of 1,610 federal technicians and Army Guard Reserve (AGR) personnel **(100% federally funded with annual payroll in excess of \$96,000,000 and 331 state employees who are FTEs or occupy grant/agreement positions (grant/agreement positions can be funded up to 100% federally))**. This staff operates from the Columbia headquarters on Bluff Road, --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 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 \$45,000,000 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, 2001 terrorist attacks. Over four years ago, Dr. Hardy Merritt of the Budget and Control Board 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 has supported a stronger "Employer Support for Guard and Reserve" (ESGR) program and numerous Family Support Groups throughout the state to assist families of deployed spouses.

As traditional National Guard men and women, these customers come to us one weekend a month and two weeks a year for training. Part of customer satisfaction for the 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 specific, free of health and environmental hazards and generally pleasing in which to work. Personnel and facilities continue to be the driving force of this organization.**

The events of September 11 and the period 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, duty overseas and meeting state emergencies.

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 performance 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."

Employees perform better when they are kept fully informed. The agency's newsletter entitled "All About Us" keeps employees up-to-date on policy changes, upcoming agency seminars and courses, employee recognition and other pertinent data. The newsletter is made available in printed form as well as on-line. Also a "Culture for Change" course is required for all new employees and for all those employees who have not received quality awareness training. The course offers an overview of the agency and its different components, tours of the McEntire Joint National Guard Base, the Army National Guard's McCrady Training Center and Emergency Management Division's headquarters, 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. **The human resources office has developed a strategy to cross-train staff members within the human resource office in order to provide better customer service to our customers. This type of cross-training will also offer each individual staff member an opportunity to better understand the overall scope of the department and gain additional knowledge.**

Seeing a preventive need in the area of sexual harassment education and appropriate follow-up disciplinary action, the agency's human resource section established a mandatory course of instruction for all state employees. Additional courses include workplace violence and knowledge of the agency's progressive discipline policies. The agency continues to update policies and making them available on-line reflecting the most recent changes for the information of supervisors and employees alike.

The Human Resources Office has updated and streamlined the new employee orientation process. This comprehensive orientation will ensure that complete and accurate information is disseminated to employees and ensure compliance with applicable laws and regulations.

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. The human resources section has a continuing program which determines 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. An annual training calendar has been developed for employees and supervisors to select training courses.**

Since the alternate workweek schedule was implemented last fiscal year, employees have had greater flexibility in accomplishing the continuously growing workplace requirements as well as coordinate personal and/or family needs which has produced additional employee satisfaction. A state employee has the option, with the consent of the supervisor and/or program manager, of (1) Eight hours per days, five days a week for two weeks; (2) eight hours per day, five days a week for the first week and 10 hours per day, four days a week for the second week; and (3) 10 hours per day for four days each week.

Information technology plays an important role in today's marketplace by increasing the speed of internal processes and the faster delivery of services to the agency's customers. The dramatic network speed upgrade from a 10MB/sec to a 100MB/sec network has greatly

enhanced the agency's ability to serve its customers and supply its employees with state-of-the-art technology. Related human resource forms have been automated to give Program Managers ease of access to these management tools that are necessary for handling human resources issues such as new hires, salary changes and terminations.

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.

In Fiscal Year 2003-2004, a universal evaluation date of July 1 was established by the human resources section. **This process continues to reduce the amount of time involved in the employee evaluation process while promoting accuracy of position descriptions and timely submission of employee evaluations and employee planning documents to be filed with human resources.** Accuracy in these records is especially important for grant/agreement employees governed by federal regulations and is important overall in the event of a staff reduction-in-force.

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 surveys – both external and external, employee exit interviews, utilization of the agency's 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 measurement are the key to the agency's strategic plan in delivering quality products/services to its customers.

The South Carolina Military Army and 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 of the SCMD:

SCEMD coordinates the disaster planning process with key emergency related state agencies and volunteer organizations to ensure a successful response to disasters. The planning process is continued with the update and publication of the State Emergency Operations Plan that sets the guidelines for disaster response and recovery for state and local officials. State agencies continue the planning process by developing standard operating procedures (SOPs). As part of the development strategy, SCEMD conducts annual reviews and certifications.

The CFMO supplements standard internal procedures and maintains flexibility in the face of changing work requirements through several means, to include:

- In-progress reviews
- Quarterly progress reviews
- Process refinement initiatives designed to address unique requirements
- On-going SOP refinement

Open communications and collaboration within the CFMO enhance the ability to work efficiently and effectively. The following steps support efficient product and service delivery:

- Prioritize customer needs and allocate funding accordingly
- Identify, prioritize and initiate work order processing
- Complete necessary programming documents
- Track progress from initiation through project completion

SCEMD regularly reviews the latest scientific and technological developments from vendors, government agencies and peer-reviewed research journals.

Other SCEMD process management activities included:

- Work with the University of South Carolina’s Hazards Research Lab to continue improving the state’s “Hazards Assessment” data.
- Revision and update to the “South Carolina Earthquake Plan.”
- Revision and update to the “Individual Assistance Administrative Plan.”
- Assisting the State Department of Homeland Security in updating the statewide homeland security strategy, increased the Statewide Mutual Aid Agreement signatories and updated local and state EOP terrorism annexes according to the National Response Plan.

The agency’s budget and finance section continues process improvements with quarterly meetings of the Army National Guard’s administrative officers to brief them on armory operations’ issues, and also attends, along with the human resources section, regularly scheduled meetings of federal and state program managers to discuss personnel and budget issues.

The budget and finance section is also providing on-going training to unit managers of each armory maintenance fund to ensure a strict accountability of receipts and expenditures. Budget and finance accountants attend numerous meetings in order to ensure compliance with 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. Close working ties with state operations, the Army and Air National Guard and SCEMD have established more accurate estimates and projections on the front-end when much sounder decisions can be made on application of troops and equipment during an emergency.

The human resources section, as noted earlier, was responsible for establishing a universal evaluation date for all state employees, thus streamlining a system that was bogged down in paperwork and staggered deadlines. The universal evaluation date and a new form incorporating job descriptions as well as employee planning have facilitated the process for both employee and supervisor.

Additionally, the establishment of a flexible workweek allows state employees, with their program managers/supervisors approval, to opt for (1) Eight hours per day, five days a week for two weeks; (2) Eight hours per day, five days per week for the first week and 10 hours per days, four days per week the second week, or (3) 10 hours per day, four days per week for each of the two weeks.

An energy section within the CFMO is the 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. **This agency has been cited repeatedly by the Budget and Board Control Board for its energy conservation programs.**

The agency's information technology section is currently upgrading computer operating systems from Windows 2000 to Windows XP. The office productivity programs are being upgraded from Office 2000 to Office 2003 – the most current version. These upgrades were completed in January 2006.

CFMO is using a new concept called "Planning Charrette" on all major construction projects. The program effectively connects subject matter experts in all engineering fields with the end-users of a proposed facility during the design phase. This is a tremendous asset in that all aspects of planning and coordination are initiated at the very beginning of a project. In short, this means that the customer – the end user- of the facility is involved in critical decisions.

It was clear from the agency's Malcolm Baldrige-type 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 processes to correct weaknesses, develop better tracking and trending mechanisms, and, of course, improved measurements.

Our customers deserve no less!

KEY BUSINESS RESULTS

Name: **Office of the Adjutant General**

Cost:	\$ 1,385,347	State
	579,977	State (Employer Contribution)
	22,906	State (Military Personnel)
	20,659	State (Military Operations)
	67,747	State (Army Contract)
	262,106	State (Air Contract)
	<hr/>	
	\$2,338,742	Total

Goal: 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 the agency to achieve its mission and vision. The six goals of the South Carolina Military Department are:

- | | |
|--------------------------|---|
| #1 - Safety | #5 - Quality of Life |
| #2 – Personnel Readiness | #6 - Strengthen Support for
State and Federal Missions |
| #3 - Training Readiness | |
| #4 - Equipment Readiness | |

Key Results:

In promoting the goals of “Quality of Life” and “Strengthen Support for State and Federal Missions”, the agency has developed a website to provide customers with information concerning the South Carolina Army and Air Guard, the Youth ChalleNGe Academies, the South Carolina State Guard, the Emergency Management Division, StarBase and State Operations. The website also supplies valuable information on Family Readiness matters relating to the spouses of deployed military personnel. The tracking of the number of hits to this site is an indication of the effectiveness of this initiative. In Fiscal Year 05-06, the agency’s web site, www.scguard.com, logged over 184,000 visits. **Additionally, the agency has implemented a more secure, reliable and significantly faster server access for our remote SABAR accounting system customers utilizing Citrix. Continued improvement in data access and reporting is now being realized.**

In its role of supporting military activities, the state operations of this agency must be able to interface with its federal counterpart by way of the most advanced technology available. **Failure**

to do so results in costly delays that can, and indeed do, affect the security and safety of citizens both in South Carolina and the country at large.

The agency's information technology section has suffered from the last several years of budget shortfalls. Even in the face of such obstacles, the information technology section has established three very important metrics to ensure the collection and transmission of data affecting not only the military but matters relevant to emergency management, personnel and budget and finance.

The graphs below indicate three areas of extreme importance to operations: server on-line readiness, virus protection and server back-up.

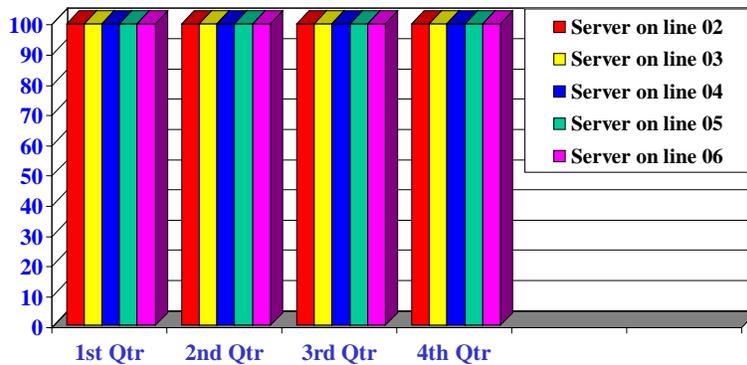


Performance Metrics



- FY2K Network server on-line readiness**

- Network servers operational 95% of the time during working hours**



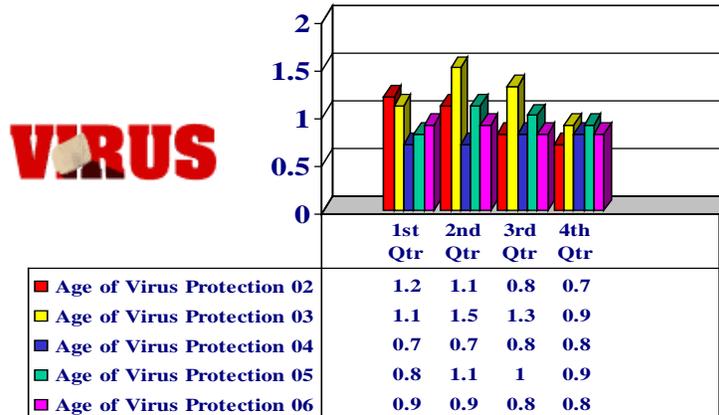
Graph 7.3-1

In the above graph, the goal of server on-line readiness for FY 05-06 was 95%. The achieved result was over 99%.



Performance Metrics

- Virus protection updates current
 - Virus protection no more than 2 days old



Graph 7.3-2

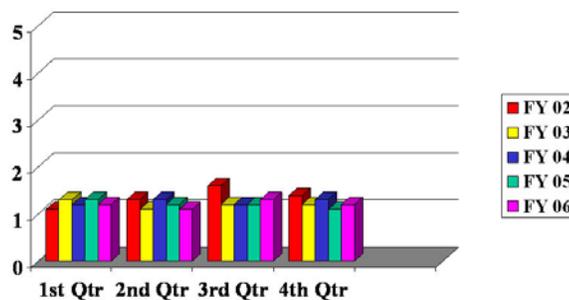
In the above graph, the goal of virus protection updates was no more than two days for the fiscal year. The result achieved was less than two days.



Performance Metrics



- Server backups current and usable
 - Server backups no more than an average of 1.5 days “old”

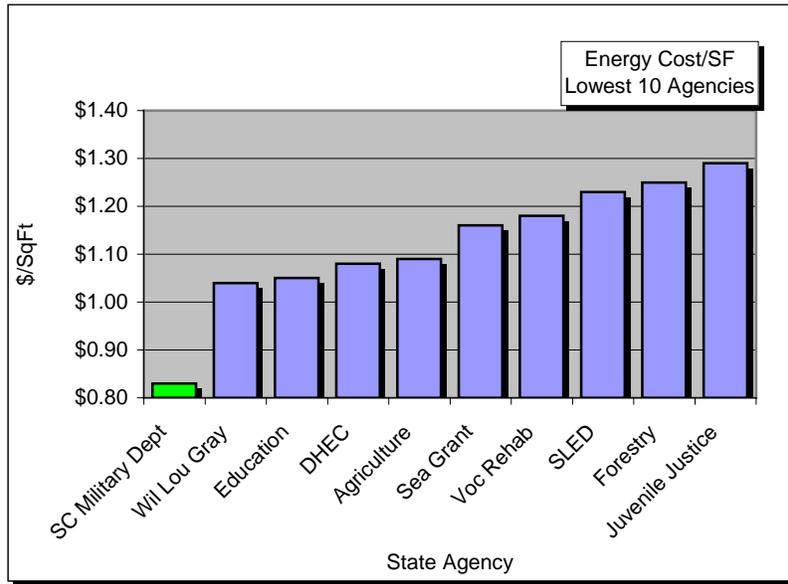


Graph 7.3-3

In the above graph, the goal of server backups was no more than an average of 1.5 days old. The goal was achieved with a less than 1.5 days average.

