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Budget & Control Board
STATE BUDGET

Office of The Adjutant General South Carolina Military Department

Annual Accountability Report

Fiscal Year 1998 - 1999

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STATE DOCUMENTS

James H. Hodges, Governor
Stanhope S. Spears, The Adjutant General

Foreward

The South Carolina Military Department (SCMD) is composed of the South Carolina Army National Guard (SCARNG), the South Carolina Air National Guard (SCANG), and State Operations, which includes the Emergency Preparedness Division (EPD) and the South Carolina State Guard (SCSG).

This document represents the on-going quality efforts and establishes the strategic direction for the Military Department. Our strategic plan was developed by the Military Department Executive Council, with input from the major commands and each functional area. Members of the Executive Council are:

MG Stan Spears, The Adjutant General
BG Harry Burchstead, Deputy Adjutant General
Mr. John Shuler, Deputy Adjutant General – State Operations
COL (P) Bob Smart, Assistant Adjutant General ANG
COL Nick Fletcher, Chief of Staff, ARNG
COL (P) George Patrick, Chief of Staff, ANG
COL Dick Noble, Commander, 169th Fighter Wing
LT COL John Motley, Executive Staff Support Officer, ANG
CMSgt Jerry Foster, Senior Enlisted Adviser, ANG
CSM Frank Lever, Command Sergeant Major, ARNG

The 21st century will bring many significant challenges and opportunities for the Military Department and its subordinate organizations. Our job is to plan for and be prepared to meet those challenges directly and capitalize on the opportunities to take our organization to higher levels of performance and success.

A primary key to success of this plan is communication and understanding at all levels of the organization. Every soldier, airman and employee of the Military Department must understand our strategic plan and how their job relates to and supports the strategic direction in this plan. Leaders at all levels are charged with communicating and involving everyone in adhering to our values and principles every day and in accomplishing the objectives, initiatives, and actions plans to achieve our goals and vision.

The Office of the Adjutant General stands ready to assist our State in making this the finest state in the union to work - safely and efficiently.

Office of The Adjutant General South Carolina Military Department

MISSION

The mission of the South Carolina Military Department is two-fold: A federal mission, which provides trained military personnel and operational military equipment to support the President in defending the constitution of the United States. Our State mission is to support the citizens of South Carolina and local authorities before, during, and after a natural disaster as well as support the military mission through the maintenance of facilities and providing other direct support functions.

Overview: The Office of The Adjutant General was established by the Constitution in 1792 to develop and maintain the militia of the State. Our support to the State includes providing personnel to assist local agencies and the citizens of South Carolina in time of need. The overall annual budget is \$178 million dollars: \$170 million in federal assistance and \$8 million in State appropriations.

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

Customers: Our primary customers are the citizens of South Carolina. Additionally, through State Operations, we support the military functions and facilities as well as the Governor's office. The State Accounting Department processes payments to all types of businesses in South Carolina.

Workforce: The Adjutant General's staffing includes approximately 13,149 men and women, of which 12,180 are traditional National Guard members. Forty-nine personnel are employed in the Emergency Preparedness Division. We have about 738 volunteer members of the State Guard.

Position: The South Carolina Military Department is considered one of the premier military departments. It is ranked 6th in the nation in size. Our units, in a continuous state of readiness, are tasked to deploy on a routine basis. During FY 99, we deployed units to Bosnia, Honduras, the Dominican Republic, Europe, Kuwait, and various locations within the United States.

Facilities. We maintain 81 armories, valued at \$311 million dollars; approximately 75 training facilities; 2 Army National Guard training installations; and an Air National Guard training base.

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

Suppliers: All forms of businesses of South Carolina supply required products and services to sustain facilities and support to the military and State operations.

The Future: Personnel and facilities will continue to be the driving forces of our organization. Without trained and qualified employees, the citizens of South Carolina will not receive the quality support required. Facilities must be properly maintained to provide optimum conditions for constant military training. Currently, most facilities do not meet minimum federal guidelines for usability. We will continue to improve our automation process and allow each facility access and provide centrally controlled information.