The facilities management office continues to manage energy consumption and work towards overall reductions in this area. **During Fiscal Year 04 (the most current report from the state’s Energy Office), the South Carolina Military Department ranked third among state agencies with the lowest energy use per square foot.**

Additionally, this agency ranked first among state agencies with the lowest energy cost per square foot the same fiscal year - \$0.83 per square foot!



Graph 7.4-4

Energy consumption decreased in Fiscal Year 05-06, see Chart 7.4-5, Energy Trends, by approximately 4% over the previous Fiscal Year. However, utility expense increased by approximately 6%.

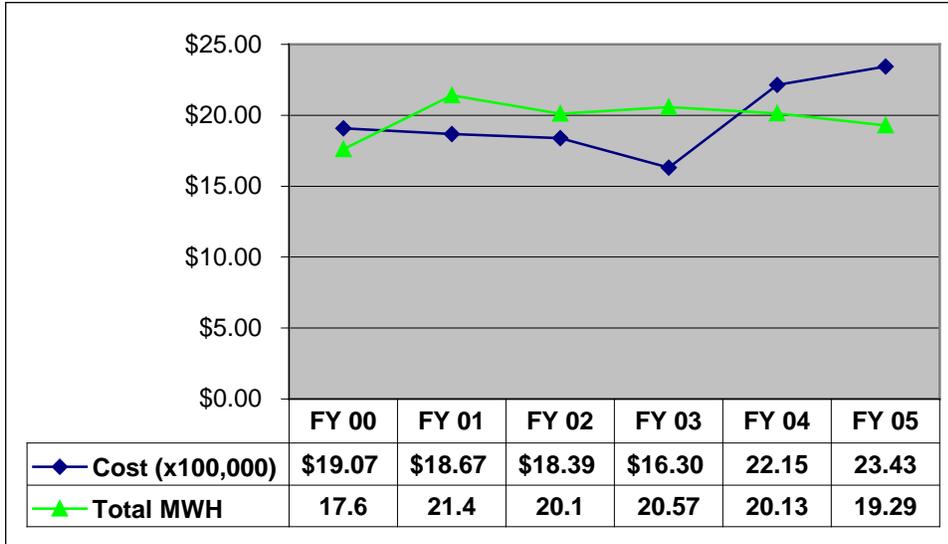
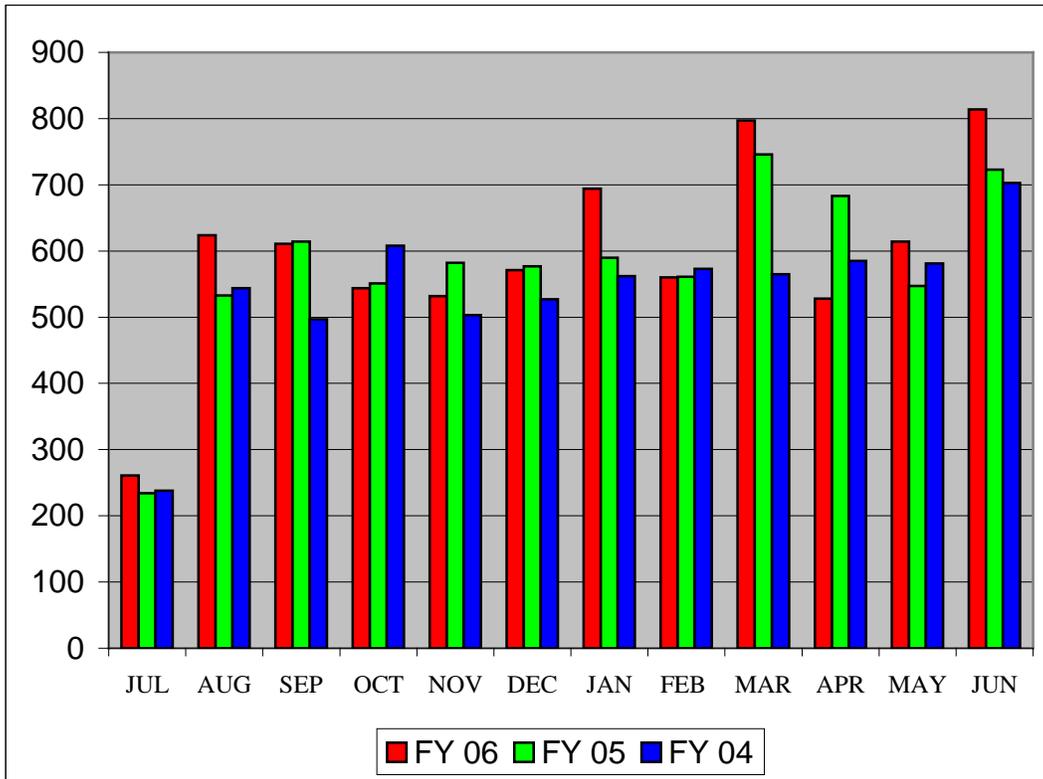


Chart 7.4-5

The budget and finance division of state operations charts and trends several key performance 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 average process time to the Comptroller General’s office and the average process time from the Comptroller General’s office.

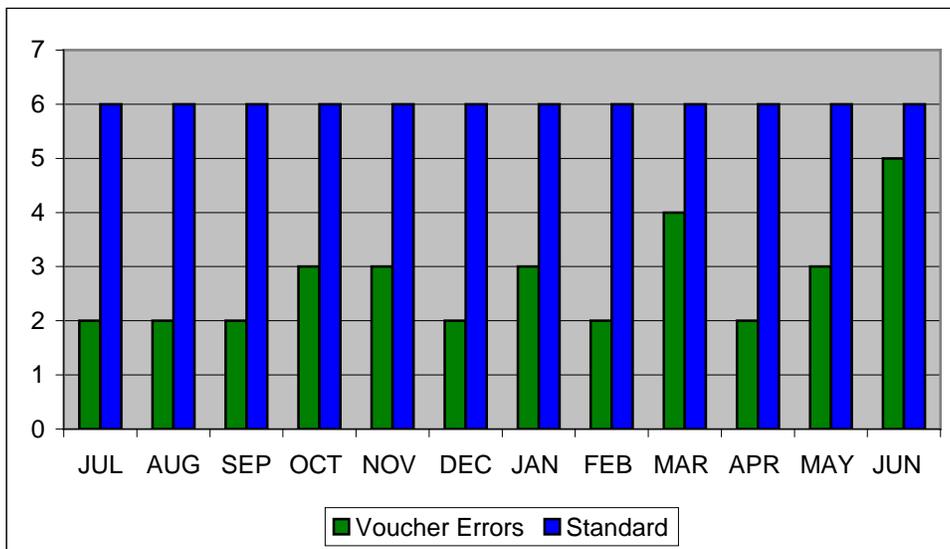
The division uses these indicators to monitor and maintain work flow at an acceptable level. The agency continues to recognize savings from reducing vouchers processed as a result of the procurement card program. The following charts are self-explanatory:

Number of Vouchers Processed Monthly



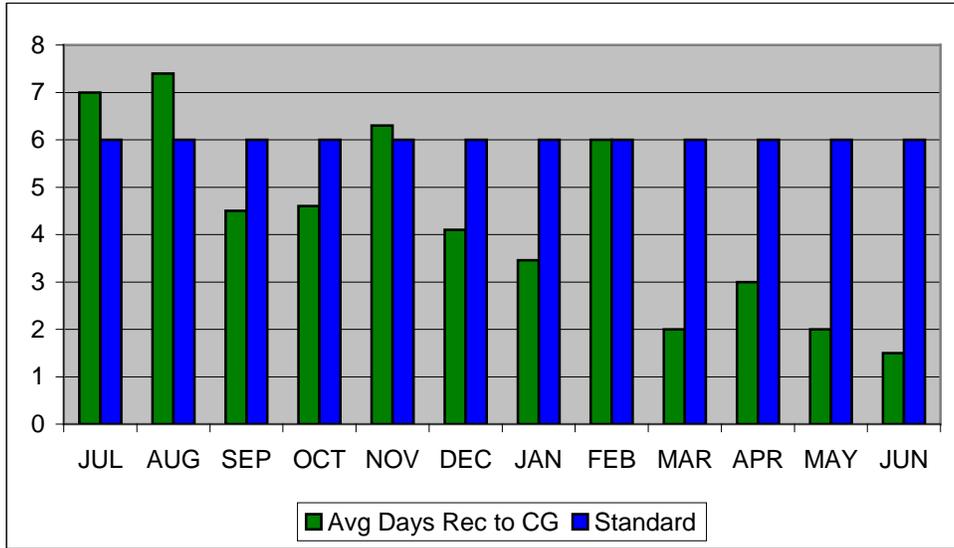
Graph 7.4-6

Voucher Errors FY 06



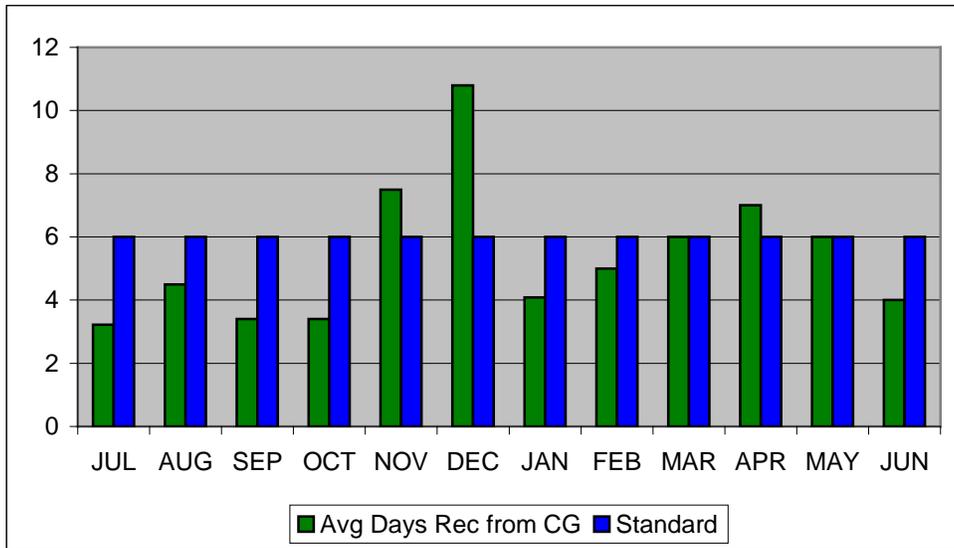
Graph 7.4-7

Average Process Time to CG's FY 06



Graph 7.4-8

Average Process Time From CG's FY 06



Graph 7.4-9

The charts are also a reminder that vendors are customers, too!

Just as information management, energy conservation and the processing of vouchers are important, so, too, is the management of the agency's workforce.

The following charts track and monitor the agency’s State FTE allocation, State FTE vacancies, grant/agreement positions and the temporary workforce. The South Carolina Military Department has made every effort to keep state FTEs to a bare minimum and fully utilize wherever possible grant/agreement positions which are 100% federally funded. **As of June 30, 2005, a total of 146 FTEs was authorized.**

State FTE Allocation

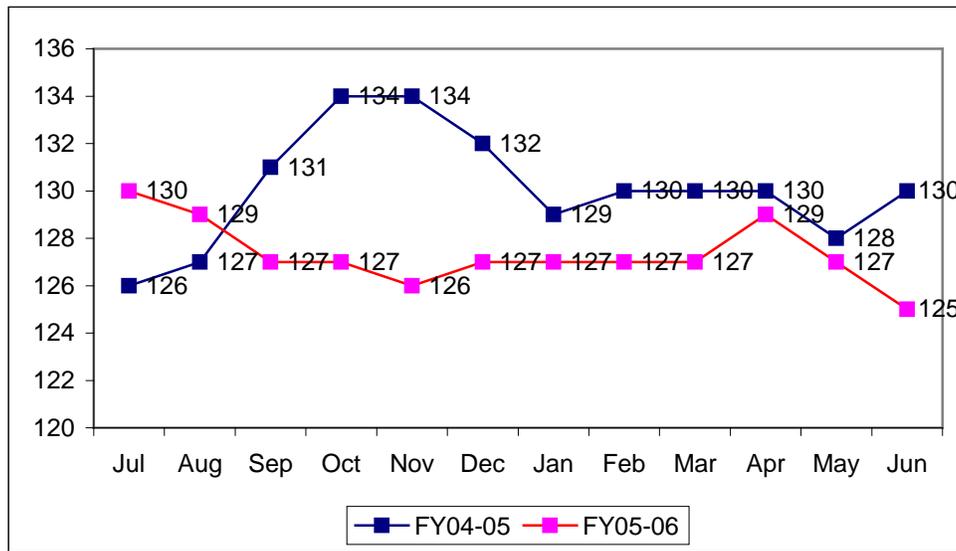


Chart 7.5-10

State FTE Vacancies

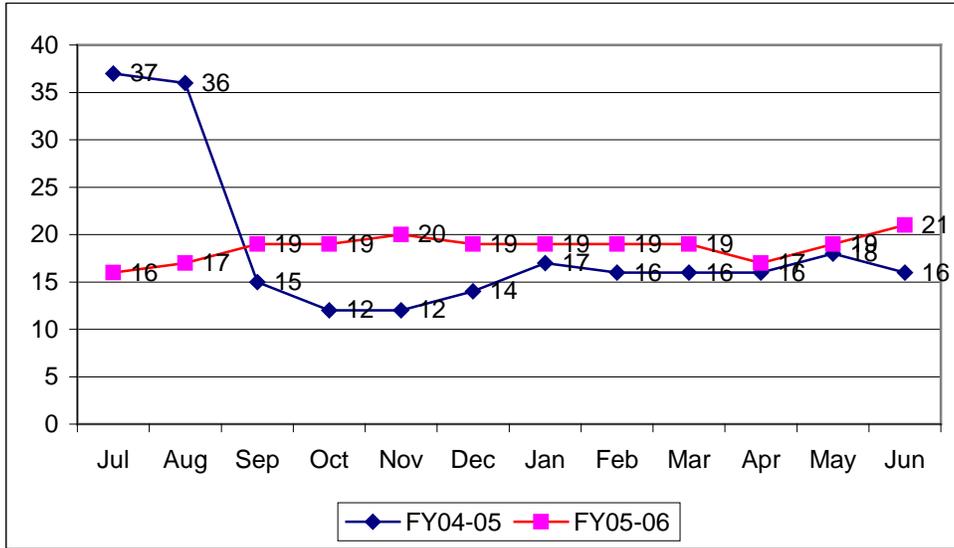


Chart 7.5-11

Grant/Agreement Positions

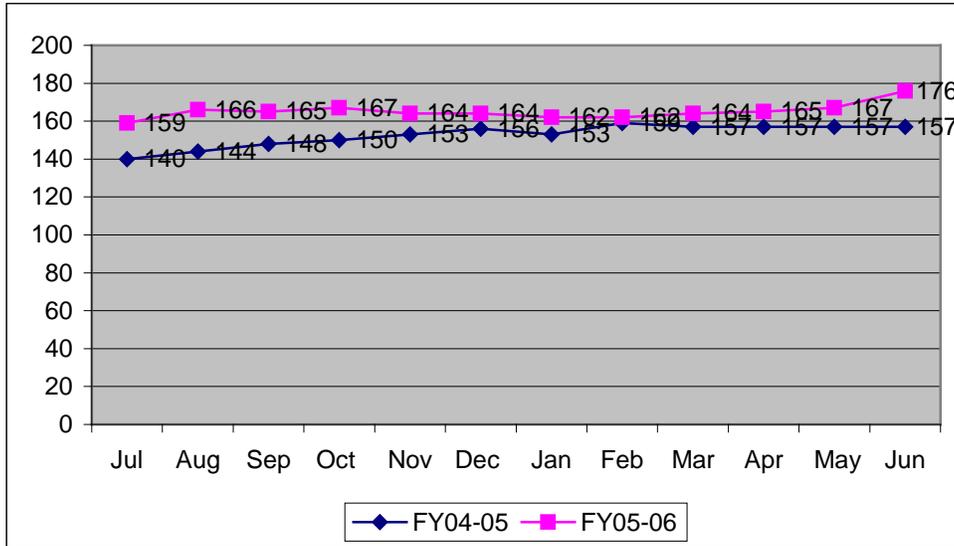


Chart 7.5-12

Temporary Workforce

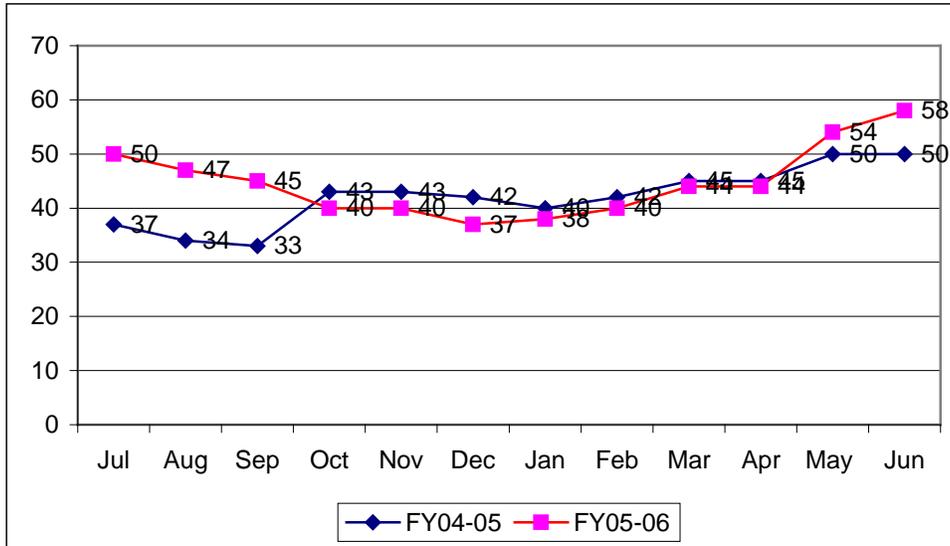


Chart 7.5-13

Name: **Armory Operations**

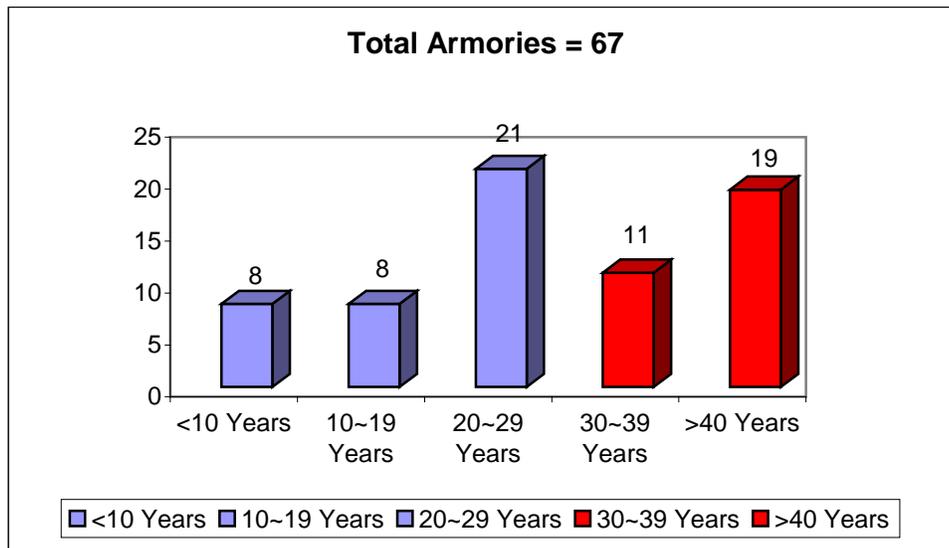
Cost:	\$1,196,719	State
	\$468,620	Earmarked
	\$561,295	Federal
	<hr/>	
	\$2,226,634	Total

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 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 the 30-year Life Cycle and replace these facilities where appropriate and feasible, see Graph 7.4-14, 30-Year Life Cycle. The Construction and Facilities Management Office (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.

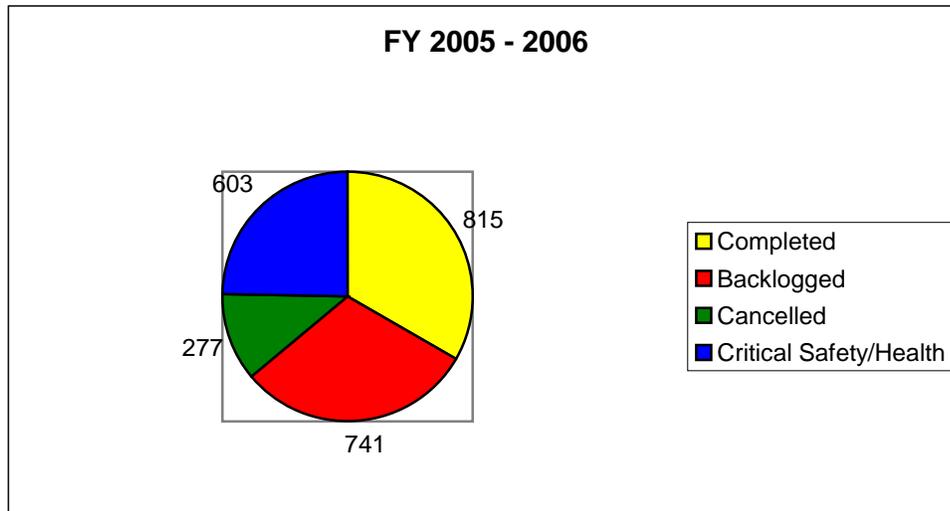
30 Year Life Cycle



Graph 7.4-14

- For FY 05-06, the CFMO has planned to start construction of one new facility, the Charleston Readiness Center in partnership with The Citadel. During the same period, armories in Lockhart, Bamberg, Inman, Jonesville and Lake City were closed based on the 30-year standard. This leaves 67 armories across the State.
- The CFMO employs the automated Pride Work Order System for maintenance and repair projects. This process is intended to identify shortfalls, validate needs and improve customer satisfaction. By consistent process refinement this agency strives to eliminate needless delays and miscommunication regarding the needs of a customer. The customer initiates the process by completing an automated work request. The request is given a priority code and assigned to the appropriate shop or contractor. The customer may access Pride Web throughout this process to check the status of his work order. A backlog of work orders exists when there is a lack of funding for maintenance and repair. The Pride system does indicate to the customer when a work order is delayed pending funding. By communicating to the customer our plan and timeline for accomplishing backlogged work orders, the agency is able to allay customer frustrations, thereby improving customer satisfaction.