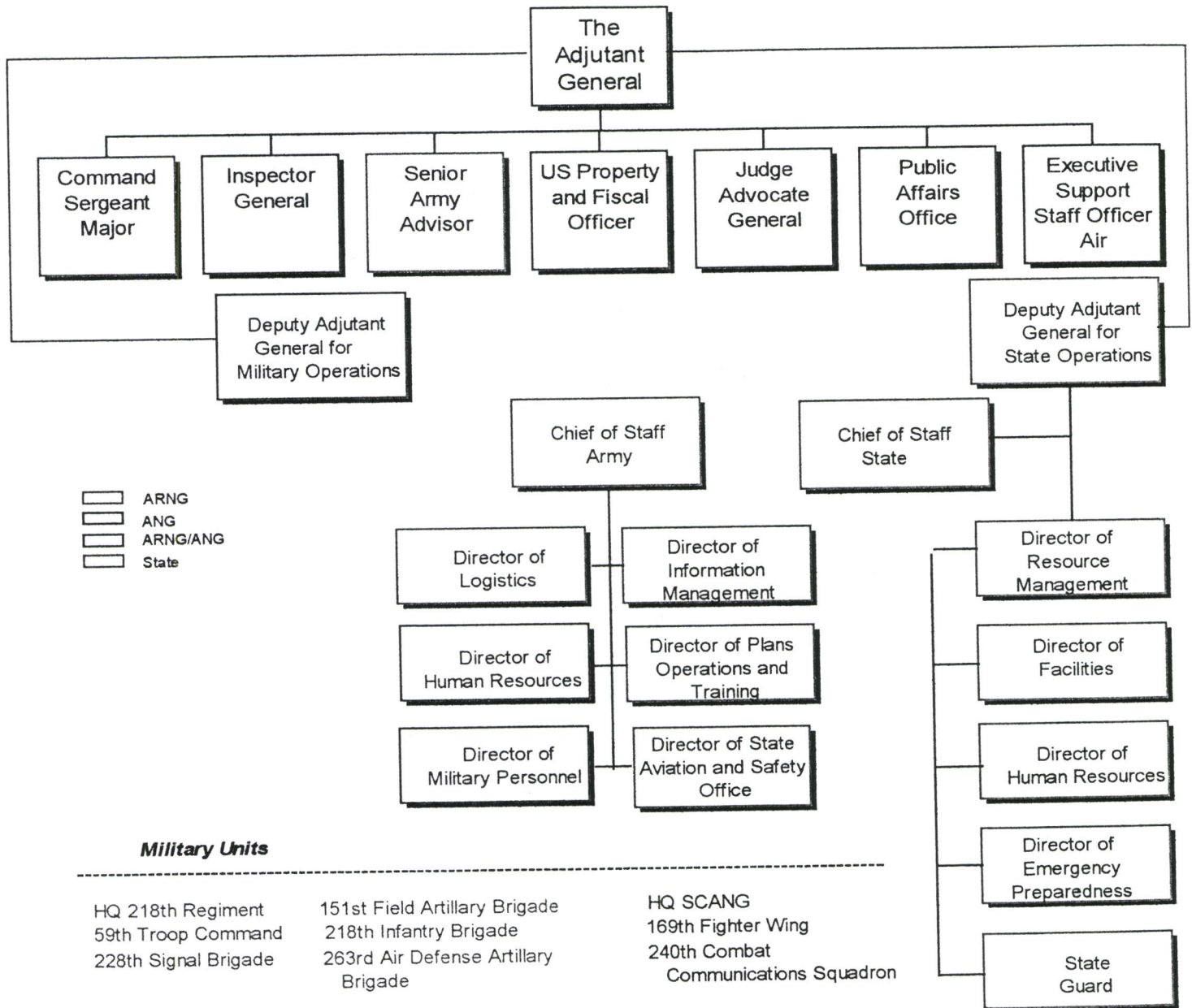
We constantly evaluate processes for ways to expend fewer tax dollars. Using military labor to construct facilities during annual training is but one example.

Our commitment to the community is exemplified through our beginning an alternative program aimed at youth considered at-risk through the National Guard Youth ChalleNGe Program.

The Emergency Preparedness Division is refining a Web page to assist citizens in receiving information during emergency operations. Our development of a State wide emergency network provides up-to-date accurate information available to all.

Office of The Adjutant General

South Carolina Military Department



Office of The Adjutant General South Carolina Military Department

VALUES

Values are beliefs of what is good and that drive all behavior at all levels in the organization. Our values are:

Communication – open, honest and timely dialogue with respectful exchange of views with everyone working together for a common purpose.

Honesty – telling the unbiased truth with sincerity, compassion, and without hidden agendas.

Integrity – doing the right thing every time; loyal to the organization and to each other.

Competence – qualified, capable, effective, and dedicated professionals who meet the expectations of our members.

Teamwork – working together as a team with cooperation, shared goals, mutual support and unity of purpose.

Fairness – equal opportunity for everyone through consistent actions, equal recognition for equal accomplishments, and treating everyone the same.

Family – taking care of and supporting each other and our loved ones, keeping them informed, making them feel like they belong, and putting them first.

Patriotism – supportive of the United States and South Carolina constitutions and democracy.

Office of The Adjutant General South Carolina Military Department

VISION

Our vision for the South Carolina Military Department is:
Community-based, relevant, ready...to meet the challenges of the 21st
century.

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

Office of The Adjutant General South Carolina Military Department

KEY ISSUES AND STRATEGIES

BUSINESS IMPERATIVES:

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

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

CUSTOMER FOCUS

As an organization committed to the principles of quality management, our goal is to consistently meet or exceed our customers' expectations. We have both internal and external customers. External customers are those citizens or groups outside of the department with whom we do business and internal customers are those inside the department with whom we interact and who receive the output from our work. Quality is equally important to both groups.

STRATEGIES:

- A. Determine the needs and expectations of our customers.**
We must take the initiative to find out from them what they need and want.
- B. Establish media and marketing strategies for services provided.**
Complete the statewide network for the citizens of South Carolina and the 81 armories across the state.
- C. Simplify and consolidate processes that affect customers.**
Modify the accounting systems to allow for direct input by users and provide usable management reporting to our customers. Reduce the amount of input required in our computer process. Monitor the key indicators that affect our organization. Making improvements will require good communication, collaboration, and problem-solving skills.
- D. Increase the value for the citizens of South Carolina.**
Using the annual training period, the Military Department can provide facilities and services for use by citizens. We seek to increase the federal grants that will be used to support South Carolina. We constantly strive to improve our processes and do more with less.
- E. Economic value to South Carolina.**
The Federally funded payroll produced over \$7 million dollars in state tax revenue and \$3.5 million in sales taxes on purchases.

**Office of The Adjutant General
South Carolina Military Department**

**1998 – 1999
PERFORMANCE
MEASURES**

KEY PROGRAMS:

Priority One: Armory Operations

Priority Two: Emergency Preparedness

Priority Three: National Guard Youth ChalleNGe Program

Priority Four: National Guard Tuition Assistance

Priority Five: Office of the Adjutant General

Priority Six: South Carolina State Guard

Priority Seven: National Guard Pension Fund