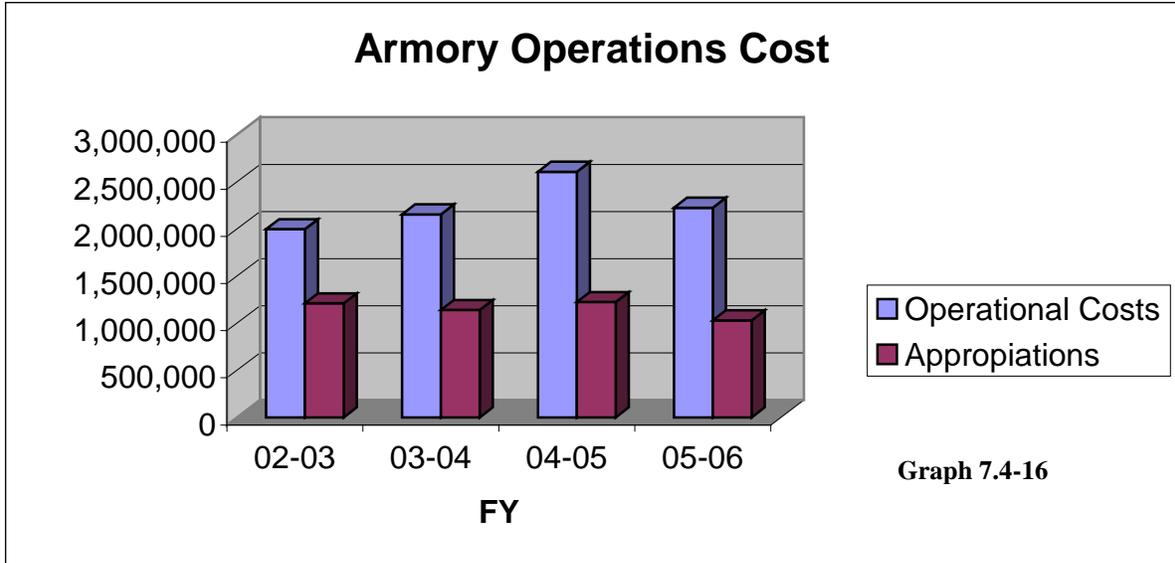
Status of Work Orders



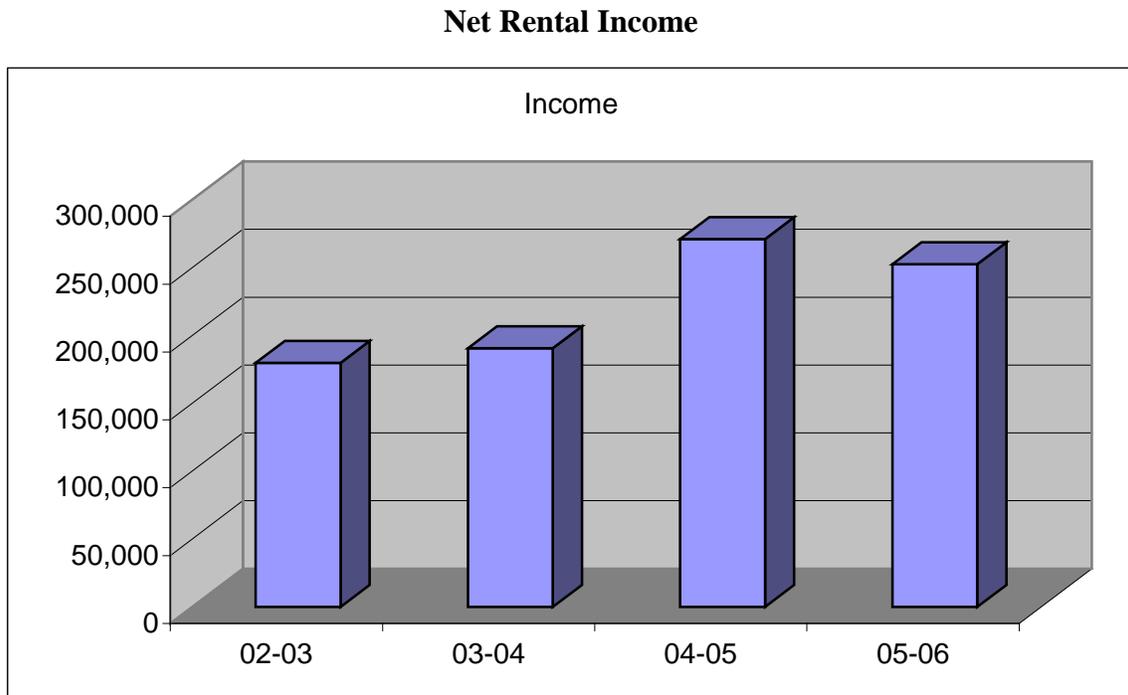
Graph 7.5-15

- The CFMO completed 28 minor construction projects during this State Fiscal Year, spending a total of \$3,493, 102 with a breakdown of \$3,381,255 in Federal funds and \$111,848 in State funds. Only four projects had a 25% State match for the 75% Federal funds – 3.2% of the total amount. The top projects were:

- 36-man Barracks at McCrady Training Center
- DOMS and JOC Relocation to Pine Ridge Armory
- McCrady Training Site Front Gate Entrance
- UTES Interior and HVAC Renovation
- USPFO Upgrade
- Armory Energy Program
- AASF Communications
- Roof Replacement – North Charleston, Phase I
- Roof Replacement/Repair – Moncks Corner



- State Appropriations for 2005-2006 Armory Operations totaled \$1,196,719. Rental revenue and federal dollars provided the funds for the remaining \$1,029,916 of cost. The total annual operating cost for the year was \$2,226,635.



- Funding shortfalls required to offset operating costs and make emergency repairs were derived from carry-forward funds from the previous year as an active rental program. Proceeds derived from the rental of armories, authorized through the annual Appropriations Act, totaled \$252,668 net of expenses.

Name: **South Carolina Emergency Management Division (SCEMD) Plans, Training and Operations – Part One**

Cost:

	<u>SCEMD</u>	<u>Pass Through</u>
State:	\$ 987,256	
State Disaster:	\$ 86,840	\$ 292,876
Earmarked:	\$743,953	\$1,311,841
Federal:	<u>\$5,047,099</u>	<u>\$16,267,931</u>
Total:	\$6,865,748	\$17,872,648

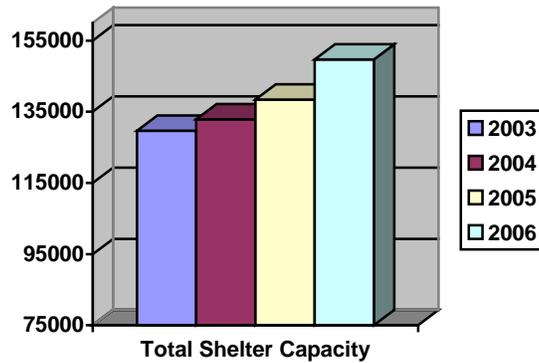
Goal: Prevent the loss of life and property attributable to all disasters.

Objective: Improve the State's capability to respond to all disasters.

Key Results:

Shelter Capacity:

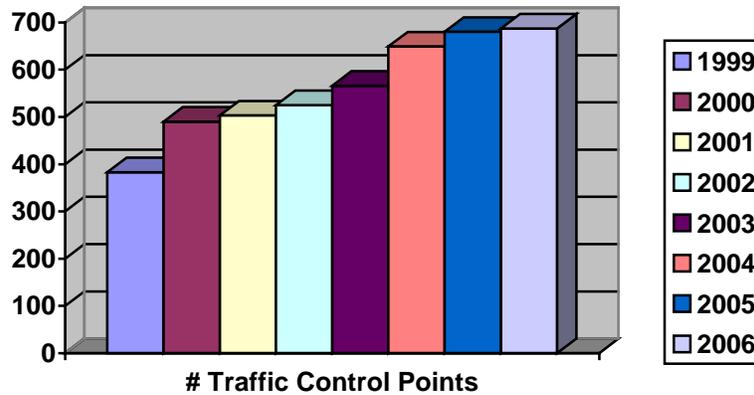
- Overall shelter capacity continues to increase across the state. State, local and volunteer agencies across the state work together, continue to plan, coordinate and, when needed, provide shelter support to those in need. This concept supports the State plan to provide shelter to citizens and tourists alike when the need arises.
- The 2006 state hurricane shelter capacity increased 15% over 2003 with a current total 145,658 of spaces. This increase in shelter capacity is the result of consolidation and adjustment in the number and capacity of hurricane shelters to better meet the needs of coastal population growth and the resulting evacuation patterns. A combined effort by the key participants: local emergency management, the Department of Social Services, the Department Health and Environmental Control and the American Red Cross under the sponsorship of SCEMD resulted in the addition of over 7400 shelter spaces in the three coastal conglomerates alone. This combined with statewide participation as reflected by the inclusion of 23,689 spaces located in 45 Reserve Shelters sites in the Western Conglomerate shows the commitment that the state has to the citizens in need.



Graph 7.3-18

Traffic Control Points:

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 2006, the total number of TCPs (687) marked a 21% increase compared to 2003. Since 1999, total numbers of TCPs have increased by nearly 79%.



Graph 7.3-19

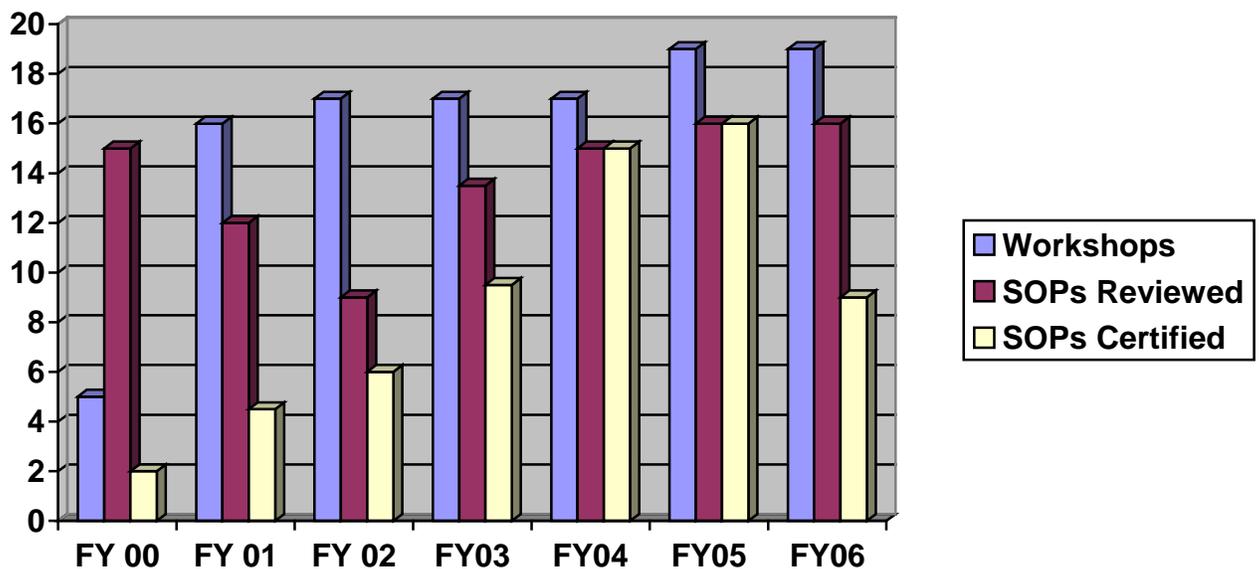
Name: **South Carolina Emergency Management Division (SCEMD) Plans, Training, and Operations – Part Two**

Goal: Reduce human suffering and enhance the state’s capability to respond to and recover from all disasters.

Objective: Improve the capability to coordinate the delivery of federal, interstate, and intrastate assistance.

Key Results:

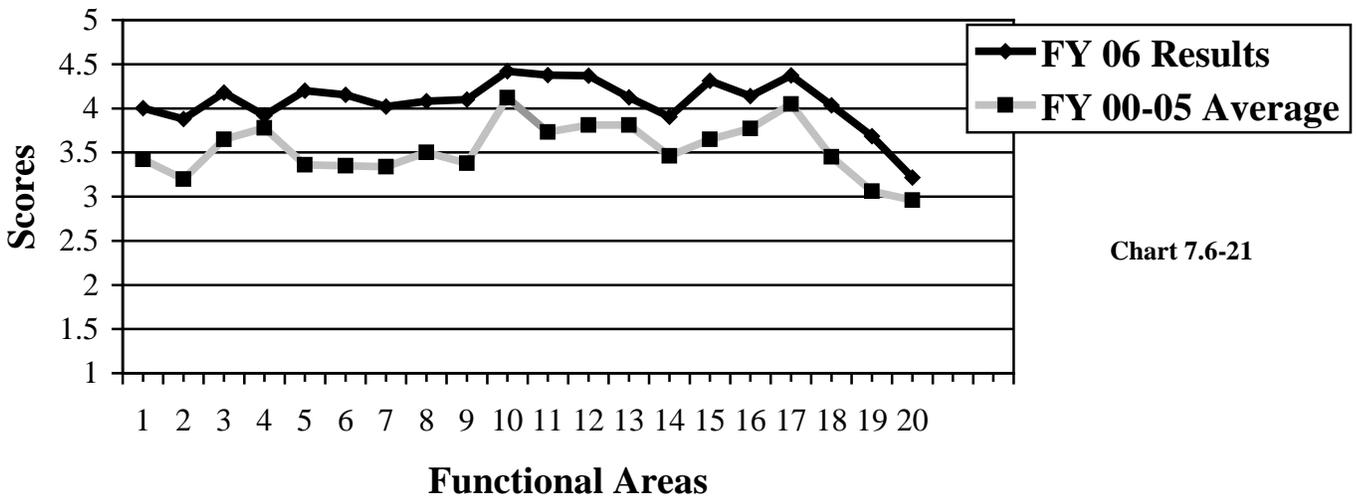
- The SC Emergency Operations Plan for disaster response and recovery was revised with input from numerous state agencies and volunteer organizations.
- Nineteen workshops were conducted to enhance the quality of inputs, the same number that was conducted in the previous period. This year DHS Universal Task List (UTL) activities were included for consideration into each annex.
- Sixteen of the 17 emergency support functions (ESFs) operating procedures were reviewed. Nine were certified during this reporting period, a decrease of 7 over the last reporting period.



Graph 7.4-20

- 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 FY2000 through 2005 period with the scores for 2006 provided for comparison. FY 2006 indicates improvement in all areas in comparison with FY 2000 - 2005 averages. Ratings in all areas remain above average.

FY 2006 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 Emergency Management Division (SCEMD) Plans, Training, and Operations – Part Three**

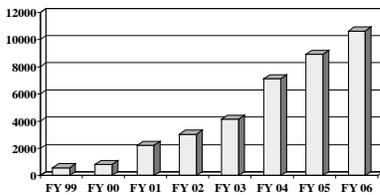
Goal: Reduce human suffering and enhance the State’s capability to recover from a disaster.

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

Key Results:

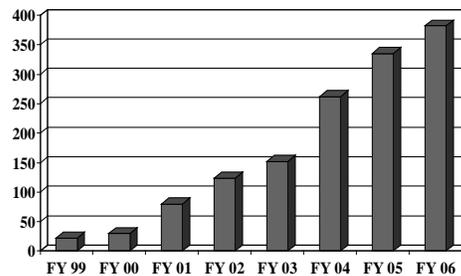
- SCEMD provides numerous emergency management training programs and conducts exercises to validate plans and to test the State’s capability to respond to emergencies. Although we had several emergencies this past year, the training program continued to expand. Although the number of exercises took a slight dip, this decline was more than offset by the increased complexity of the exercises.
- Weapons of Mass Destruction training for more than six hundred twenty-eight (628) responders was coordinated by SCEMD for Department of Homeland Security's Office of Grants and Training courses held at Anniston, Alabama; the Nevada Test Site; Socorro, New Mexico; Dugway Proving Ground, Utah; and College Station, Texas. This was an increase of 50% from the previous year. One thousand one hundred twenty-six (1,126) responders attended thirty-nine (39) Office of Grants and Training mobile courses conducted within the state. One thousand forty-eight (1,048) responders attended training sessions in preparation for WMD exercises. Therefore, two thousand eight hundred-two (2,802) responders received WMD training. Although not included in these figures, two thousand one hundred eighty-two (2,182) responders participated in thirteen (13) WMD exercises.
- Personnel from South Carolina successfully completed 27,862 independent study courses offered by the FEMA Emergency Management Institute during the first seven months of FY06. Figures for February through June are not yet available but are expected to average more than 3,000 per month. This compares with the total of 29,157 completions for all of FY1982 through FY2005.

Personnel Trained



Graph 7.3-22

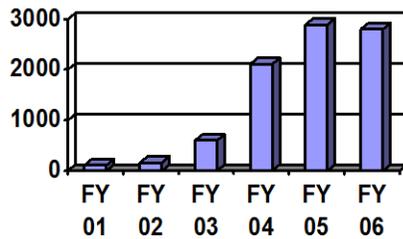
Courses Conducted



Graph 7.3-23

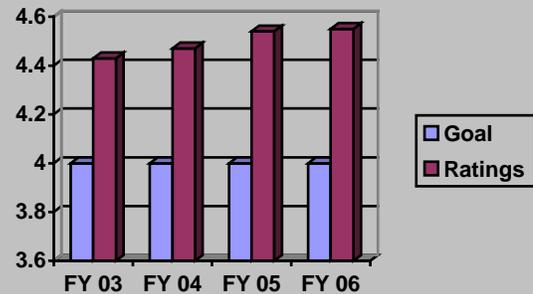
Graph 7.3-24

Weapons of Mass Destruction Training



Graph 7.3-25

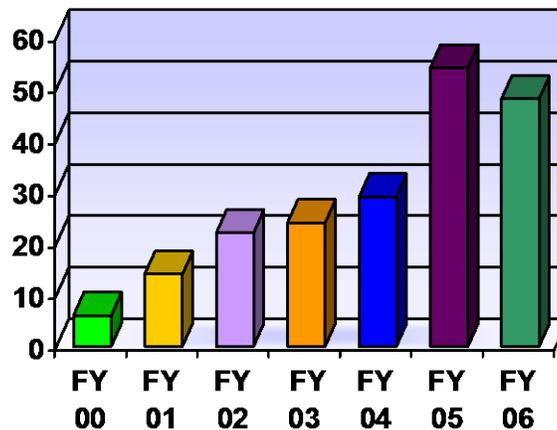
Course Ratings



- SCEMD developed, coordinated, and participated in 48 exercises involving 5,544 personnel during the past year.
- Three federally evaluated exercises involving a fixed nuclear facility were successfully completed without any deficiencies.
- Thirteen Weapons of Mass Destruction (WMD) exercises were conducted including two seminars, five tabletop exercises, two functional exercises, and four full-scale exercises. These WMD exercises were all requested by the State or Regional Counter-Terrorism Coordinating Committees and mandated by the Federal government through a Homeland Security Grant.
- Three tabletop exercises were held for primary members of the State Emergency Response Team (SERT) to test their procedures when responding to an avian flu pandemic. SCEMD personnel also participated in two pandemic flu exercises conducted by other state agencies.
- A tabletop exercise using an earthquake scenario was conducted for the entire SERT.
- Four federally evaluated exercises involving Federal Energy Regulatory Commission regulated dams were successfully completed.
- A two-day full-scale exercise was conducted to test the state's hurricane plan. The scenario used a hurricane approximating the magnitude of Hurricane Katrina.

- Three federally evaluated Medical Services drills involving local EMS and hospital emergency room response to a radiological accident were successfully completed without any deficiencies.
- Two communications full-scale exercises were conducted in conjunction with the state hurricane exercise to test interoperability. The Tactical Interoperable Communications Plan exercise was mandated and evaluated by DHS with no discrepancies noted.
- SCEMD personnel assisted with the development and conduct of a tabletop exercise and functional exercise to test the Highway Patrol’s lane reversal/counter-flow plan.
- Thirty-six personnel from SCEMD, other state agencies, and three counties participated in a two-day regional hurricane tabletop exercise conducted by DHS and involved all FEMA Region IV states and thirty-nine federal agencies.
- SCEMD conducted a first-ever logistics tabletop exercise to test the state logistics plan, new resource tasking software, and agreements with several industry partners.
- SCEMD personnel participated in fourteen other exercises conducted by counties or other state agencies.

Exercises Conducted



Graph 7.3-26

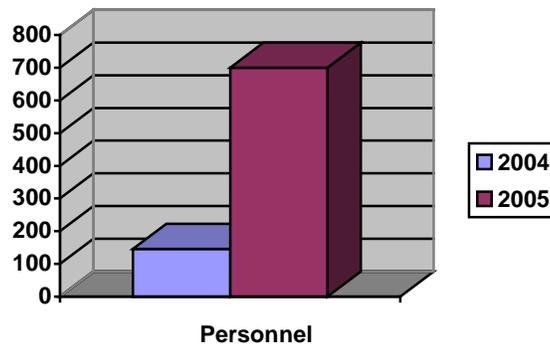
Name: **South Carolina Emergency Management Division (SCEMD) Plans, Training and Operations – Part Four**

Goal: Improve the state’s ability to respond to all disasters.

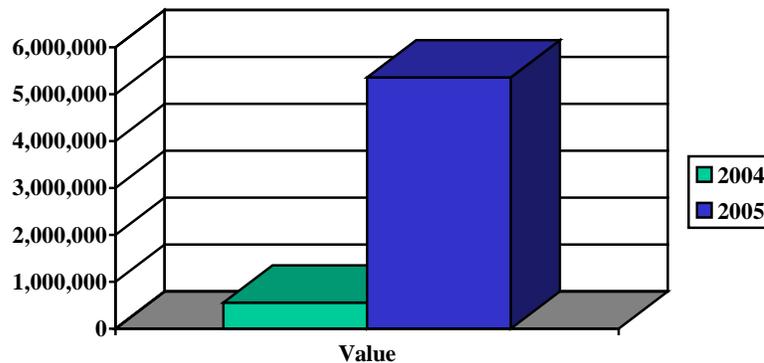
Objective: Improve the capability to coordinate the delivery of federal, interstate, and intrastate assistance.

Key Results:

South Carolina continues to participate in and provide disaster assistance to other states in need through the Emergency Management Assistance Compact. In 2004, South Carolina provided assistance to Florida and North Carolina after hurricanes Jeanne and Francis. That assistance totaled approximately 146 personnel with various equipment including Blackhawk helicopters and a National Guard truck company. The total value of the aid provided was just over 550,000 dollars. In 2005, South Carolina increased its assistance ten fold. In the aftermath of Hurricanes Katrina, Rita and Wilma, South Carolina aided Louisiana, Mississippi and Florida with over 700 personnel and equipment. This equipment varied from water purification units to C-130 aircraft. The total monetary value of this aid was in excess of \$5.5 million.



Graph 7.5-27

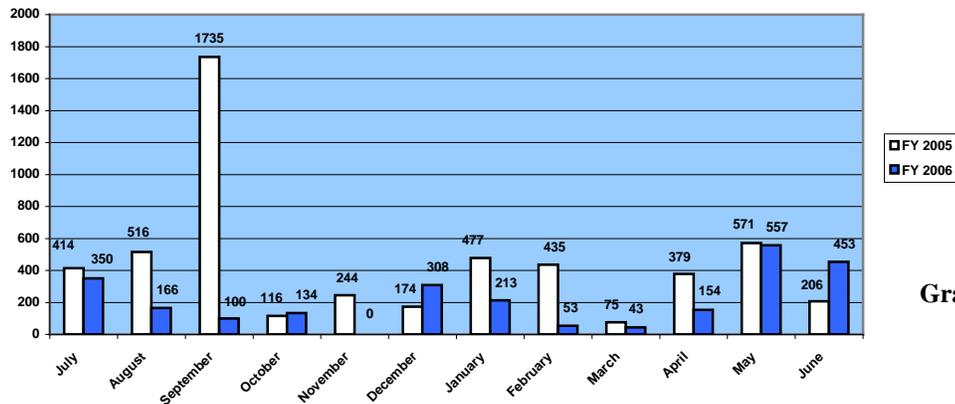


Graph 7.4-28

Name: **SCEMD State Warning Point Activities**

Goal and Objective: The State Warning Point receives and disseminates weather reports to insure local officials are aware of potential problems. The number of incidents/warnings received and sent out by Operators totaled 5,342 actions for FY05, 2531 actions for FY06, 898 river flood-warning actions in FY05, 99 actions for FY06, by the State Warning Point during the reporting period.

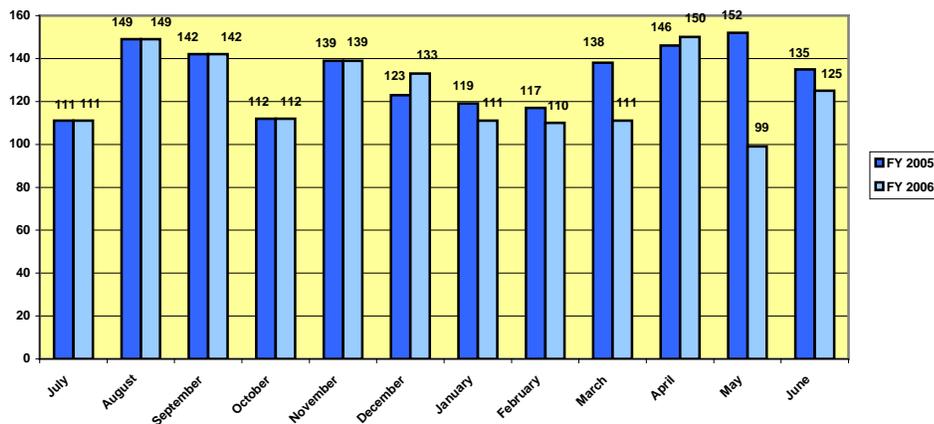
SWP Incident/Weather and Flash Flood Warnings 2005 & 2006



Graph 7.3-29

- The State Warning Point currently provides support to the DHEC Emergency Response section by answering all after business hours incoming calls. The calls are documented and immediately forwarded to the DHEC Duty Officers for appropriate action. This support assures a continuity of communications for the emergency response section and for all South Carolina citizens. The State Warning Point Operators documented 1,492 calls for FY06 compared with 1,537 calls for FY05.

DHEC Emergency Response Calls 2005 and 2006



Graph 7.3-30

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:

- SCEMD funded through DHS FY '04 grants (\$1,980,794) for state emergency management the statewide training of paramedics, nurses and physicians in WMD EMS Operations, resource-management software, state WMD exercise program, NIMS implementation, enhanced WMD modeling capability, state and local preparedness grants for citizens preparedness, and personnel for homeland security plans integrations and technical assistance to local authorities.
- Applied for and received DHS 2005 funding (\$1,945,839) that will provide for the statewide training of paramedics, nurses and physicians, in WMD EMS Operations and advanced training manikins, WEB EOC and mapping software for all counties, state WMD exercise and personnel, upgrade to the state emergency alert system that provides satellite-based notification of TV and radio stations, computer systems to the alternate EOC, state and local preparedness grants for citizens preparedness.
- Coordinated the Chemical, Ordnance, Biological, Radiological (COBRA) First Response Program, resulting in the participation of over 217 government agencies composed of over 900 first responders specially WMD trained HAZMAT technicians, paramedics, fire, and law enforcement personnel. The program has participated in over 50 exercises, utilized their assets in over 82 HAZMAT/WMD responses, to include Katrina victim assistance, meth lab raids, and alerts.
- Coordinated the procurement of DHS 2005 funding for COBRA team equipment and maintenance funding for state emergency management and local first responders.

Name: **Community Emergency Response Team (CERT) Grants**

Costs: Program Costs for 2004-2005 (100% Federal)

	<u>Citizen Corps</u>	<u>CERT</u>	
FY02	\$17,013.02	\$28,311.82	*FY06 funding has not yet been allocated.
FY03	\$0.00	\$271,971.92	
FY04	\$147,259.33	\$0.00	
FY05	<u>\$214,863.00</u>		
Total:	\$300,283.74	<u>\$164,272.35</u>	

Goals: Reduce human suffering and enhance the state's capability to respond to and recover from all disasters.

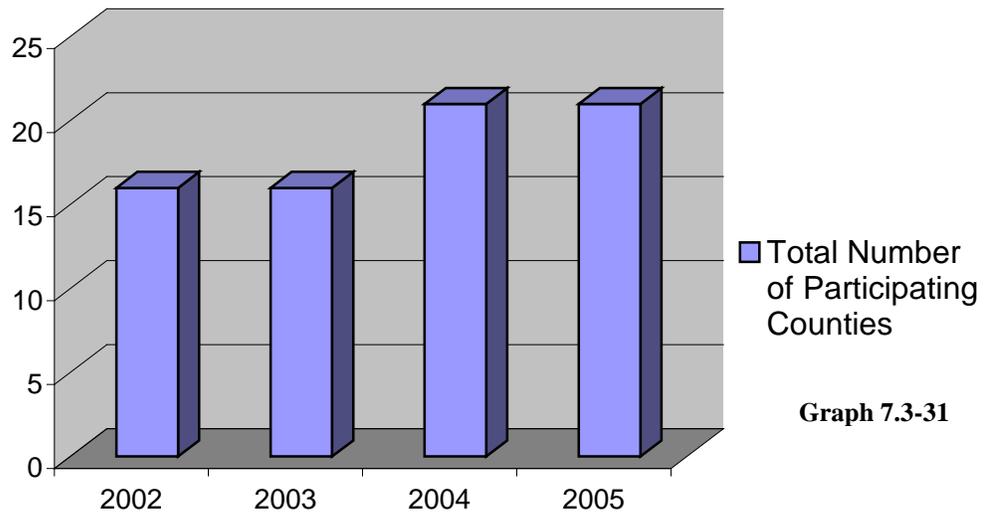
Objectives: Increase citizen disaster preparedness through education.

Key Results:

- Local Citizen Corps Councils have been established in 21 counties that are actively participating in the grant.
- Local Citizen Corps Councils are bringing first responders together with the local volunteer community in order to promote Citizen Corps programs.
- Forty-nine instructors have been trained in order to implement the Community Emergency Response Team program.
- By the end of fiscal year 2005, there were 888 new members trained. Since beginning in 2002, CERT has trained a total of 2,098 members.
- Community Emergency Response Team members are being used to staff shelters. Principals, assistant principals, and teachers from various school districts are being trained in CERT. Members are planning to be utilized with donated goods distribution in the counties as well.
- CERT members have served as volunteers at several events in numerous counties.
- In Beaufort and Jasper Counties, CERT volunteers participated in three Weapons of Mass Destruction (WMD) exercises and the 2005 Annual State Full Scale Exercise. In Charleston County volunteers participated as victims and provided amateur radio support in an anti-terrorism WMD exercise at the end of 2005 in the Port of Charleston.
- South Carolina Citizen Corps provided response assistance in the state and by deployment of volunteers to impacted areas during the Hurricane Katrina aftermath.

- The City of Beaufort “adopted” Long Beach, Mississippi and provided disaster psychological counseling, and toys for children.

Citizens Corps/CERT Program



Graph 7.3-31

Name: **Managed Ongoing HMGP Disaster Accounts**

Goals: Improve the operational survivability of essential government buildings, businesses, and homes.

Objectives: Promote mitigation as an integral part of the planning process for all new construction and retrofitting projects.

Work with partners to develop an incentive plan for taking steps that would mitigate disasters.

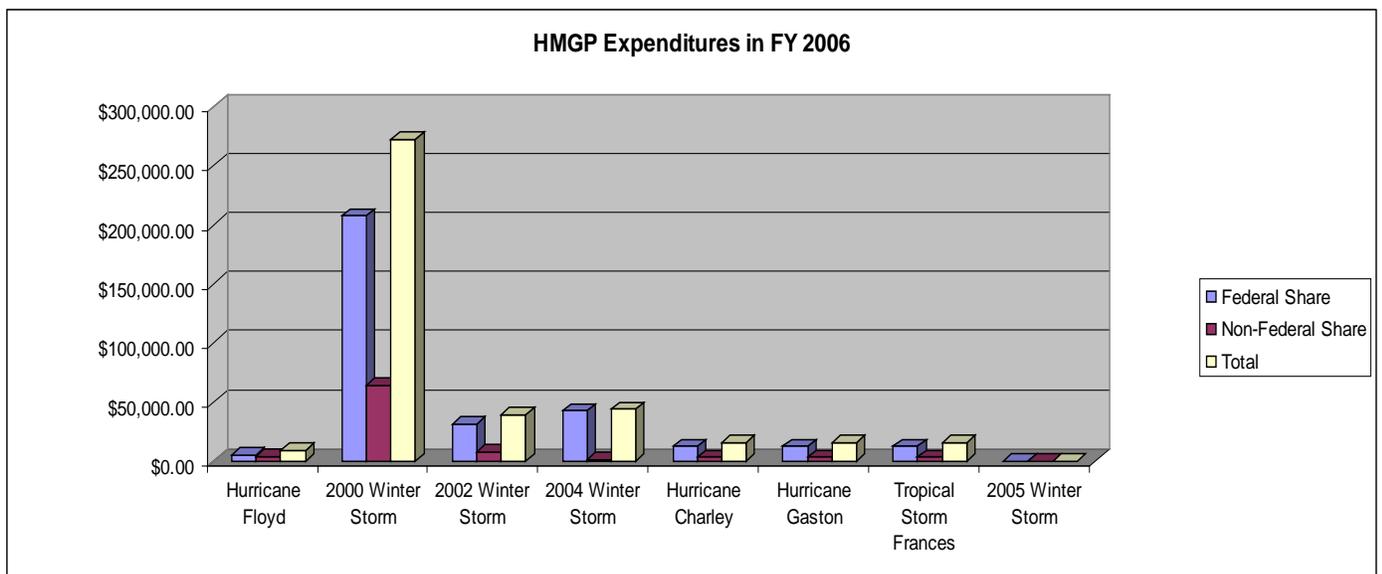
Cost: Program Costs for 2005-2006

	<i>Hurricane Floyd</i>	<i>2000 Winter Storm</i>	<i>2002 Winter Storm</i>	<i>2004 Winter Storm</i>	<i>Hurricane Charley</i>	<i>Hurricane Gaston</i>	<i>Tropical Storm Frances</i>	<i>2005 Winter Storm</i>
Federal Share	\$5,037.52	\$207,531.97	\$31,849.22	\$42,713.46	\$12,624.84	\$12,703.98	\$12,433.14	\$0.00
Non-Federal Share	\$4,060.83	\$64,651.37	\$7,990.90	\$1,227.60	\$3,361.94	\$3,358.96	\$3,285.55	\$0.00
Total	\$9,098.35	\$272,183.34	\$39,840.12	\$43,941.06	\$15,986.78	\$16,062.94	\$15,718.69	\$0.00

Key Results:

- 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. Technical assistance was provided in identifying potential projects and completing project applications. Federal technical assistance was requested when required.
 - o Hurricane Floyd – Twenty projects were approved at a cost of \$8,777,829. Nineteen projects are complete, and one remains open. These projects include acquisition and elevation of flood homes, wind retrofits, and drainage improvements.

- o 2000 Winter Storm – Sixteen projects were approved totaling \$1,745,233. All projects are complete. These projects include wind retrofits and a county alert system.
- o 2002 Winter Storm – SCEMD implemented the HMGP for Winter Storm 2002. Nine applications were forwarded to FEMA, and their approval is pending.
- o 2004 Winter Storm – Eighteen applications totaling \$4,354,754 were submitted to FEMA for approval, and are currently under review.
- o Hurricane Charley, Hurricane Gaston, and Tropical Storm Frances – SCEMD implemented the HMGP for these three disasters. Twenty-two applications totaling \$2,101,540 were received, and are currently under review.
- o 2005 Winter Storm – SCEMD implemented the HMGP for Winter Storm 2005. Thirty-three pre-applications have been received and are currently under state review.



Graph 7.4-32

Name: **Administer the Pre-Disaster Mitigation Program (PDM).**

Goals: Improve the operational survivability of essential government buildings, businesses, and homes.

Objectives: Promote mitigation as an integral part of the planning process for all new construction and retrofitting projects.

Work with partners to develop an incentive plan for taking steps that would mitigate disasters.

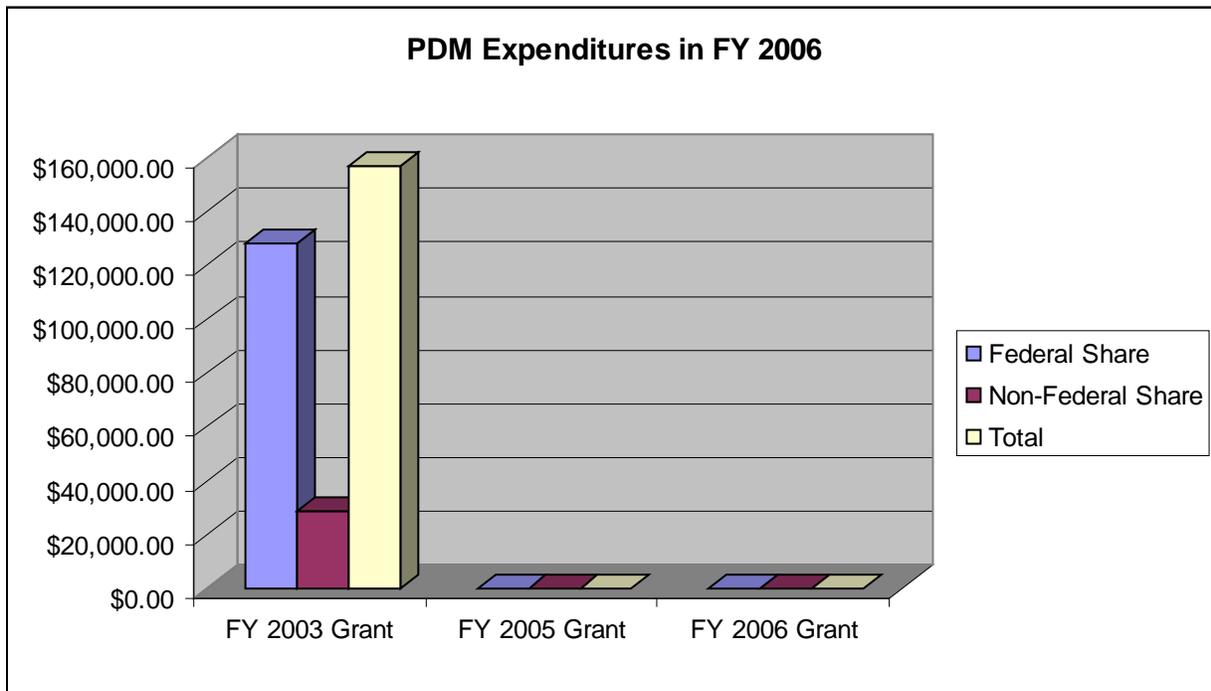
Cost: Program Costs for 2005-2006

	<u>FY 2003 Grant</u>	<u>FY 2005 Grant</u>	<u>FY 2006 Grant</u>
Federal Share	\$132,293.69	\$0.00	\$0.00
Non-Federal Share	<u>\$28,731.39</u>	<u>\$0.00</u>	<u>\$0.00</u>
Total	\$161,025.08	\$0.00	\$0.00

Key Results:

- The Pre-Disaster Mitigation Grant Program is a federal mitigation program authorized under Section 203 of the Stafford Act, as amended. 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 nationally competitive, and is provided on a 75% Federal, 25% non-federal cost-share basis. Eligible applicants were notified of funding availability. SCEMD provided briefings and technical assistance in completing applications.
- In FY 2003, thirteen applications were received totaling \$408,943. Eleven applications totaling \$372,913 were submitted and approved with two projects pending. Funding was provided to the Councils of Governments for development of regional hazard mitigation plans, as well as provide mitigation planning funds to several local communities.

- In FY 2005, twelve applications were received totaling \$8,526,127.75. Three applications totaling \$6,848,581.75 were submitted and approved. This funding will provide a Council of Government to update regional hazard mitigation plans, wind retrofit, and retrofit for seismic conditions.
- In FY 2006, due to the available funding from US Congress, every state could submit five applications. Seventeen applications were received totaling \$17,761,858. Five applications totaling \$1,970,153 were submitted and one was approved. Funding will be used for structural flood control.



Graph 7.4-33

Name: **Public Assistance Program**

Goals & Objectives : The Public Assistance Program is the federal assistance program, authorized by the Stafford Act, which 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 2005-2006, five ongoing disasters were efficiently and effectively managed. Capable management allows funds to be received by victims in an expedited manner, thus hastening the recovery process.

Costs: Funds Disbursed in State FY 2006

	Winter Storm 2002	Winter Storm 2004	Hurricane Charley	Hurricane Gaston	Hurricane Katrina	Winter Storm 2005	
Federal	(\$2,965.13)	\$199,646.40	\$1,235,260.57	\$676,099.34	\$3,593,605.05	\$9,244,465.55	\$14,946,111.78
State	\$ 623.90	\$ 52,797.08	\$ 88,519.15	\$123,845.65	\$ -	\$ 5055.36	\$ 270,841.14
TOTAL	(\$2,341.23)	\$252,443.48	\$1,323,779.72	\$799,944.99	\$3,593,605.05	\$9,249,520.91	\$15,216,952.92

Goals: Improve the survivability of government infrastructure and privately owned businesses and homes.

Improve capability to coordinate the delivery of federal, interstate, and intrastate assistance in an efficient and effective manner.

Objectives: Develop a state capability to manage long-term recovery issues following a disaster.

Enhance contingency plans and procedures that address recovery activities in a post-disaster environment.

Key Results:

Two new disasters, Hurricane Katrina and Winter Storm 2005, received Presidential Declarations in the fall of 2005.

Winter Storm 2002

- Ninety-nine percent (63 of 64) sub-grantees entirely paid and in closeout process.
- Ninety-nine percent (\$3,939,939.78 paid of \$3,949,761.15) of sub-grantee funding disbursed.
- Ninety-nine percent (63 of 64) of final inspections complete.

Winter Storm 2004

- Eighty-nine percent (126 of 138) sub-grantees paid in full and in the closeout process.

- Seventy-five percent (\$15,642,349.80 paid of \$ 20,811,064.31) eligible federal and/or State reimbursements.
- Eighty-nine percent (126 of 138) of final inspections completed.

Hurricane Charley

- Seventy-four percent (23 of 31) sub-grantees paid in full.
- Seventy percent (\$2,248,410.70 paid of \$3,210,129.84) eligible for federal/State reimbursements.
- Fifty percent (8 of 16) of final inspections completed.

Hurricane Gaston

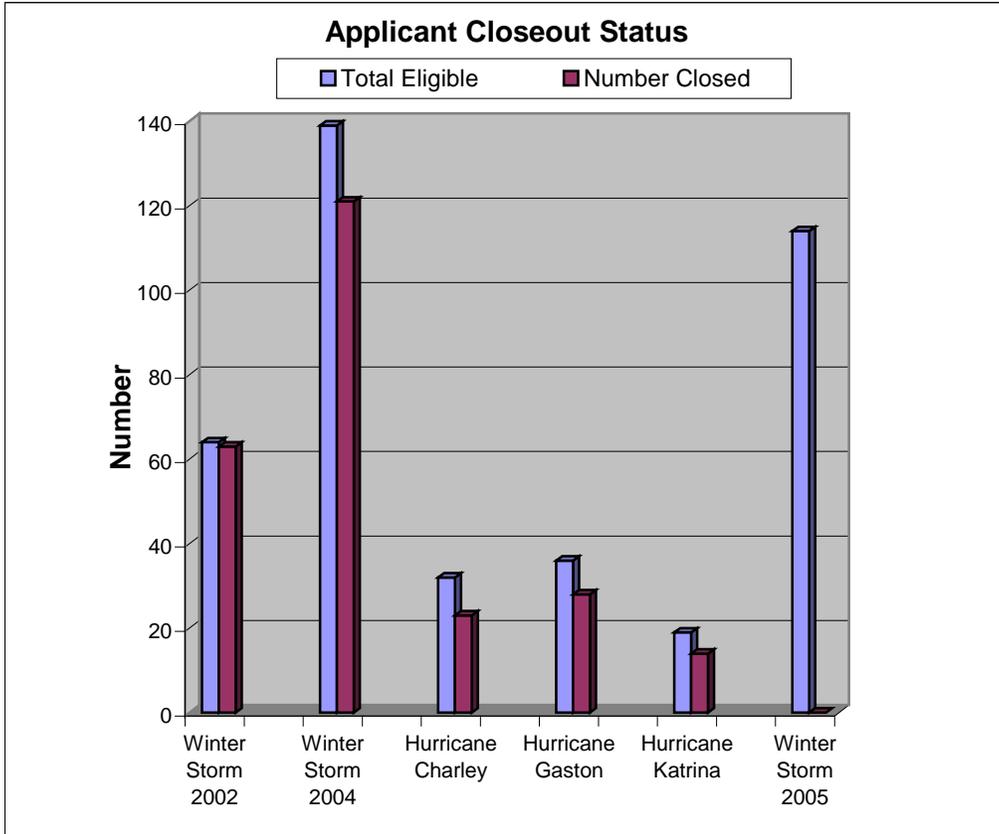
- Eighty percent (28 of 35) sub-grantees paid in full.
- Twenty-seven percent (\$3,959,894.33 paid of \$14,788,155.91) eligible for federal/State reimbursements.
- Eighty-two percent of final inspections completed.

Hurricane Katrina

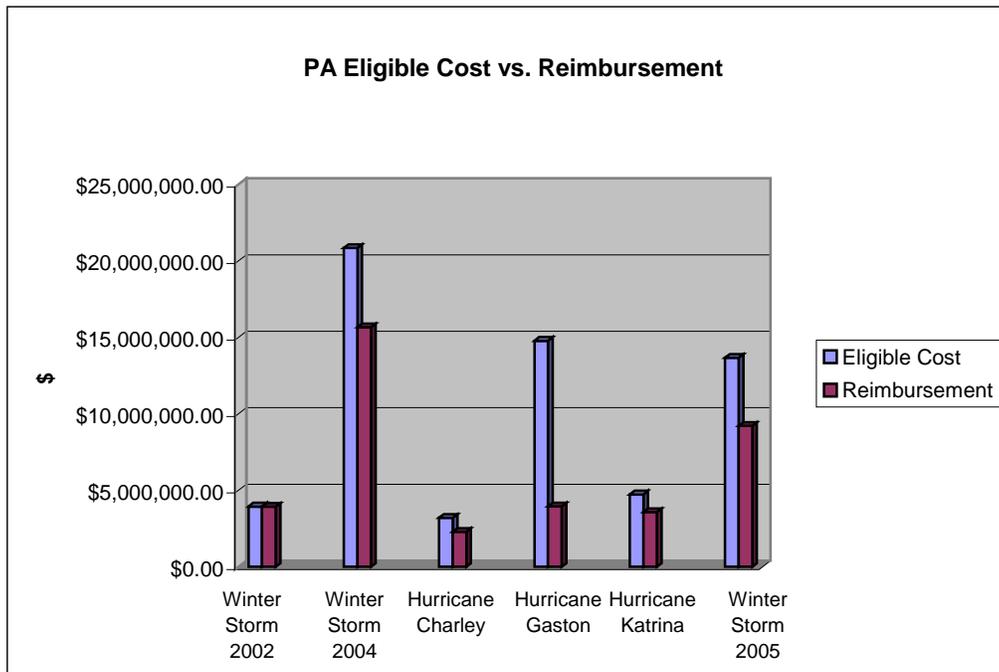
- 100% federally funded - \$3,593,605.05.
- 30 approved projects.
- Seventy-four percent (14 of 19) sub-grantees have received their full reimbursements.
- Seventy-six percent (\$3,593,605.05 paid of \$4,741,331.40) eligible for federal reimbursements.

Winter Storm 2005

- 239 approved projects.
- 114 APPLICANTS.
- Sixty-eight percent (\$9,251,525.91 paid of \$13,669,769.58) eligible for federal reimbursements.



Graph 7.3-34



Graph 7.4-35

Name: **The South Carolina State Guard**

Cost: \$141,524. State

\$ 6,110. State (Funeral Flags)

\$147,634.

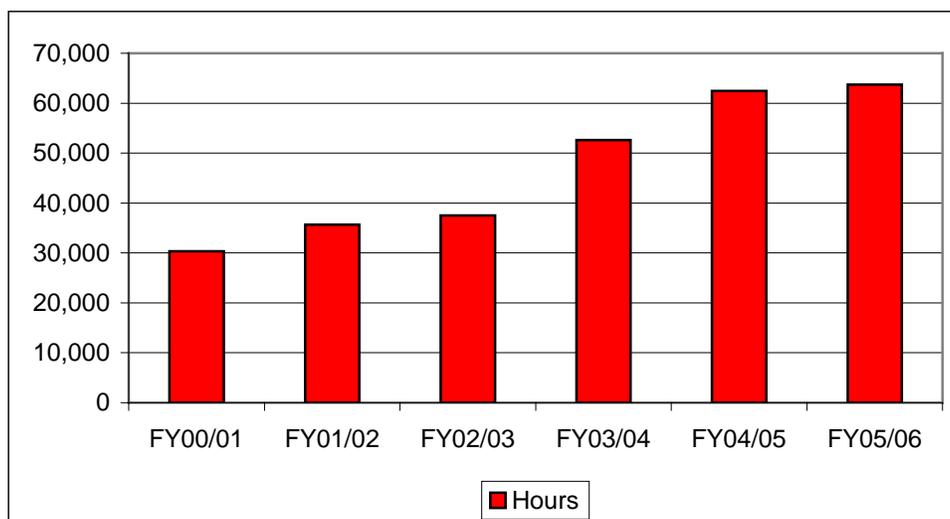
Goal: Support the Military Department in state missions consisting of maintaining public safety, supporting local civil authorities to provide essential service, protecting local resources and services, assisting local law-enforcement agencies, supporting disaster assistance requests from the Red Cross 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:

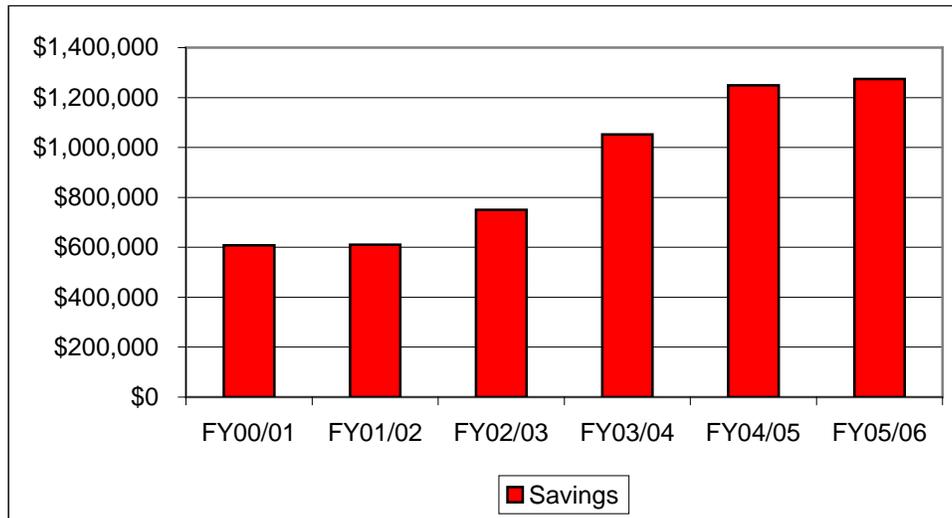
- During FY 05-06, the South Carolina State Guard provided more than 63,000 hours of volunteer service to various State and local authorities and has maintained the same level of performance as the previous year. **These volunteer hours represent more than \$1,200,000 in savings to the taxpayers of South Carolina.**

Volunteer Service Hours



Graph 7.3-36

Volunteer Hours Savings



Graph 7.3-37

- Since 1977, the State Guard has shown remarkable growth from a force of 600 to a total of 1,090 volunteer members serving in local communities throughout the state.
- Metrics are based on actual official State Guard orders, which tell: who, what, when, how and how many. This reliable data is upgradeable with a minimum effort and can be directly related to the strength of the State Guard – the more volunteers available, the more projects and services can be accomplished.

Name: **Youth ChalleNGe Academies: (West Columbia & Aiken)**

The South Carolina National Guard Youth ChalleNGe Program is a quasi-military program designed to assist at-risk youth ages 16-18 from all over South Carolina acquire the basic skills and education necessary to be successful in today’s society. The program is co-educational and is 17-months in duration. The youth spend five months in residence with a 12-month follow-up mentoring program using volunteers from their home communities.

Cost: \$3,444,000 Federal

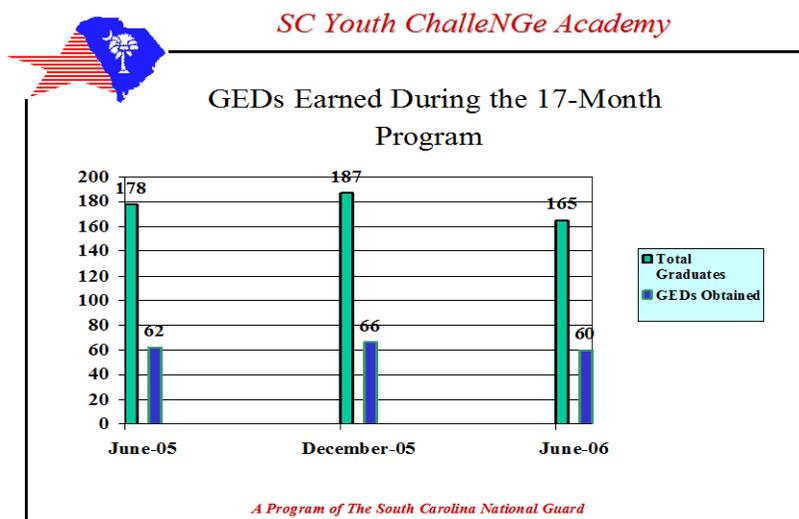
Goal: Reach maximum enrollment each class at both programs. This means 100 students each class in Aiken and 125 students each class in West Columbia. Maintain 85% of enrolled students who complete the program and return successfully to the public school system, become gainfully employed, enter military service or pursue higher education.

Objectives:

- Graduate at least 50% of enrolled students with a GED.
- Secure or assist in securing positive placement for at least 100% of graduating students within the first month Post-Residential.
- Maintain at least 75% positive placement as of the 12th month Post-Residential.

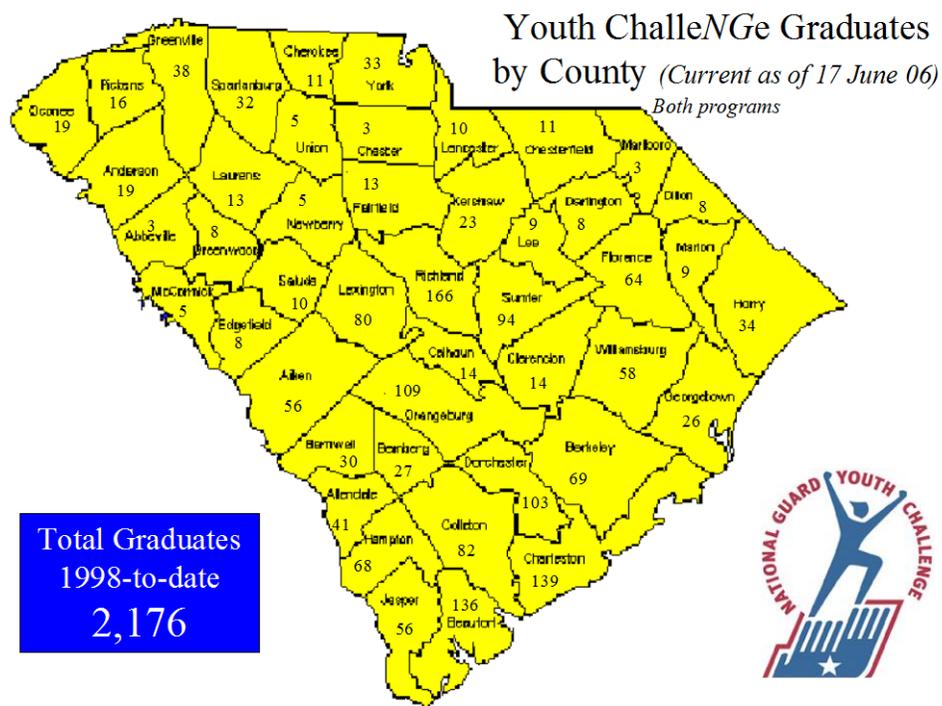
Key Results:

- The South Carolina National Guard Youth ChalleNGe Program was in its ninth year of operation during State Fiscal Year 2005-2006. The second program that was relocated to Aiken in January of 2004. A class is defined as participation in the full 17-month program. This report will incorporate data from both campuses.



Graph 7.3-38

- The above chart illustrates the continued growth of successful students and the number of GEDs that were earned at the two campuses during the last year. The enrollment for both sites has come from throughout the state, routinely from 25-30 counties are represented with each class.
- The chart below shows which counties are gaining the most benefit from the South Carolina Youth ChalleNGe Program. Additionally it shows where recruiting efforts have to be increased so that all at-risk youth in South Carolina are offered the opportunity for success. Since the program's inception over 2,176 at-risk youths in South Carolina are now productive tax-paying citizens, some of which are serving in our military in harms way defending our way of life.

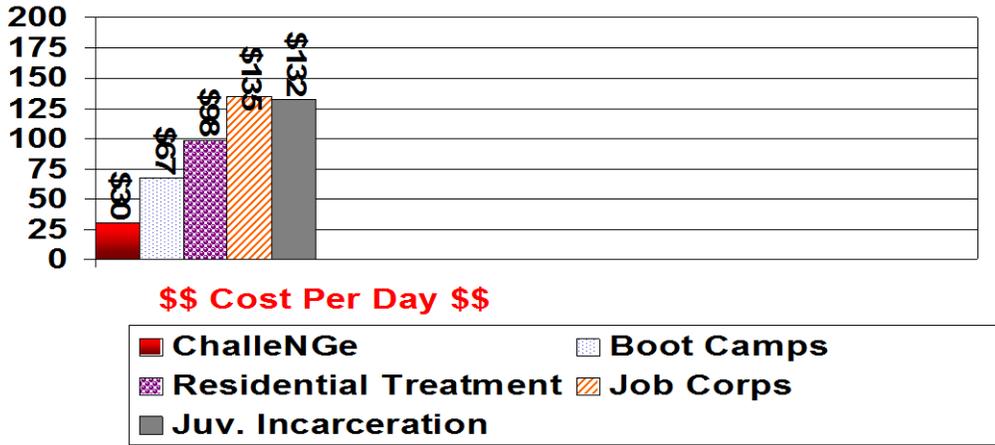


Graph 7.3-39

- Youth ChalleNGe is one of the most cost effective programs of its type. It is a cheaper alternative to other programs offered in the state. The Chart below shows just how cost effective the program is to the taxpayers of our state and the nation.



SC Youth ChalleNGe Academy



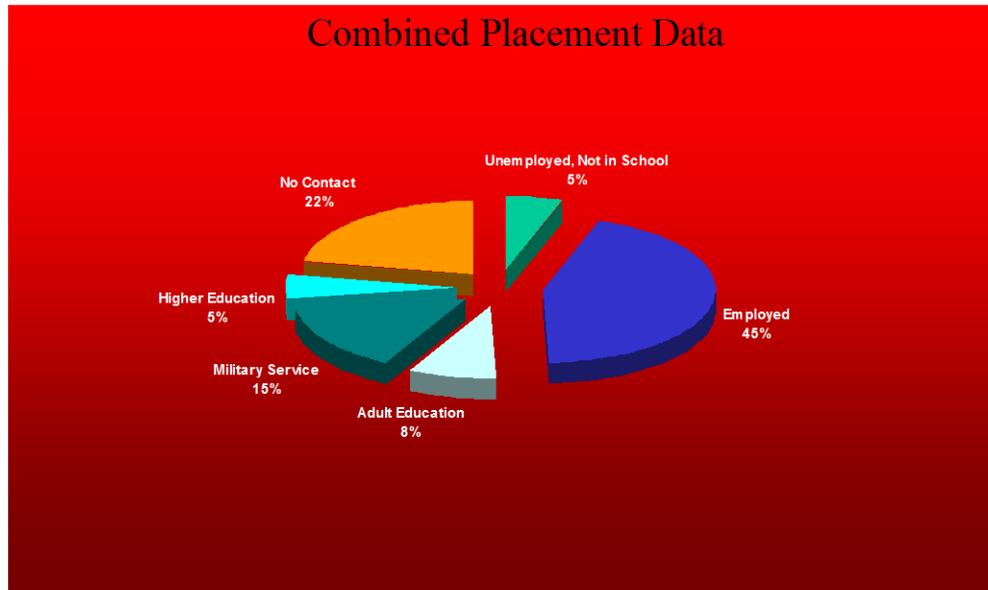
A Program of The South Carolina National Guard

Graph 7.4-40

- The graph below answers the question, “Are you effective?” To date, the two programs have a combined success rate that consistently stays between 70 and 80 percent.



SC Youth Challenge Academy



A Program of The South Carolina National Guard

Chart 7.3-41

Name: **STARBASE Swamp Fox**

Cost: \$240,000 Federal

Goal: To provide 700+ hours of instruction to students in STARBASE Academies during the regular school year.

STARBASE Swamp Fox is a National Guard Youth program designed to improve the math, science, and technology skills of South Carolina students by their participation in a 20 to 25 hour STARBASE Academy devoted to the study of flight. The program targets primarily fifth graders in South Carolina as the STARBASE national curriculum most closely correlates with skills required for our fifth grade. This program utilizes the resources and personnel of the South Carolina National Guard (Both Army and Air) to teach the thirteen core topics of flight through specially designed hands-on experiments in math, science, and technology. We strive to not only improve performance in these areas, but to create interest which may lead to careers in these functional areas.

Objectives: Ensure that STARBASE Swamp Fox provides 700+ hours of instruction to students in STARBASE Academies during the regular school year

Ensure that 70% of Academy students pass the national testing instrument.

Continue collaborations established previously and add partnerships that involve secondary students and at least one partnership related to teacher training.

Continue/expand at least one DOD partnership

Increase the reach of the STARBASE program by having at least 1000 students involved in programs beyond STARBASE Academies

Key Results: 700+ hours of instruction: Forty STARBASE Academies were conducted which resulted in 1000 classroom hours, exceeding the objective by 43%.

70% pass rate: All STARBASE Academy students passed the post test, (based on the national standard) thus resulting in a 100% pass rate.

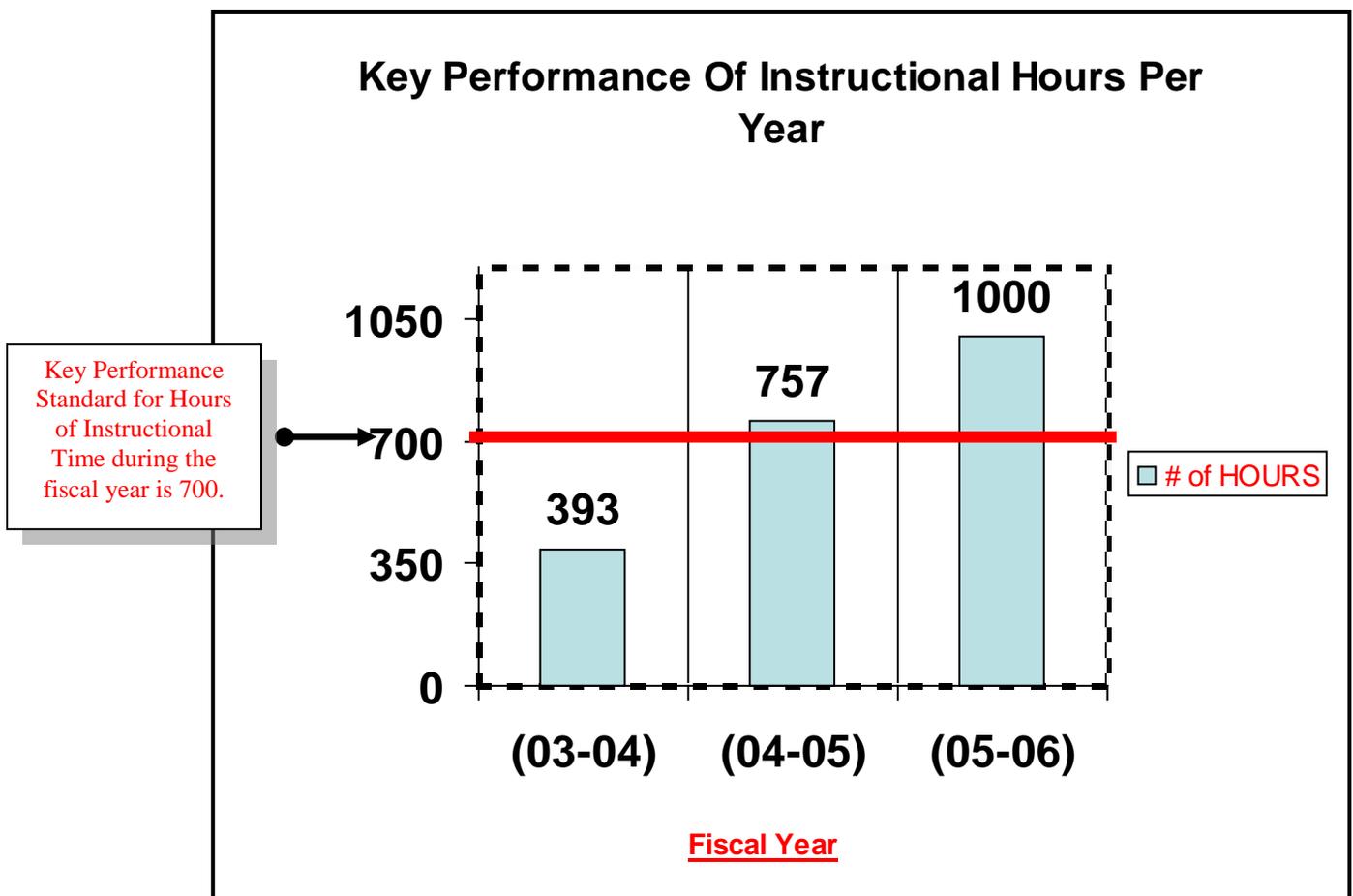
Secondary school partnership: For the second year, we partnered with the South Carolina Department of Juvenile Justice to provide STARBASE instruction to a select group of at-risk individuals in the Birchwood High School. The partnership was very successful and we were asked by officials of the school (Mr. Gannon) to make this a permanent part of our program.

Teacher training partnership: STARBASE personnel taught a course for Richland District One teachers on Educational Technology Management. The

course covered various technologies and how they can best be used in the classroom.

Continue/expand one DOD partnership: Our relationship with both the Army National Guard and the Air National Guard grew with extended involvement for tours and special video projects planned on McEntire Joint National Guard Base.

Reach at least 1000 students beyond STARBASE Academies: We reached at least 1460 students by our participation in numerous summer courses, educational fairs and demonstrations.



Graph 7.3-42